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Date: 23rd November 2016

Dear Councillor,

Finance and Management Committee

A Meeting of the **Finance and Management Committee** will be held in the **Council Chamber**, on **Thursday, 01 December 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 Atkin, Mrs. Coe, Mrs. Coyle Hewlett, 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 22nd September 2016 and 13th October 2016.
Finance and Management Committee 22nd September 2016 Open Minutes **4 - 5**
Finance and Management Committee 13th October 2016 Open Minutes **6 - 9**
- 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** COMMUNICATIONS STRATEGY 2016-21 AND INTERNAL COMMUNICATIONS STRATEGY 2016-18 **10 - 37**
- 8** CORPORATE PLAN 2016-21 PERFORMANCE REPORT **38 - 69**
- 9** BUDGET AND FINANCIAL MONITORING 2016-17 **70 - 84**
- 10** COMPLAINTS, COMPLIMENTS AND FREEDOM OF INFORMATION REQUESTS - 1 APRIL TO 30 SEPTEMBER 2016 **85 - 119**
- 11** COMMITTEE WORK PROGRAMME REPORT **120 - 124**

Exclusion of the Public and Press:

12 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.

13 To receive the Exempt Minutes of the Meeting held on 13th October 2016.

Finance and Management Committee 13th October 2016 Exempt Minutes

14 To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.

15 A REVIEW OF THE LAND CHARGES UNIT

16 THE TRANSFER OF CORPORATE SERVICE AND OUTLINE
STRUCTURE PROPOSALS

17 PREMISES IN SWADLINCOTE



INVESTOR IN PEOPLE



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investor in excellence
Housing Services



FINANCE AND MANAGEMENT COMMITTEE

22nd September 2016

PRESENT:-

Conservative Group

Councillor Harrison (Chairman), Councillor Mrs Plenderleith (Vice-Chairman) and Councillors Atkin, Mrs Coyle, Hewlett, Murray (substituting for Councillor Smith), Roberts, (substituting for Councillor Mrs Coe), Watson and Wheeler

Labour Group

Councillors Rhind, Richards, Taylor (substituting for Councillor Wilkins)

In Attendance

Councillors Mrs Brown and Mrs Farrington

FM/65 **APOLOGIES**

Apologies were received from Councillors Mrs Coe, Smith (Conservative Group) Southerd and Wilkins (Labour Group)

FM/66 **DECLARATIONS OF INTEREST**

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

FM/67 **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/68 **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/69 **REPORTS OF THE OVERVIEW AND SCRUTINY COMMITTEE**

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

FM/70 **ACCOUNTS AND FINANCIAL STATEMENTS 2015/16**

The Director of Finance and Corporate Services presented the report to Committee, highlighting that external auditors had submitted an unqualified report for 2015/16. The Director made reference to disclosures and adjustments highlighted in the report, but commented that the external auditors had been complimentary in terms of how the Council secured value

for money in its financial activities. Reference was made to the complexity and level of detail in the accounts, as currently required by the CIPFA guidelines, but there is a possibility that these accounts could be condensed for the future. Following approval by Committee, this would allow the signing of the Council's Audited Accounts and Financial Statements for 2015/16 by the Chairman and subsequent publication by 30th September 2016.

The Leader and the Chairman acknowledged the level of work involved in producing the accounts and thanked the Finance team for their efforts.

RESOLVED:

That the Committee approved the Council's Audited Accounts and Financial Statements for 2015/16, for signing by the Chairman of the Committee prior to publication.

FM/71

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.

The meeting terminated at 5.10pm.

COUNCILLOR J HARRISON

CHAIRMAN

FINANCE AND MANAGEMENT COMMITTEE

13th October 2016

PRESENT:-

Conservative Group

Councillor Harrison (Chairman), Councillors Atkin, Mrs Coyle, Mrs Hall (substituting for Councillor Smith), Watson and Wheeler

Labour Group

Councillors Rhind, Richards, Southerd and Mrs Stuart (substituting for Councillor Wilkins)

In Attendance

Councillor Shepherd

FM/72 **APOLOGIES**

Apologies were received from Councillors Mrs Coe, Hewlett, Mrs Plenderleith, Smith (Conservative Group) and Wilkins (Labour Group)

FM/73 **MINUTES**

The Open Minutes of the Meeting held on 21st June 2016, 21st July 2016 and 1st September 2016 were taken as read, approved as a true record and signed by the Chairman.

FM/74 **DECLARATIONS OF INTEREST**

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

FM/75 **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/76 **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/77 **REPORTS OF THE OVERVIEW AND SCRUTINY COMMITTEE**

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

FM/78 **AUDIT SUB-COMMITTEE**

The Minutes of the Audit Sub-Committee Meetings held on 21st September 2016 were submitted.

RESOLVED:-

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

FM/79 **UPDATE ON THE COUNCIL'S MEDIUM TERM FINANCIAL POSITION**

The Director of Finance and Corporate Services presented the report to Committee, highlighting key factors that may impact on the financial position in relation to the General Fund and the Housing Revenue Account.

It was reported that based on current forecasts, the level of the General Reserve fund remained healthy. However, due to the impact of the reduction of core funding, projections showed that the budget deficit would take effect from 2018/19 onwards. The Director of Finance and Corporate Services advised that key budget saving areas were the leisure facility management contract, the pay award for the next two years combined with the revised pay and grading structure being lower than that budgeted. The Director informed the Committee that a separate report would be presented at a later date to propose the reinvestment of a proportion of the leisure management savings into playschemes. It was highlighted and agreed that remedial measures needed to be in place in order to maintain a resilient and sustainable financial position.

The Director of Finance and Corporate Services reported that the Housing Revenue Account was in a tighter position than the General Reserve Fund. This was predominantly due to the change in legislation to reduce rental of Council Houses by 1% per year to 2020 and therefore had placed pressure on income revenues.

Councillor Richards addressed the Committee advising that a presentation was being held by East Midlands Council with representatives from the Local Government Association regarding apprenticeship schemes. The Chief Executive informed the Committee that a government-assisted company had presented to Officers on the apprenticeship levy.

Councillor Atkins led Members in commending and thanking the Director of Finance and Corporate Services and his team for their hard work and efforts.

RESOLVED:

- 1.1 Members approved the updated financial projections on the General Fund to 2022 and the Housing Revenue Account to 2027 as detailed in the report.***
- 1.2 Members agreed that the financial projections provided the basis for planning purposes and for setting the General Fund and Housing Revenue Account's Base Budgets for 2017/18.***
- 1.3 Members approved the Protocol for the control and use of Earmarked Reserves as detailed in Appendix 3.***

FM/80 PROPOSED LOCAL COUNCIL TAX SUPPORT SCHEME 2017/18

The Director of Finance and Corporate Services delivered the report to the Committee, outlining the options available to members with regards to alternative schemes and the Compensation Grant. Members were advised that the current scheme was cost effective given that changes including reduction of tax credits had been absorbed in the collection fund and the cost of the scheme was reducing whilst being implemented. A discussion ensued as to whether the Compensation Grant be transferred in its entirety, withheld or reviewed. Members decided to continue to transfer the grant.

RESOLVED:

- 1.1 Members agreed that the existing Local Council Tax Support Scheme currently in place be continued and adopted for 2017/18.***
- 1.2 Members noted that the detailed parameters would be reported to Full Council on 19th January 2017.***
- 1.3 Members reviewed the current Compensation Grant, associated with the Council's Support Scheme, paid to Parish Councils. No changes were recommended.***

FM/81 RISK BASED VERIFICATION FRAMEWORK FOR HOUSING BENEFIT

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

RESOLVED:

- 1.1 Members approved that the process of Risk Based Verification for Housing Benefit and Council Tax Reduction Scheme claims be extended to include Change of Circumstances.***
- 1.2 Members agreed that the Risk Based Verification Scheme Policy be updated to include Change of Circumstances.***
- 1.3 Members consented to adopt broadly similar procedures of a risk based approach in respect of claims for Council Tax relief, exemptions and discounts.***

FM/82 ETWALL LEISURE CENTRE – OVERFLOW CAR PARK

The Director of Finance and Corporate Services delivered the report to the Committee outlining the proposal from John Port School to resolve the ongoing car parking issue. It was reported that the School has accepted that if the Section 106 funds were not made available, then John Port School would incur the cost.

RESOLVED:-

Members agreed that John Port School be reimbursed the Councils share of the cost of capital works from Section 106 funds received for that purpose.

FM/83 **COMMITTEE WORK PROGRAMME**

RESOLVED:-

Members considered and approved the updated work programme.

FM/84 **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 Meetings held on 21st June 2016, 21st July 2016 and 1st September 2016 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.

STENSON FIELDS COMMUNITY FACILITY

RESOLVED:-

Members approved the recommendations in the report.

The meeting terminated at 6.40pm.

COUNCILLOR J HARRISON

CHAIRMAN

REPORT TO:	FINANCE AND MANAGEMENT	AGENDA ITEM: 7
DATE OF MEETING:	1st DECEMBER 2016	CATEGORY: DELEGATED
REPORT FROM:	DIRECTOR OF FINANCE AND CORPORATE SERVICES	OPEN
MEMBERS' CONTACT POINT:	FRANK MCARDLE	DOC:
SUBJECT:	COMMUNICATIONS STRATEGY 2016/21 AND INTERNAL COMMUNICATIONS STRATEGY 2016/18	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE:

1.0 Recommendations

- 1.1 Members are asked to note and adopt the draft Communications Strategy 2016/21 and Internal Communications Strategy 2016/18.

2.0 Purpose of Report

- 2.1 To inform Members of two key documents. The Council's Communications Strategy sets out how we plan to keep residents, customers, stakeholders and other parties engaged and informed about Council services, successes and achievements.
- 2.2 The strategy has been written and designed to be easy to digest and maps out how, against the priorities in the Council's Corporate Plan, departments are embracing the fast-changing world of communications to benefit those we serve.
- 2.3 The Internal Communications Strategy identifies the way forward for engaging and communicating with employees and Elected Members. It sets out the aims, aspirations, channels and the action plan to achieve this.

3.0 Detail

- 3.1 The Communications Strategy has emerged from a comprehensively researched evidence base and has a clearly defined aim: 'To deliver consistently high-class, effective and measurable communications across all channels to support the priorities of the Council's Corporate Plan, ensuring stakeholders are well-informed and satisfied.'
- 3.2 Delivery is the responsibility of everyone across the Council. The document demonstrates how effective communication can engage residents and encourage two-way conversation, ensure people understand what the Council does, uphold and strengthen the Council's excellent reputation and demonstrate how it

continues to deliver value for money.

- 3.3 While relationships with the traditional press and media remain strong and effective, the strategy also reiterates the need to be pro-active across multi-channels appropriate to different stakeholders. The ever-growing popularity of social media and the imminent launch of a new Council website mean we are utilising a digital approach to reach a wider audience.
- 3.4 Following consultation with Directors and Unit Managers, a set of communications objectives have been agreed against the organisational objectives within the Corporate Plan. These are to be reviewed on an annual basis throughout the life of the Communications Strategy.
- 3.5 The success of the strategy will be evaluated on an ongoing basis via a 'Communications Dashboard' which will monitor media coverage, social media and website trends. This information will then inform our future approach.
- 3.6 The Communications Strategy dovetails with the Internal Communications Strategy, which defines how the Council communicates internally with staff and Elected Members. These efforts must unite our team members, create a sense of pride and instil our values, as well as reflect the aims of the Corporate Plan.
- 3.7 The Internal Communications Strategy takes account of the findings of an Internal Communications Survey, whose aim was to gather qualitative and quantitative data from team members about current internal communications channels to help shape the way forward.
- 3.8 The document sets out a list of objectives to help establish high-quality internal communications, with the aim of making team members feel part of an organisation that makes them feel proud, involved, informed and celebrated.

4.0 Financial Implications

- 4.1 Both the Communications Strategy and Internal Communications Strategy have been produced in-house by the Policy and Communications Team and are accommodated within the current budget.

5.0 Corporate Implications

- 5.1 The objectives in the Communications Strategy and Internal Communications Strategy are designed to deliver against the themes of the Corporate Plan – People, Place, Progress and Outcomes.
- 5.2 The outcomes of 'democracy' and 'customer focus' are key to the Communications Strategy – it will guide how people access services and receive information about what the Council does and how it is performing as part of its vision to 'make South Derbyshire a better place to live, work and visit.'
- 5.3 A digital approach to communications, which is highlighted in both documents, is cost-effective and fits in with the Council's mantra of 'doing more with less.'

6.0 Community Implications

- 6.1 The two strategies will facilitate a better understanding of what we do as a Council, what we have achieved and how we spend money. This will promote the work of the Council and enhance our reputation.
- 6.2 The new Council website will be our most powerful communications tool and will go a long way towards helping to achieve true channel shift by improving the way people choose to interact, engage, access information and use our services.

7.0 Conclusions

- 7.1 The world of communications never stands still. The Communications Strategy and Internal Communications Strategy ensure that the Council is well placed to engage with staff, Elected Members, residents, businesses and visitors in a digital marketplace and to monitor and review its practices on a regular basis.

The two documents are available for viewing in Appendices A and B.



Communications Strategy 2016 – 2021

Ahead of the Game

Effective communication is key to the success of any business or organisation.

Establishing a two-way conversation that engages stakeholders, informs about services, celebrates achievement and creates a culture of openness, honesty and trust is crucial to long-term prosperity.

However, in a crowded marketplace of social media and digital channels at the centre of a world with information available on tap, standing out from the crowd can be far from easy.

South Derbyshire District Council prides itself on its track record of delivering high-quality services to those living in, working in and visiting one of the fastest-growing areas in the country.

Like all local authorities, though, it is facing up to the tough task of further developing and improving these services against a backdrop of reduced core funding, financial pressures, a changing media landscape and soaring expectations.

The Council must find budget savings in its General Fund of up to £1.5 million by 2018, together with savings within its Housing Revenue Account of £19 million over the next 10 years. Never has its mantra of 'doing more with less' been so relevant.

In its previous Corporate Communications Strategy, the focus was put firmly on moving away from traditional reactive communication to a pro-active online approach. During its lifespan the Channel Shift Strategy was launched, while internally a new intranet was designed and implemented.

The trend is reflected across the local government sector. Research into the communications practices of other authorities has shown a clear evolution towards digital methods across the board.

While the work of the Communications team is central to keeping residents, customers, stakeholders and other parties informed, it is not exclusive to it. Consistency of message both internally and externally, to and from all staff and Elected Members, will be pivotal in achieving high levels of performance.

This strategy maps out how, in line with its Equality Policy and against the priorities laid down in its Corporate Plan, South Derbyshire District Council will embrace the fast-changing world of communications to stay ahead of the game for the benefit of those it serves.

Communications Priorities

Our Top 10





Day-to-day Communications



Promoting and raising awareness of what the Council does



Promoting the Council's values and priorities



Demonstrating how the Council spends public money



Publicising Council events, activities and opportunities



Upholding and playing a key role in the democratic process



Helping to deliver digital services and solutions



Developing channels for effective engagement



Highlighting partnership and community working



Maximising commercial opportunities



Creating modern and consistent branding



Doing more with less



Supporting staff and Elected Members in communicating effectively

Aim

'To deliver consistently high-class, effective, efficient and measurable communications across all channels to support the priorities of the Council's Corporate Plan, ensuring stakeholders are well-informed and satisfied.'

How We Communicate



Social Media



SDDC Website



The Media



Better Online (the intranet)



Housing News (quarterly)



**Face-to-face
Customer Services/
Councillor Surgeries**



**Internal Communications
Staff briefings, Email,
One-to-ones**



**Council /
Committee
Meetings**



**SMS & IVR
Messages**



**Consultation
Exercises and
Events**



**Reports
and Policy
Documents**



**Branding
Posters, Leaflets etc**

Our Stakeholders

- South Derbyshire residents
- Service users
- Council staff
- Elected Members
- Parish councils
- Local businesses
- Visitors/tourists
- Local, regional and national media
- Derbyshire County Council and neighbouring authorities
- Partner organisations
- Community organisations/the third sector
- D2N2 Local Enterprise Partnership



Here is a closer look at our key communications channels:

The Media

While the Council's long-established strong relationship with the local media continues, the landscape has changed considerably in the past decade – particularly with regard to the written press.

The ever-increasing popularity of the internet and digital world has hit circulation figures hard.

However, local titles can now boast a bigger audience than ever before thanks to their daily website visitors and social media followers.

The Trinity Mirror-owned Burton Mail, for example, currently attracts around 25,000 unique visitors (UVs) to its website each day, with more than 73,300 page views, while its Facebook page has in excess of 16,500 'likes.' The Derby Telegraph has around 75,000 UVs to its website, with 200,000 page views, and has more than 42,500 Facebook page 'likes.'

This has led to a 'reverse publishing' model where news is shared through digital channels before it is even considered for print, with members of the public encouraged to be content providers or 'citizen journalists.' It is this group of activists, armed with the tools and ever more keen to play their part in local life, that the Council must consider how best to engage.

The Council's Communications team distributes on average 12 to 18 press releases and deals with between 20 and 40 media queries in a typical month, with statements issued where necessary to uphold the authority's reputation and radio/television interview opportunities arranged as requested.

While times have changed, a significant proportion of residents still rely on newspapers, radio and television for their news in South Derbyshire, a predominantly rural District where for many outlying villages broadband speeds are a major issue.

The Council's model of distributing press releases, uploading them to its website and backing that up with promotion through social media channels to drive web traffic, is still a relevant one. Research has shown that it reflects the media practices of 15 'most suitable groups' - other local authorities of a similar size to South Derbyshire District Council and with similar characteristics in terms of their populations and urban/rural mix.

Strong content, complemented by images and video where appropriate, is crucial to positive engagement.



The Website

Around 33,000 web sessions are currently taking place each month at www.south-derbys.gov.uk, which has increased by more than 40 per cent since the beginning of 2010.

In recent times a review of content and web traffic has taken place to help us understand what information people are looking for and areas of particularly high contact.

The data established that 40 per cent of all contacts handled by Customer Services staff concerned Council Tax and Benefits enquiries.

Based on the findings, and to improve website functionality, two home page buttons linking to Council Tax and Benefits landing pages were introduced, literally 'channel shifting' people away from phone and face-to-face contact by allowing them to more easily access the information they need online. A third 'Pay for it' button was introduced soon after.

The Council recognises the power of its website as a one-stop shop of services and information and plans to launch a new site before the end of the 2016-17 financial year, satisfying Corporate Plan aims of maintaining customer focus and advancing digital inclusion.

The ambition is to establish and maximise transactional, task-oriented online services which are flexible, accessible and easy to use.

A comprehensive tendering process has taken place and Web Labs Ltd has been appointed as the provider to help deliver the project.



Social Media

A simple and cost-effective way to reach a wider audience, the Council has seized the opportunity that social media presents.

Our Twitter account (@SDDC) has more than 6,500 followers, which has increased by around 1,900 since January 1, 2015 and compares well with neighbouring authorities.

Though we do not currently have a central corporate Facebook page several departments run their own, with regular support and annual training provided.

The Council also has a YouTube account (South Derbyshire DC).

According to UK communications regulator Ofcom the social media scene continues to grow quickly - more than seven in 10 adult internet users now have a social media profile and ownership of smartphones and tablets is booming.

We are reaching a huge audience via social media and, in a June 2016 survey, 76 per cent of people listed it as their preferred option for keeping in touch with Council news and information.

In a Twitter poll, 54 per cent of respondents thought the Council's current social media content was 'good' or 'excellent' with only eight per cent saying it was below average.





Internal Communications

Our Internal Communications Strategy identifies the way forward for engaging and communicating with employees, setting out the aims, aspirations, channels and action plan to achieve this.

Our internal communications efforts strive to unite our staff and Elected Members, create a sense of pride, instil our values and reflect the aims of the Corporate Plan, demonstrating to everyone the part they play.

The current channels include team meetings, team briefs, one-to-ones, email, Better online (the intranet) and noticeboards. A recent survey was conducted to help understand the quality of these channels, in which 91 per cent of people said they were either satisfied or very satisfied with internal communications overall.

The very latest trends and influences are being considered, alongside the needs of staff, as the Council looks to review and create a quality system of internal communications with the following objectives:

- Improve the flow of communication between the leadership team, Elected Members and staff to ensure team members understand key messages and the impact of them.
- Allow questions and feedback to be shared between directorates and up and down the communication chain.
- Define and promote the internal communication channels available, including the purpose and audience for each channel.
- Increase the use of Better online by educating users, developing new features and promoting content to users.
- Embed the Corporate Plan 2016-21 and ensure that staff understand their role in delivering it.



Branding

With the introduction of the Corporate Plan 2016-21, the Council's approach to branding is evolving.

Using pre-existing corporate colours the design style has been modernised and refreshed to demonstrate a new direction for the Council.

A Venn diagram watermark is being used to link the Corporate Plan and branded materials together, the key elements of the new design style being:

- The Venn diagram watermark;
- Primary colours including specific shades of purple and green;
- A new set of secondary colours to be used that complement the primary colours;
- Use of photographs to showcase the District; and
- Use of icons and vectors to illustrate or add visual impact.

The refreshed look is to be introduced across the Council throughout official documents and digital channels, with a new, consistent style for promotional materials to be devised to complement the new brand.

With local authorities under increasing pressure to deliver more with less, branding and its use in terms of innovation, commercialisation and marketing is perhaps more important than ever.



Consultation

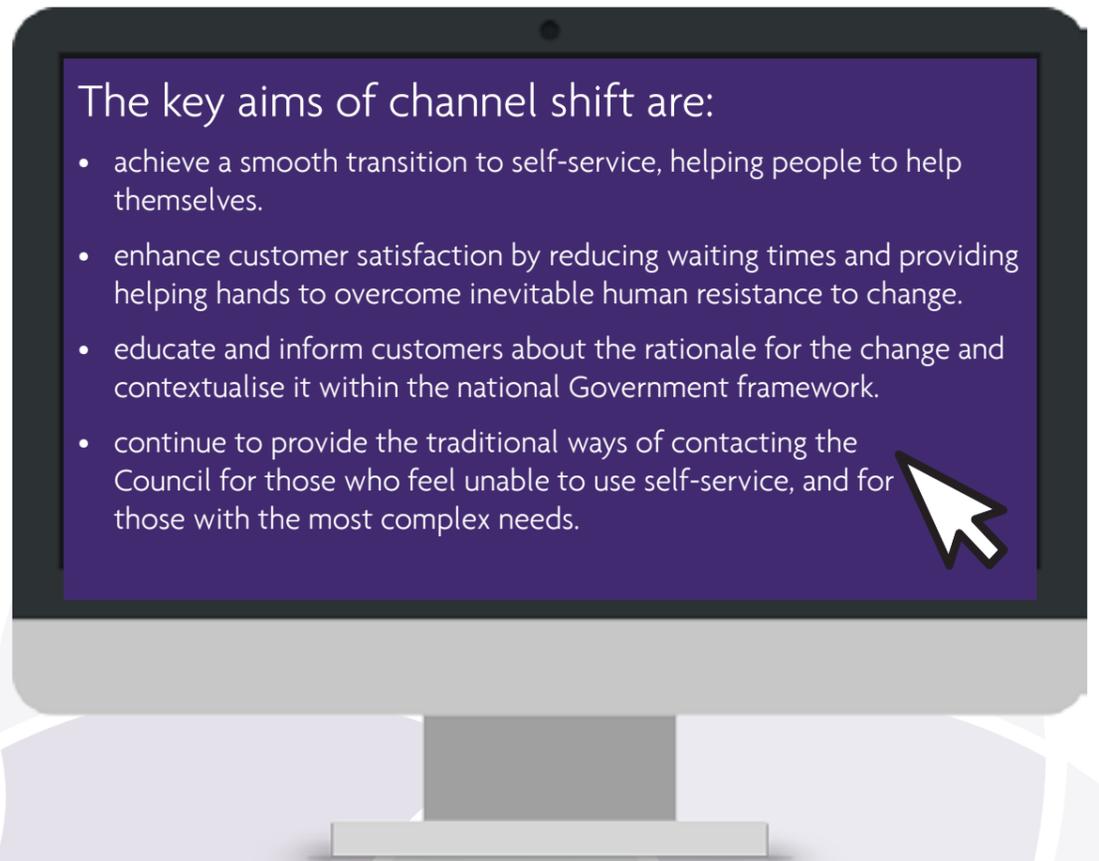
The Council has a statutory duty to consult on various matters affecting the community and its focus is on creating a culture of empowerment and engagement in public services, by ensuring that people have more opportunities to have their say.

This change is reflected in the Council's Consultation and Engagement Strategy, which aims to support strong, active and inclusive communities who are informed and involved in decision-making, with the ultimate aim of enhancing the quality of life across South Derbyshire.

Media relations and communications play an important role and help ensure that residents are kept up to date with services, as well as being informed about all Council consultations and community engagement events.

Each year a Consultation Annual Report is presented to Elected Members, detailing how consultation activities supported the delivery of key priorities.





The key aims of channel shift are:

- 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.

Channel Shift and a Digital Future

It has been a time of unprecedented change for local authorities. In South Derbyshire, where there are now more than 41,000 homes registered to pay council tax and a population approaching 100,000, the demand on services is higher than ever before.

Customer Services has borne the brunt of this demand and, faced with an increasingly complex and fast-changing benefits system to administer, staff were typically handling between 6,000 and 7,000 face-to-face contacts each month by the end of 2014, with an average handling time of seven minutes per customer.

Aside from the lengthy queues and waiting times, face-to-face contact is expensive.

Half of all UK smartphone users use their device to make online purchases, electronic payments or use online banking

Set against a national Government agenda of digital inclusion, something had to give – and the Channel Shift Strategy was born.

Aiming to get customers ‘online, not in line’ and fitting hand in hand with the ethos of doing more with less, a process of gathering, processing and analysing information begun. The end goal was to not only provide customers with the means to self-serve, but positively encourage them to do so by designing services so good that they would prefer to.

Analysis of the data gave a clear picture of the face-to-face customer demographic, as well as an indication that a high proportion would be more than happy to use the internet, via mobiles and tablets, to access services.

Armed with the information, a specialist team known as the Media Forum has been developing intervention strategies to ensure that not only would demand be met, but that essential resources in customer services would be freed up.

These have included redesigning the Council’s website based on traffic trends, introducing new telephony systems and payment machines, designing an online guide to council tax bills, creating a recycling video to help reduce waste and piloting a ‘Keep it Clean’ smartphone app that allows people to report incidents like fly-tipping, graffiti and dog fouling.

6 in 10
UK mobile users (61%) browsed the internet on their mobile phone in 2016

The driver behind it all is the Government’s Digital Inclusion Strategy, which aims to make services ‘digital by default’ by increasing online access and giving people the necessary skills to use the internet.

The requirement for councils to fall in line with this strategy is compelling. Both nationally and locally there is a need to work more efficiently, while satisfying customer demand for quick and convenient access to services, at times and in ways that suit them.

Social media will play an important role as our audience continues to grow organically, attracted by strong content and the opportunity for instant and meaningful engagement with the Council.

76%
of local people surveyed said social media was their preferred option for receiving Council news and information

However, the Council’s new website is our opportunity to achieve true channel shift by creating a transaction-led resource that will change the way people in South Derbyshire access information and conduct their business indefinitely.

It must become our primary customer information source and number one contact mechanism, a ‘shop window’ for all Council services including everything from recycling collection dates and paying council tax to checking business rates and looking at leisure activities.

Everyone within the Council needs to take ownership for the upkeep of the website, which will demonstrate the vision for South Derbyshire and highlight the District’s desire and plans for growth.

99%
of 16 to 24-year-olds in the UK now use social media

There were **378,637** hits on the current Council website in 2015-16

The total UK digital audience (active on laptops, desktops and mobile devices) is now more than **50 million**

Our Objectives

Set against the Corporate Plan objectives, a series of communications objectives have been agreed to reflect the Council's current focus. These objectives will be reviewed on an annual basis to ensure they remain relevant.

People

Organisational objective	Communications objective
Enable people to live independently	Celebrate success stories, such as maintaining grant funding to the voluntary and community sector. Publicise outcomes of the Supported Housing Service review and the availability of new and adapted developments. Promote the role of Careline with health professionals and support a review of existing marketing materials.
Develop the workforce of South Derbyshire to support growth in relation to aspirations, employability, skills and travel to work	Continue to help build on the success of the Swadlincote Jobs and Skills Fair, with a focus on human interest stories. Support efforts to raise aspirations of youngsters and promote employability and entrepreneurship. Raise awareness of volunteering opportunities/training and promote the Modern Apprentice scheme.
Protect and help support the most vulnerable, including those affected by financial challenges	Work with partner agencies including the CAB to further push initiatives that help drive down poverty and support the vulnerable. Continue to promote and celebrate the success of the Community Food Hub programme, our bid to become a Dementia-Friendly Community, our work to attain the NPSS Standard for Homelessness and the ongoing roll-out of Universal Credit. Promote the Safer Homes and Safer Homes Plus schemes, as well as sports and leisure activities for targeted groups. Help to develop internal/cross-departmental processes to ensure effective shared knowledge and good practice.
Use existing tools and powers to take appropriate enforcement action	Publicise successful prosecutions and enforcement actions supported by or initiated by the Council, as well as partnership campaigns and initiatives with the police and other agencies. Assist with statutory consultation where appropriate, eg on PSPOs.
Increase levels of participation in sport, health, environmental and physical activities	Focus on the wide variety of facilities, activities, opportunities and events in South Derbyshire for people of all ages. Target younger audiences through social media engagement. The new-look website will offer ease and convenience for booking activities, as well another platform to celebrate key events in South Derbyshire.
Reduce the amount of waste sent to landfill	Targeted campaigns across all channels to reach new audiences and educate residents on the importance of recycling and reducing contamination. A concerted campaign will concentrate on raising awareness of the red sack, with many residents unclear as to its purpose. Raise awareness of good recycling practices and share top tips, particularly at peak times such as Christmas. Our quirky recycling video, describing what goes into which bin, forms an important part of this. Continue to play a key role in the Waste less, Save more initiative in conjunction with Sainsbury's.



Place

Organisational objective	Communications objective
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Support the completion of new Council housing developments and the aspirations to build more. Wide-ranging consultation will take place with regard to the Local Plan Part 2. Support will also be given to promoting, marketing and building a lasting legacy for infrastructure projects including the Midway Community Centre and the Cockshut Lane Sporting Hub in Melbourne. Complement efforts to bring the District's empty homes back into use and identify the best communications methods for contacting those involved. Support the delivery of outcomes from the Housing Strategy 2016-21.
Enhance understanding of the planning process	Deliver a website that contains clear information and helps to simplify the planning process for members of the public. SDDC is consulting with interested parties on developing Neighbourhood Plans, while a series of in-depth parish council briefings are due to be held to enhance understanding of the planning process.
Help maintain low crime and anti-social behaviour levels in the District	Promote events and outcomes that build on the District's reputation as a safe place to live, work and visit (in the financial year 2015-16, the District had 33.79 crimes per 1,000 population, compared to 79.98 in Derby City and 67.97 in Derbyshire as a whole). Keep the public informed of local crime issues and hotspots, while helping to educate youngsters on issues including hate crime, drugs and sexual exploitation. Publicise the positive and diversionary activities taking place.
Connect with our communities, helping them feel safe and secure	Publicise Area Forums and other opportunities for community/tenant liaison, while supporting staff with the knowledge of how to reach residents and volunteers through digital/social media channels. Offer appropriate crime prevention advice in response to spikes in crime, while celebrating community cohesion through initiatives like the Dreamscheme. Promote events around responsible dog ownership and littering and raise community awareness of microchipping laws, utilising digital channels to spread the public health message where necessary. Celebrate significant security investments in the Council's housing stock.
Support provision of cultural facilities and activities throughout the District	Work closely with Swadlincote TIC and other organisations to promote the area's rich and diverse culture. Capitalise on interest in the opening of the Apex Climbing Centre at Grove Hall. Continue to gauge online feedback on the National Forest Walking Festival and raise awareness of the facilities and activities available at Rosliston Forestry Centre.
Deliver services that keep the District clean and healthy	Raise awareness of both new PSPO powers and the public health impacts and interventions around improving air quality.

Progress

Organisational objective	Communications objective
Work to attract further inward investment	Build on the District's positive reputation of being 'open for business,' celebrating the success of both large and small enterprises. Herald the creation of new jobs and businesses in South Derbyshire, as well as support efforts to keep unemployment rates low.
Unlock development potential and ensure the continuing growth of vibrant town centres	Promote events and initiatives that help town centres to thrive. Further expand the use of the Swadlincote Town Team's social media offering to educate people of its purpose. Work with businesses where necessary to share key success stories and encourage their participation in initiatives like the Swadlincote Pancake Races. Consultation will be undertaken to look at initiatives under the Swadlincote Townscape Heritage Scheme.
Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists	Focus on South Derbyshire's unique position at the heart of The National Forest, working with the National Forest Company, Swadlincote TIC and partners to market it as a facility that can encourage sporting participation and promote health. Raise awareness of activities in the What's On guide through the website and Twitter and continue to use the #SDwhatson hashtag to build a brand. Continue to support tourism growth by promoting events such as the Festival of Leisure.
Help to influence and develop the infrastructure for economic growth	Keep the community up to date with progress on delivery of key infrastructure projects.
Provide business support and promote innovation and access to finance, including in rural areas	Support the South Derbyshire Business Advice Service and the training opportunities it provides, using case studies and targeted social media campaigns to promote potential opportunities. Celebrate business growth created through good environmental practices and positive regulation.



Outcomes

Organisational objective	Communications objective
Maintain financial health	Continue to purvey the Council's ethos of doing more with less and play a key role in utilising marketing techniques to maximise commercial income. Create a more transactional website that supports this aim. Assist with campaigns to minimise rent arrears and clamp down on benefit fraud.
Achieve good Corporate Governance	Produce the SDDC annual report to demonstrate key achievements and promote the Council's Annual Governance Statement. Ensure compliance with the Council's Local Code of Corporate Governance and maintain an effective work programme.
Maintain customer focus	Through the new website and Channel Shift Strategy, focus on shaping and improving services around customer demand and expectation (around 33,000 web sessions are currently taking place each month, which has increased by more than 40% since August 2010). Undertake a phased roll-out of new branding, creating a clear corporate identity and focusing on reputational excellence.
Be aware of and plan for financial, legal and environmental risks	Pro-actively prepare for risk scenarios and focus on upholding the Council's reputation at all times. Increase social media following and create and promote an emergency situation website banner. Support work internally to educate staff on anti-fraud processes and strengthen resilience.
Promote and enable active democracy	Help to maintain a culture of openness and accountability through continuing good relations with residents and the media. Promote democracy with schools and young people and encourage voter registration on a continual basis.
Enhance environmental standards	Support the development of public spaces, District-wide climate change action and the work of Environmental Health in fighting environmental crime and raising environmental/sustainability standards. Help implement and maintain the process(es) needed for internal and external communications relevant to the ISO14001 environmental management system. Facilitate the consistent and reliable communication of compliance obligations, awareness and competency requirements and respond to relevant environmental communications, subject to the needs and expectations of interested parties. Focus on flooding awareness and educate residents on managing emergency incidents/building resilience.
Maintain a skilled workforce	Communicate clearly with staff through a range of internal channels, celebrating their achievements, providing regular and useful information and highlighting training/learning opportunities. Develop an Internal Communications Strategy to unite staff, create a sense of pride, instil the Council's values and ensure the system is fit for purpose going forward.
Promote inclusion	Promote the wide variety of activities taking place across the District aimed at people of all ages and backgrounds. Appreciate different audiences and the channels best suited to communicating with them. Build on the themes of our Corporate Equalities and Safeguarding work and focus on key projects like the Community Food Hub and Dementia-Friendly District bid. The new website must offer accessible online services and comply with the Disability Discrimination Act, meeting a range of accessibility standards including translation services, compatibility with screen readers, speech recognition software and meet Level AA of the Web Content Accessibility Guidelines (WCAG) 2.0. Page 22 of 124



Communications Dashboard

Our Communications Dashboard has been designed to reflect our performance in terms of media coverage, social media, the website and Better Online, as well as key communications projects. It will be updated monthly and be presented to the Council's Performance Board quarterly to help inform future communications activities and priorities. The version below is indicative of the month of October 2016, as an example.

Social Media - Twitter Impressions



■ Impressions

Number of times a tweet is seen in a timeline



Website - Sessions



■ Sessions

Number of website visits



Projects and Campaigns

Internal Communications Strategy

The draft Internal Communications Strategy has been approved by Directors and a report is due to be presented to committee in December. Rolling news stories posted on Better online in October attracted 1,405 hits, up from 830 in September.

Communications Strategy

The final draft is back from the graphic designer and the document is being reviewed by the Council's Corporate Management Team. The aim is to bring a final version to committee in December.

Social Media Training

Training session delivered to 11 Council staff in the Council Chamber on Friday, October 7, covering advice on best practice and examining the changing digital landscape.

SDDC/NPS Partnership Report

The report was approved by all relevant parties and is now completed. It can be found on the Northgate Public Services website.

Mouldy Matters

A communications campaign was put into action on October 31 to launch and promote this new video, which offers people advice on how to reduce condensation and mould in their homes.

Channel Shift

The initial website designs have been approved and production of pages has now begun. Content creation has started, with the aim to cut content by 75%.

Better Online



Top Search Terms

Pay | Leave | JEQ | Car | Overtime | Sickness | ID Badge | Better

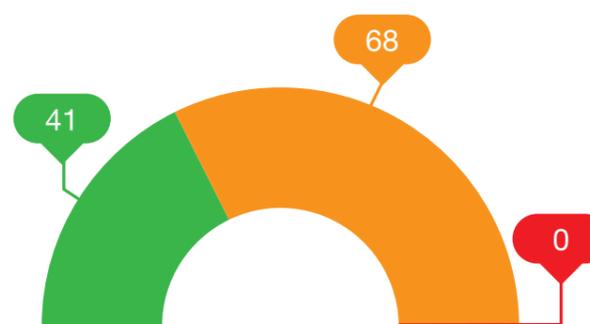


Most read articles

Tim shares his jungle experience
Just the Job - Corrinne Bird
Fresh Faces - New Apprentices
Just the Job - Fran Hall



Media Coverage - Tone



Positive (37.61%)
Neutral (62.39%)
Negative (0%)

15 Press releases of 124
 15 Media enquiries

Positive Transformation

Little over 25 years ago, the World Wide Web was born.

Today it has around 2.5 billion users across the globe, having transformed almost every aspect of public, private and work life, underpinning the economy, creating entire new industries and changing the way we all talk to each other.

The world of communications never stands still. While people's demand for news, information and services remains undimmed, the way they choose to access them has altered almost immeasurably.

Newspapers have long realised it. With print sales in sharp decline their focus has turned to an online audience which is often just as keen to share and participate in the news process as the paid employees of the media.

This strategy sets out a clear direction for the Council - while press releases will always have their place, digital communications is now king.

More than seven in 10 adults now have a social media profile. Smartphone users spend nearly two hours a day using the internet on their mobile phone. Almost 40 million mobile users could access 4G services at the last count.

The statistics are undeniable.

We must not lose sight of the fact, however, that five million UK adults today have still never used the internet. With research suggesting that possessing basic digital skills can help the average UK household save more than £700 a year, local authorities have a duty to ensure these people are not left behind.

Shaping digital services is about understanding customers' needs rather than wants. That means an 'inside out' approach, where the most successful councils are able to put themselves in a service user's shoes and create solutions that work for them.

With a new website just around the corner and increasingly popular social media channels to boot, South Derbyshire District Council is well placed at the forefront of the digital revolution. It is ready to engage with a modern audience and, based on their desires, to offer them what they want – news, information and services at their fingertips.

People, Place and Progress - this is a communications strategy that will help to engage residents fully with the vision to make South Derbyshire a better place to live, work and visit.



Internal Communications Strategy 2016-2018

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Version Control

Version	Description of version	Effective Date
1	First version of Internal Communications Strategy	September 2016

Approvals

Approved by	Date

Associated Documentation

Description of Documentation
Communications Strategy

1.0 Introduction

The purpose of the Internal Communications Strategy is to identify the way forward for engaging and communicating with employees and Elected Members. This document sets out the aims, aspirations, channels and the action plan to achieve this.

Overall, our internal communications efforts must unite our team members, create a sense of pride and instil our values. Activity must also reflect the aims of the Corporate Plan 2016-2021 and demonstrate the part that team members play.

Effective communication at all levels, within teams, between teams, and between staff, senior management and Elected Members is crucial in making this a natural process.

The benefits of good internal communications:

- Increased passion for, commitment to and alignment with SDDC's strategies and goals
- A motivated working environment with increased productivity and good morale
- Creates a sense of loyalty and pride
- Staff and Elected Members become brand ambassadors
- Attracts new people to join the organisation which increases trust in the organisation and leads to higher retention rates
- Creates a community at the workplace and not just a workforce
- Improves customer experience and loyalty.

2.0 Looking back

The 2014-16 Internal Communications Strategy set out ambitious plans for improving internal communications. Some of these actions have been achieved and others are still in progress. The most ambitious of the plans was to reinvent the intranet to create a 'one-stop-shop' for news and information. During this time period the new intranet was planned, produced and launched. The intranet offers a brand-new design, platform for growth, access to shared documents and rolling-news feed. Due to the complexity of the project, phase two will be moved into the 2016-18 strategy.

In early 2016 Better magazine moved online and now all content is posted on the intranet directly, allowing staff to access news as-it-happens.

Blogging was reintroduced with the re-launch of the intranet in 2015. However, 2016 survey results suggest they are not as effective as they could be with low ratings for relevance and easy access.

Other areas to be continued in the 2016-18 strategy include defining email usage and refreshing noticeboards.

3.0 Current position

With the increasing emphasis on empowering team members through employee communications and engagement and the introduction of the Corporate Plan 2016-21, it is timely to address a new way forward.

The current channels include team briefs, face-to-face, email, Better Online and noticeboards. To understand the quality of these channels an internal communications audit was conducted. This

survey aimed to get qualitative and quantitative data from team members to support the creation of this strategy. A summary of the results are here:

Overall

- The survey was completed by 55 team members from across all departments of the Council, compared to 103 in 2014.
- 91% of people said they were either satisfied or very satisfied with internal communications overall, compared to 75% in 2014.
- Better Online (the Intranet) and Email were rated the most informative channels. Better Magazine, face to face and team briefs ranked highest in 2014.

Better Online (The Intranet)

- 58% of people said they accessed Better Online at least weekly compared to 55% of people who regularly viewed the Intranet in 2014.
- 39% of people said they rarely access Better Online compared to 44% in 2014.
- The most highly rated functions/features of Better Online are 'accessing and reading news items' and 'accurate content'.
- The lowest rated functions/features of Better Online are 'reading blogs', 'navigating around Better Online' and 'using the search feature'.
- 60% of people said they would like a regular email to tell them what's new on Better Online.
- 70% of people didn't know how to get their news published on Better Online.

Corporate Plan and Values

- When launching the Corporate Plan, the most seen promotion channels included posters around the building, articles on Better Online and Frank's Blog.
- 72.9% of staff say they feel informed about the Corporate Plan
- When asked how well they understand the Corporate Plan, 44% of people said 'not very well' and 10% said 'not at all'. 12 people skipped the question.
- When it comes to living our values, people rated 'putting residents first' as the highest and 'act decisively' and 'be driven by economy, effectiveness and efficiency' as the lowest
- 68% of people said they felt either 'highly informed' or 'informed' about SDDC's values
- When asked about internal communications and its effectiveness, people rated 'I can talk knowledgeably with customers' with the highest satisfaction score
- When asked about internal communications and its effectiveness, people rated 'I feel staff are recognised and celebrated for top performance' with the lowest satisfaction score

Content

- 65% of people said they felt 'informed' about staff success stories
- 64% of people said they are 'not very informed' or 'not informed at all' about HR updates
- 57% of people are 'not very informed' or 'not informed at all' about career opportunities.

Email

- Feedback suggests occasional compatibility issues with emails not created in HTML
- 88% of people said they receive a lot of emails but either find it manageable or don't have any problems

- Some comments included too much 'junk' email being sent
- Corporate emails need to include more links to the intranet and where to find documents online – rather than just saying they can be found online
- Emails could be targeted so it's easier to pick out specific topics

Noticeboards

- General feedback suggested noticeboards are not kept up-to-date by departments
- People would like to see more information about who does what in each department

Team brief

- General feedback suggested that the current mixture of topics is suitable and relevant including HR, staff successes and performance information
- Feedback suggested more consistency is required across the Council regarding who receives a team brief and how it is distributed.

4.0 Industry trends and influence

To make robust and realistic recommendations, external trends and influences must be considered alongside the audit results.

According to various sources, including the Institute of Internal Communication, there are six top trends to consider in the modern day organisation:

- The digital workplace
- Collaboration
- Leadership and strategic narrative
- Inspiring and engaging content
- Employee ambassadors
- Omni-channel

What do these mean to us?

The digital workplace - As the world of work changes to increase the use of different technology, mobile working and new devices, the way we offer access to business information and news must adapt too. Some of these channels may be well into the future for SDDC but there are some steps we can take now from a communications perspective. Better Online (the intranet) has undergone a re-launch with phase two potentially offering extra features such as room bookings and additional online forms. As we embark on delivering a new website solution for customers we also need to engage with staff on the new solution and raise the profile of digital communication.

Collaboration – In the broadest sense this is about creating an environment to share ideas and work together between departments. Our role as a Communications Team is to provide the tools and to recognise and share success when collaboration happens. In terms of Better Online, this may be the ability to add comments on documents and additional sharing features.

Leadership and strategic narrative – The role of internal communications in this area is ultimately to ensure staff know where the organisation is heading, its goals and aspirations. We can do this by 'telling the story' of SDDC, showcasing the Corporate Plan, celebrating successes through various channels and keeping staff and Elected Members informed and engaged on issues relevant to

them. We also play a part in assisting managers and the leadership team to cascade messages and the direction of the organisation.

Inspiring and engaging content – Creating content that inspires and engages staff and Elected Members is very much part of what we do. As well as crafting stories we must use the right mix of channels for our audiences, including new channels or methods such as video, audio and graphics.

Employee ambassadors – Also known as brand advocates, these staff are actively involved in SDDC, passionate about what they do and feel empowered to represent SDDC. Our role is to keep them informed, provide feedback mechanisms where relevant and recognise their success stories.

Omni-channel – Our role in achieving this is to provide the right message, in the right way, to the right people, at the right time. It's also about using a combination of channels to deliver the information to staff and Elected Members. Using information from the internal communications survey will help identify the channels that work best and what for.

5.0 The future

Our vision is to develop and implement high-quality internal communications through a variety of channels. Ultimately all internal communications activities must instil the SDDC values and vision of the Corporate Plan through creative, engaging and personal communication. Our aim is to make staff feel part of an organisation that makes them feel proud, involved, informed and celebrated.

6.0 Objectives

SDDC strategic communication priorities 2016-18

- Embed the Corporate Plan 2016-21 and ensure that team members understand their role in delivering our vision.
- Work with Directorates to identify and execute key internal communication campaigns and actions to deliver the Corporate Plan.
- Deliver and consider actions from the Communications Strategy 2016-21 to ensure strong relationships exist between external and internal communication activities.
- Work with the leadership team to ensure communication plans are in place for change programmes, business improvements and projects that affect all staff.
- Develop a council-wide team brief that allows questions and feedback to be shared between directorates and up and down the communication chain.

Communication objectives

- Provide relevant communications tools and templates to improve the flow of communication between the leadership team and staff to ensure team members understand key messages and the impact of them.
- Define and promote the internal communication channels available, including the purpose and audience for each channel.
- Increase use of Better Online by educating users, developing new features and promoting content to users.
- Explore ways to improve the content shared with staff, including HR updates, the SDDC values and employee survey results.

- Review and develop methods to best engage those without access to email and the Intranet.

Key messages

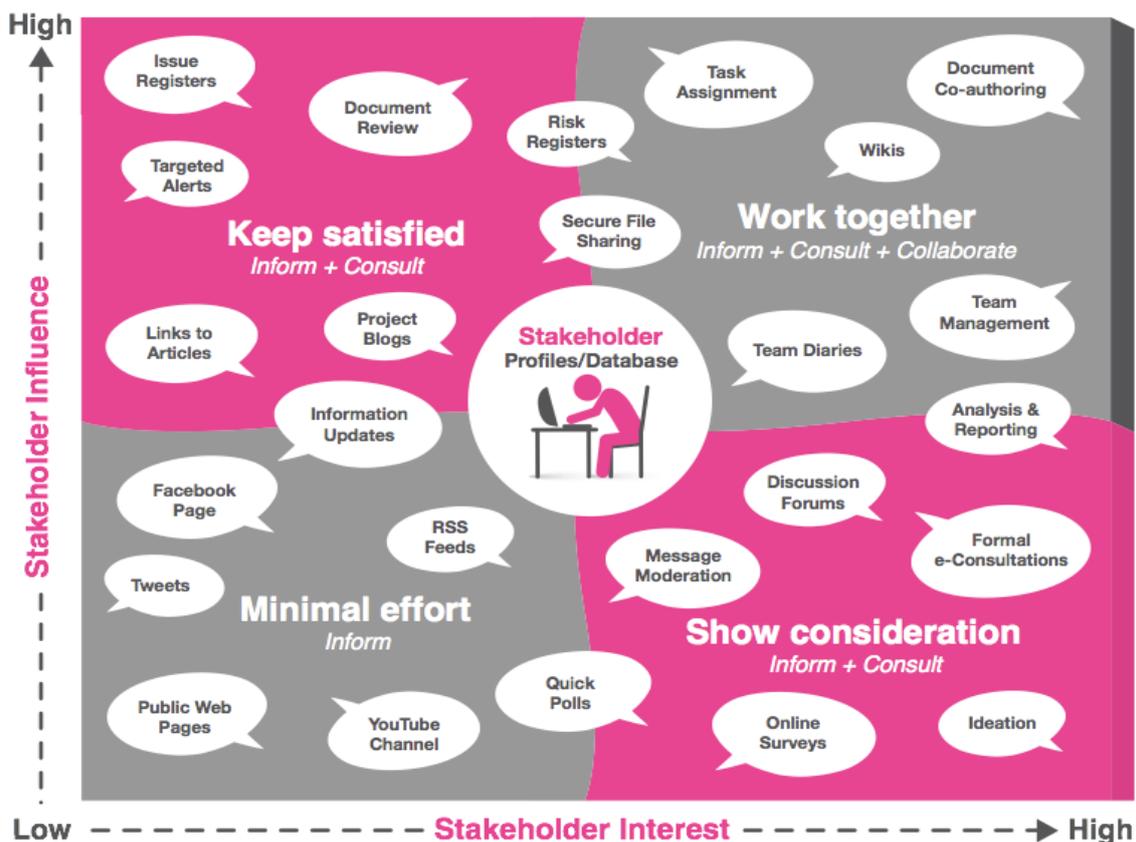
- Our team members are valued and trusted professionals
- Working to our values is vital to our success
- Communication is everyone’s responsibility
- The Corporate Plan is our vision for the next five years.
- The Corporate Plan themes are People, Place, Progress and Outcomes
- Making South Derbyshire a better place to live, work and visit
- South Derbyshire: changing for the better
- Celebrate success and recognise progress
- Performance reporting is positive and enables continuous improvement.

7.0 Stakeholders

Messages should be tailored to suit our audience, in language that they understand so that they are clear about what it means for them. We need to think about the best way of reaching them and consider if the message is relevant. Our stakeholders are:

- SDDC and NPS Employees – office and non office based
- Elected Members

For more complex communication requirements the following [Stakeholder Map example](#) shows how which channels we may use to engage with specific groups.



Stakeholder mapping should be considered for complex issues or long-term projects as a tool to help understand who to communicate with and how.

8.0 Channels

We use a variety of internal communication channels. These offer different outcomes; awareness, understanding, acceptance, commitment and ownership. A combination of channels should be used based on these desired outcomes.

	Awareness	Understanding	Acceptance	Commitment	Ownership
Current	Intranet stories Emails Posters Newsletters	Line manager briefings Face-to-face Intranet stories Newsletters Forums	Blogs by peers Story telling Personal objectives 1-1s	Story-telling 1-1s Personal objectives	Story telling Personal objectives
Potential future additions	Video	Social forums Workshops	FAQs	Workshops	Internal social media Workshops

Channel	Purpose at SDDC
Video	How-to videos, promotion, awareness, share success
Better Online (Intranet)	Central hub for news, information, sharing, blogs, forums
Email	Emergencies, corporate messages, signposting, not for social
Posters	Corporate, events, health and safety, performance, staff success
Face to face	Meetings, briefings, 1-1s, adhoc, focus groups
Events/workshops	Demos, feedback, presentations
FAQs	Explanation of issues or changes
Internal social media	Sharing best practice, sharing content

9.0 Roles and responsibilities

Communication is everyone’s responsibility. This chart identifies the key roles and responsibilities:

Who	Responsibility
Communications Team	Overall responsibility for creating content and managing and developing the communication channels available. Responsible for crafting messages and advising the Council on ways to communicate key messages.
Chief Executive/Directors	Responsible for cascading messages for wider communication to Communications Team. Also responsible for face-to-face communication with their teams.
Managers	Responsible for cascading messages and success stories for wider communications to the Communications Team. Also responsible for face-to-face communication with their teams and providing staff feedback to Directors.

Officers and other staff	Providing feedback to managers, asking questions, sharing ideas and success stories.
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10.0 Measurement and evaluation

Measuring and evaluating the success of internal communications campaigns and activity is highly important. This enables us to review what went well, what didn't work so well and how we can improve in the future.

The overall measure of success will be to deliver the actions that form the internal communications action plan (details on the following page). This action plan will be reviewed annually and will be updated to reflect changes and new requirements. To complement this review an annual internal communications survey will be completed by staff to assess the delivery of the action plan and the overall internal communications strategy objectives. This survey will then be used to make recommendations and form a new annual action plan.

The internal communications strategy will be reviewed every two years and updated accordingly.

In order to regularly monitor internal communications activity the following methods will be used:

- Quarterly internal communications review
 - Better Online statistics
 - Better Online email hits
 - Number of internal communications emails issued from Communications and number of hits
 - Blog hits
- Temperature check/impact surveys
 - Following or throughout campaigns we may ask a sample of people a series of short questions to evaluation the effectiveness of the campaign. These results will be used to make changes to the campaign or future campaigns if required.

11.0 Conclusion

In summary, the Internal Communications Strategy and action plan will enable us to develop the channels already established, expand our offer and raise the profile of internal communications within SDDC.

Our aspiration is to improve the variety of channels, define their purpose and provide managers, Elected Members and officers with the tools to communicate in an engaging, easy and creative way.

We aim to trial and test new methods as well improve existing channels such as the intranet, email and noticeboards.

Through the content we produce and the stories shared by staff we want to continue to celebrate success, promote the positive work completed in the Corporate Plan, embed the core themes and demonstrate the values of SDDC.

12.0 Action Plan and Timeline

Communication plans

Communications plans will be devised and adapted throughout the course of this strategy. These plans help to identify key messages and actions to take.

Targets

- Increase overall satisfaction with internal communications by 2018 (currently 91%)
- Increase the number of people who understand the Corporate Plan to 75% by 2018
- Increase number of visits to Better Online by 20% by 2018

Action Plan

Channel/Area	Task	Issue addressed	Who	When
Focus groups	<ul style="list-style-type: none"> • Conduct up to three focus groups with staff to better understand feedback on Better Online and the Corporate Plan. • Define use of focus groups in the future. 	Better understand communications requirements for larger projects, changes or campaigns.	All	Dec 2016
Better Online (the Intranet)	<ul style="list-style-type: none"> • Promote the rebrand of Better Online and the features available • Develop fortnightly/monthly overview of stories • Run refresher training for Superusers • Investigate creation of new team directory • Research and trial use of forums, social features and comments using products such as Stack. • Increase use of blogs and introduce more informal style of blogging • Introduce new look meet the team feature • Increase use of video, images and graphics • Review the design, branding, structure and taxonomy to ensure Better Online is fit for purpose • Improve the use of keywords and improve the search facility • Set up regular reporting mechanism to track progress • Research methods for online room bookings • Develop online forms where relevant 	Addressing survey feedback and issues raised such as: <ul style="list-style-type: none"> • improve the search feature • increase awareness of rebrand • blogs were rated low but previously rated highly. 	All	Dec 2017

Email	<ul style="list-style-type: none"> Develop internal email templates using Mailchimp or similar Develop email best practice/code, including definition of who sends corporate emails and removing personal emails Introduce central communications inbox Develop new email signatures and introduce consistency 	<p>Enable staff to pick out key messages from inboxes.</p> <p>Consistency between HTML and other emails.</p>	All	Aug 2017
Video	<ul style="list-style-type: none"> Increase the use of video and animation to engage with staff for sharing news and how-to do something 	Introduces something new that will staff to intranet.	All	Aug 2017
Print/Branding	<ul style="list-style-type: none"> Hold branding amnesty/review Revise all corporate branding templates Launch new brand guidelines and templates Research external branding options Launch to bring consistency Create posters to promote values and Corporate Plan 	<p>Improves consistency across Council.</p> <p>Builds on launch of Corporate Plan.</p>	All All All All All All	Aug 2017 Aug 2018 Aug 2017 Aug 2018 Aug 2017 Complete
Team brief document	<ul style="list-style-type: none"> Develop a council-wide team brief to be shared between directorates and up and down the communication chain. Revise team brief document to reflect new branding and Corporate Plan Revise timetable and publication process 	Feedback suggests not all business areas receive a team brief document.	All	Aug 2017
1-1s	<ul style="list-style-type: none"> Update 1-1 form to reflect new branding and Corporate Plan Launch new form to team members Work with HR to set guidelines for internal communications and 1-1s 	To demonstrate links between 1-1s and Corporate Plan.	All	Dec 2016
Corporate plan and performance framework reporting	<ul style="list-style-type: none"> Devise and deliver communications plan to increase awareness of Corporate Plan and performance monitoring Promote performance success stories on noticeboards and Better Online Work with Directorates to identify and execute key internal communication 	Feedback was positive for Corporate Plan launch but a high percentage of people said they didn't understand the plan and many didn't name the themes.	All	Aug 2017

	campaigns and actions to deliver the Corporate Plan			
Noticeboards	<ul style="list-style-type: none"> Complete audit of all noticeboards and review ownership Review suitable content and issue guidelines to owners 	Noticeboards received mixed reviews – useful but only when they are updated.	ALL	Aug 2017
Employee Forum	<ul style="list-style-type: none"> Raise profile of Employee Forum Share information and outcomes from Employee Forum via relevant communication channels 	Feedback suggested that some people were unaware of the forum. Those that were aware didn't know the outcomes.	ALL	Dec 2016
HR and Career opportunity updates	<ul style="list-style-type: none"> Discuss with HR and devise actions for sharing vacancies and relevant HR information 	Rated as least informed about HR and career opportunities.	ALL	August 2017

REPORT TO:	FINANCE AND MANAGEMENT	AGENDA ITEM: 8
DATE OF MEETING:	1 DECEMBER 2016	CATEGORY: DELEGATED
REPORT FROM:	CORPORATE MANAGEMENT TEAM	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (EXT. 5811)	DOC:
SUBJECT:	CORPORATE PLAN 2016-21: PERFORMANCE REPORT (1 JULY – 30 SEPTEMBER 2016)	
WARD (S) AFFECTED:	All	TERMS OF REFERENCE: G

1.0 Recommendations

1.1 That progress against performance targets is considered.

2.0 Purpose of Report

2.1 To report progress against the Corporate Plan for the period 1 July to 30 September under the themes of People, Place, Progress and Outcomes.

3.0 Detail

3.1 The Corporate Plan 2016 – 2021 was approved following extensive consultation into South Derbyshire's needs, categorising them under four key themes: People, Place, Progress and Outcomes. The Corporate Plan is central to our work – it sets out our values and visions for South Derbyshire and defines our priorities for delivering high-quality services.

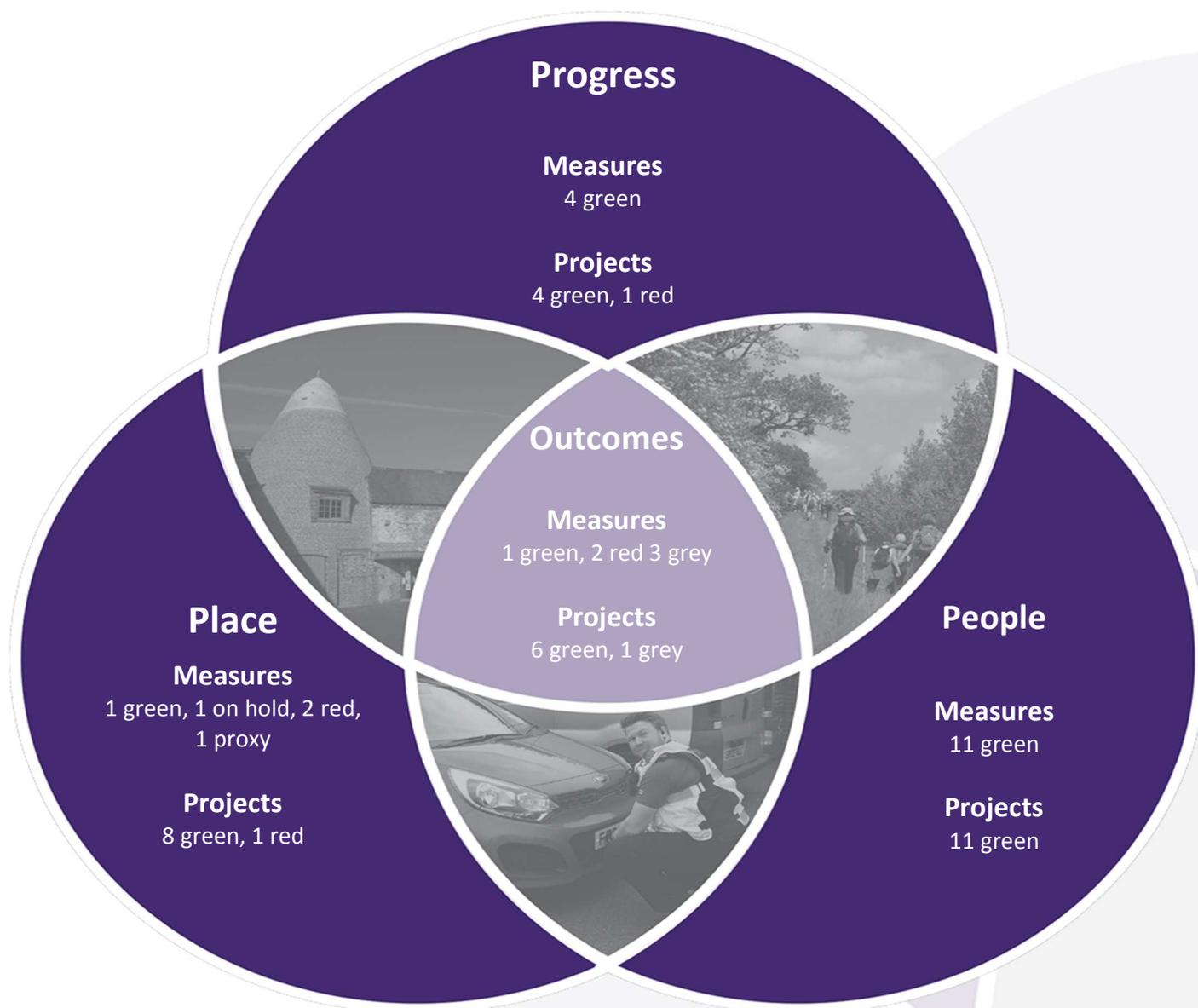
3.2 This Committee is largely responsible for overseeing the delivery of successful Outcomes. These are as follows:

- 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

3.3 Of the 15 measures and projects under the jurisdiction of the Finance and Management Committee, nine are showing green, four are annual targets and two are red.

3.4 More information can be found in the Performance Board in **Appendix A**. A detailed breakdown of performance for Finance and Management is available in the Success Areas and Performance Action Plan documents (**Appendices B and C respectively**), while associated risks are contained in the risk registers in **Appendices D, E and F**.

4.0 Overall Council performance – Quarter one (July 1 to September 30, 2016)



5.0 Financial and Corporate Implications

5.1 None directly.

6.0 Community Implications

6.1 The Council aspires to be an “excellent” Council in order to deliver the service expectations to local communities. This report demonstrates how priorities under the People, Place and Progress and Outcomes themes contribute to that aspiration.

7.0 Appendices

- Appendix A – Performance Board
- Appendix B – Finance and Management: Success Areas
- Appendix C – Finance and Management: Performance Action Plan
- Appendix D – Chief Executive’s Risk Register
- Appendix E – Corporate Services Risk Register
- Appendix F – Strategic Risk Register

Appendix A - Performance Board

Quarter 2 (July 1 to September 30, 2016)

People Measures						
Action	Measure	Last quarter	Q2 target	Q2 actual	2016/17 target	Detail
PE1: Enable people to live independently						
Provide an efficient and well-targeted adaptation service	% of adapted properties allocated on a needs basis PE1.1	88.24% Target >90%	>90%	91.60%	>90%	11 out of 12 properties with adaptations were let on an adapted needs basis. However, we are still slightly under target for the year – 89.6%. H&CS
	% of residents very or fairly satisfied with the quality of their new home PE1.2	90% Target >88%	>88%	91%	>88%	49 tenants indicated they were satisfied with their home. Three expressed dissatisfaction, with each of these followed up by the Repairs Manager. H&CS
PE2: Protect and help support the most vulnerable, including those affected by financial challenges						
Maintain regular contact with tenants, with a focus on those identified as	Total number of tenancy audits completed PE2.1	298 Target 250	500	500	1,000	The new 'Tenancy Visits' module is currently being tested. This will enable even more efficient

'vulnerable'						recording and monitoring of tenancy visits. H&CS
	% of successful introductory tenancies PE2.2	98% Target >85%	>85%	95.55%	>85%	43 of 45 tenancies successfully transferred from introductory to secure tenancies. H&CS
Process Benefit claims efficiently	Average time for processing new Benefit claims PE2.3	33 days Target <18 days	<18 Days	17.59 Days	<18 days	After a spike in claims in Q1, performance returned to normal levels. The automation process continues to consolidate performance. F&M
	Average time for processing notifications of changes in circumstances PE2.4	7.8 days Target <8 days	<8 days	7.99 days	<8 days	In October, the Finance and Management Committee approved the introduction of Risk Based Verification for processing "changes" and this should help to strengthen performance. F&M
PE4: Increase levels of participation in sport, health, environmental and physical activities						
Delivery of sport, health and physical and environmental activity opportunities	Number of sport, health, physical activity and play scheme participations PE4.1	10,445 Target 5,450	11,500	13,394	37,845	On track, even with one week of activity in the summer holidays cut. The exceeded target could be attributed to good weather. H&CS

	Number of Environmental Education participations PE4.2	4,103 Target 1,250	1,500	2,523	5,250	The Waste less, Save more project added more than 1,000 participations. H&CS
	Number of Parklife opportunities PE4.3	780 Target 100	150	1,650	500	Opportunities offered include outdoor table tennis (280 participations); Bark in the Park (600); wildlife talks and events (280); and Newhall Memorial Garden opening (150). H&CS
PE5: Reduce the amount of waste sent to landfill						
Minimise waste sent to landfill	Household waste collected per head of population PE5.1	120kgs Target <125kgs	<125kgs	120kgs	<510 kg	Figure estimated. Continues to exceed target. E&DS
	% of all collected waste recycled and composted PE5.2	52.9% Target >55%	>52%	53.10%	>50%	Figure estimated. Above target for quarter, cumulative to date is slightly below target. E&DS

People Projects

Action	Last quarter	Q2 target	Q2 actual	2016/17 target	Detail
PE1: Enable people to live independently					
Support the voluntary and community sector to enable people to maintain living independently	Members appointed to voluntary sector bodies.	Support promotion of voluntary and community sector to Elected Members.	On track. See Detail column.	Maintain SDDC grant funding to the voluntary and community sector. PE1.3	SDDC has supported Goseley Festival as well as community development with the Hatton Centre. F&M
Continue to contribute to the county wide review of Disabled Facilities Grants (DFGs)	Final confirmation from DCC of 2016/17 budget was pending. Estimated budget requirement submitted to DCC was £350K.	Implementation of appropriate recommendations.	On track. See Detail column.	All recommendations implemented by April 1, 2017. PE1.4	Budgets confirmed for 2016/2017. SDDC has been allocated £336,000 for the DFGs. Working with DCC to complete DFG review process. H&CS
Expand the use of Telecare services to increase independence	GP services mapped to assess localities covered. Meetings held with GP groups to discuss referral routes.	Evaluate and assess recommendations of review of products and services.	On track. See Detail column.	Provide a value for money Supported Housing product. PE1.5	The Supported Housing Service is currently under review with external support. This is likely to continue into Q3 but the overall target will be met. H&CS
PE2: Protect and help support the most vulnerable, including those affected by financial challenges					
Approval and implementation of South Derbyshire as a Dementia friendly District	SDDC Dementia Action Plan developed and approved at Committee.	Deliver Elected Member and staff dementia awareness sessions.	On track. See Detail column.	Work progressed towards Dementia Friendly Community status. PE2.5	71 SDDC Staff/Elected Members have so far become 'Dementia Friends'. More sessions planned for Q3. H&CS

<p>Provide a service for homeless applicants which is nationally recognised as delivering 'best practice'</p>	<p>North East Derbyshire visited and assessed. Learning disseminated to SDDC action plan for National Practitioner Support Service (NPSS) accreditation.</p>	<p>Introduce good practice identified from review.</p>	<p>On track. See Detail column.</p>	<p>To attain NPSS Standard for Homelessness PE2.6</p>	<p>Good practice has been identified and implemented. This includes National Homelessness Advice Service leaflets being issued as standard, confirming advice in writing and advising applicants what they need to bring to appointments. H&CS</p>
<p>Develop a Community Champion Scheme through volunteer development</p>	<p>Draft SDDC volunteering policy and action plan produced.</p>	<p>Develop volunteering scheme and consult with partners.</p>	<p>On track. See Detail column.</p>	<p>Establish approved scheme PE2.7</p>	<p>Initial scheme plan drawn up. Discussions held with CVS CEO about setting up a community champion scheme. H&CS</p>
<p>PE3: Use existing tools and powers to take appropriate enforcement action</p>					
<p>Publish and annually review a single Enforcement Policy covering all SDDC regulatory activity</p>	<p>All services relevant to the project were scoped and contacted. A draft Enforcement Policy has been issued for internal consultation.</p>	<p>Production of first draft of a corporate policy. Consultation with key stakeholders on the draft.</p>	<p>On track. See Detail column.</p>	<p>Develop and publish a Corporate Enforcement Policy. PE3.1</p>	<p>A final draft of the policy has been produced following consultation. Committee approval will be sought in Q3. A draft of the proposed quarterly report has been discussed with the Chairman of E&DS with a view to taking the first to Committee in Q3. H&CS/ E&DS</p>

PE4: Increase levels of participation in sport, health, environmental and physical activities

<p>Develop a Healthy Communities approach for SD</p>	<p>SDDC successfully awarded Healthy Communities Status and is now a full member of the Healthy Cities network.</p>	<p>Work with partners to deliver healthy communities plan.</p>	<p>On track. See Detail column.</p>	<p>Work towards Healthy Communities Accreditation. PE4.4</p>	<p>Work ongoing to support two main priority areas - physical activity and urban planning and growth. Family 'Parklife' activities in development to support priority physical activity area. H&CS</p>
<p>Develop a Sport, Health and Physical Activity Strategy</p>	<p>Strategy timeline and framework agreed at H&CS Committee and at South Derbyshire Sport.</p>	<p>Progress strategy preparation and consultation.</p>	<p>On track. See Detail column.</p>	<p>Strategy developed and implemented. PE4.5</p>	<p>Research and data gathering undertaken. Further consultation to take place in Q3. H&CS</p>

PE6: Develop the workforce of South Derbyshire to support growth

<p>Stage a careers fair for young people and jobseekers</p>	<p>Fair staged: 50 exhibitors. 644 adults and 238 young people attended.</p>	<p>Start work on planning 2017 event.</p>	<p>On track. See Detail column.</p>	<p>Deliver event, review and plan for 2017 fair. PE6.1</p>	<p>Work underway on planning for 2017 event. E&DS</p>
<p>Increasing school engagement to raise aspirations</p>	<p>Progress update scheduled for the next South Derbyshire Partnership Board meeting.</p>	<p>Identify SDDC support for secondary schools.</p>	<p>On track. See Detail column.</p>	<p>Schools agree to work with SDDC. PE6.2</p>	<p>Raising Aspirations project update delivered at the July South Derbyshire Partnership Board. H&CS</p>

Place Measures

Action	Measure	Last quarter	Q2 target	Q2 actual	2016/17 target	Detail
PL1: Facilitate and deliver a range of integrated and sustainable housing and community infrastructure						
Increase the supply and range for all affordable housing provision	Increased supply of affordable homes. PL1.1	45 Council homes delivered in Linton, Overseal and Swadlincote.	Proxy	23	Proxy	Homes delivered by Trent & Dove in Rose Hill, Woodville. Meeting with landlords due in November to explore increasing affordable housing provision. H&CS/E&DS
Deliver Housing Asset Management Strategy	Deliver against targets set out in the Asset Management Strategy Action Plan. PL1.2	Targets to be finalised in Q3	Not possible to set targets in Q2.	N/A	Targets to be finalised once strategy is adopted.	Asset Management Strategy approved by Committee. Action Plan will be drafted in October so performance measures can be extracted. H&CS
PL3: Help maintain low crime and anti-social behaviour levels in the District						
Deliver a programme of proactive interventions to reduce environmental crime	Downward trend in fly-tipping incidents. PL3.1	142 Target <168	<338 (cumulative)	349	<676	See Action Plan. E&DS
PL4: Connect with our communities, helping them to feel safe and secure						
Reduce number of noise complaints	Reduce number of noise complaints. PL4.1	5.7 Target <5.2 complaints per 1,000 people.	<5.5 complaints per 1,000 people.	7.1	Q2 <5.5 Q3 <4.8 Q4 <4.6	See Action Plan. E&DS

PL6: Deliver services that keep the District clean and healthy

<p>Reduce contaminated risk rating of land</p>	<p>Number of contaminated land assessments. PL6.1</p>	<p>1 Target 1</p>	<p>One Completed</p>	<p>2</p>	<p>Four contaminated land assessments completed.</p>	<p>Phase I site appraisal undertaken at the former Dilks garage site, in Hill Street, Swadlincote - a potential Council housing new build site. E&DS</p>
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Place Projects

Action	Last quarter	Q2 target	Q2 actual	2016/17 target	Detail
PL1: Facilitate and deliver integrated and sustainable housing and community infrastructure					
Deliver an adopted South Derbyshire Local Plan, Parts 1 and 2	Main modifications consultation completed and Local Plan Part 1 adopted.	Consultation Draft Local Plan Part 2.	On track. See Detail column.	Plan adopted. PL1.3	Draft consultation took place from June to August 2016. Responses considered before pre-submission consultation in Q3. E&DS
Increase the supply and range of affordable housing provision	Draft Supplementary Planning Document (SPD) completed and subject to due diligence.	SPD draft prepared.	On track. See Detail column.	Framework to review rural housing needs developed. Develop affordable housing SPD. PL1.4	Draft prepared, awaiting consultation alongside another SPD. H&CS
Consider the introduction of a Community Infrastructure Levy (CIL)	Research being undertaken to enable completion of report.	Option report produced for CIL.	See Action Plan.	Informed decision made. PL1.5	See Action Plan. E&DS/F&M
PL2: Enhance understanding of the planning process					
Support the development of Neighbourhood Plans	Meetings held with Neighbourhood Plan groups. Draft plans being considered for Repton and Melbourne.	Provide support to interested parties.	On track. See Detail column.	Level of support provided to interested parties. PL2.1	Grants Panel held on October 18, on track to meet annual target. E&DS
PL3: Help maintain low crime and anti-social behaviour levels					
Review, publish and deliver the Safer South	Plan adopted. Actions delivered. These included raising awareness	Deliver the actions and objectives within the partnership plan.	On track. See Detail column.	Plan published. Actions within the plan	Summer Scheme diversionary activities

Derbyshire Community Safety Partnership Plan	of hate crime, a domestic violence campaign and leaflet drops to combat acquisitive crime.			delivered. PL3.2	funded in urban core. Public Space Protection Order (PSPO) on Swadlincote Town Centre went live. Hate Crime drop-in sessions held. H&CS
PL5: Support provision of cultural facilities and activities					
Introduce and progress the Sport, Recreation and Open Space Facility Strategy	Key strategy principles established and priority actions approved.	Complete facility action plan.	On track. See Detail column.	Number of facilities enhanced. PL5.1	Project list in production and site plans being identified. Playing Pitch Strategy update underway with Derby City Council. H&CS
Implement and manage the leisure facility capital build programme	Grove Hall Active Zone fully operational with Apex Climbing Centre opened in June.	Complete Newhall Park Memorial Garden.	On track. See Detail column.	Facilities completed. External investment and grants brought to District. PL5.2	Newhall Park Memorial Garden and Melbourne Sports Park officially opened. H&CS/F&M
Introduce and progress the District Cycle Plan, including an annual cycle event	Promotional plan and activity programme for Women's Tour produced. Event saw significant public support along the route.	Establish Stakeholder Group.	On track. See Detail column.	Develop and implement action plan. Number of opportunities offered PL5.3	Stakeholders identified and included. Plan adopted at Committee identifies five-year activity programme. H&CS
PL6: Deliver services that keep the District clean and healthy					
Ensure that food, water, housing, land and air all meet designated standards for human health	Annual Status Report approved by E&DS. The report evidenced air quality across South Derbyshire met all statutory standards in 2015.	Review the air quality monitoring network in South Derbyshire.	On track. See Detail column.	Air Quality meets Directive 2008/50/EC and the Air Quality Strategy standard. PL6.2	Review of existing monitoring locations completed. E&DS

Progress Measures

Action	Measure	Last quarter	Q2 target	Q2 actual	2016/17 target	Detail
PR2: Unlock development potential and ensure the continuing growth of vibrant town centres						
Delivery of Swadlincote Townscape project	Number of target buildings offered grants. PR2.1	0 Target 1	0	0	2	Grants Panel met on October 24. On track to meet annual target. E&DS
PR3: Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend to tourists						
Support the development of the tourism sector	Tourist centre enquiries handled. PR3.1	12,303 Target >5,000	>5,000	12,622 enquiries handled	>20,000	The TIC has led and supported Council and partner initiatives including Heritage Open Days, Last Night of the Proms and the Scarecrow Hunt. It has also represented the area at Derbyshire Day and Elvaston Woodland Festival. E&DS
PR5: Provide business support and promote innovation and access to finance, including in rural areas						
Maximise the prosperity of businesses in South Derbyshire through the delivery of the Better Business Regulation Partnership action plan	Number of food businesses which have a Food Hygiene Rating score of 5. PR5.1	80.6 Target >75%	>75%	82.80	>75%	Continued progressive improvement in businesses reaching the highest standards as we develop positive working relationships. E&DS
	Number of registered food businesses active in the District PR5.2	803 Target >790	>790	805	>790	Growth in local food businesses supported through our business advice and regulatory support service. E&DS

Progress Projects

Action	Last quarter	Q2 target	Q2 actual	2016/17 target	Detail
PR1: Work to attract further inward investment					
Launch new Economic Development Strategy	Substantial progress made but not complete due to competing Council priorities.	Adopt Strategy.	On track. See Detail column.	New five-year strategy launched and actions from it delivered. PR1.1	Strategy for period 2016-2021 adopted by E&DS on September 29, 2016. E&DS
PR2: Unlock development potential and ensure the continuing growth of vibrant town centres					
Delivery of Swadlincote Townscape Project	Town crier post offer not completed but well advanced.	Public consultation on Heritage Trail.	On track. See Detail column.	Delivery of Activity Plan. PR2.2	Consultation completed via events, displays, SDDC web form and social media. E&DS
	Consideration of tenders pending for Diana Memorial Garden.	Appoint landscape architect.	On track. See Detail column.	Enhancement of Diana Memorial Garden. PR2.2	Landscape architects appointed. Work has started on the plans. E&DS
Organise and/or support town centre events	Events held were: Wedding Fair Farmers' Market Festival of Transport Mercia Market	Deliver one public event and two school activities based on geography/tourism.	On track. See Detail column.	Events delivered and/or supported. PR2.3	Events staged or supported include Farmers' and Mercia Markets, the Scarecrow Hunt and a Shopping Day. School sessions advertised and new web page set up for town centre activities. One to one planning sessions held with three Swadlincote schools. E&DS

PR4: Help to influence and develop the infrastructure for economic growth

Review and update the Infrastructure Delivery Plan	Review underway. Assessment of amendment requirements for Part 2 to be reviewed.	Complete review of the current plan.	See Action Plan.	Plan published. PR4.1	See Action Plan. E&DS
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Outcomes Measures

Action	Measure	Last quarter	Q2 target	Q2 actual	2016/17 target	Detail
O1: Maintain financial health						
Deliver a balanced general fund	5-year General Fund reserve balance is a minimum of £1m by 2021. O1.1	Annual target.	Annual target.	Annual target.	General Fund Reserve Balance at £6.2m as at 31 st March 2017.	Target as per the Financial Strategy. The longer-term target will be regularly monitored as part of the MTFP. F&M
	A balanced General Fund budget by 2018/19. O1.2	Annual target.	Annual target.	Annual target.	A strategy and savings plan agreed by the Council.	Target as per the Financial Strategy. The longer-term target will be regularly monitored as part of the MTFP. F&M
Maximising income	Generate income from New Homes Bonus, Business Rates and sweating of assets. O1.3	Annual target.	Annual target.	Annual target.	Income from Business Rates/New Homes Bonus is £6m at March 2017.	Target included in the MTFP. F&M
Maximise rental income to help the Council do more with less	Rent collected from current and former tenants as % rent due (excluding arrears b/f). O1.4	101.44% Target 99.9%	99.9%	100.96%	99.9%	Target rent is based on the budget in the HRA. We never budget to collect all rent due, allowing for voids and right to buys. The amount collected in Q2 was £6,261,189.23 – above the total budgeted. H&CS/F&M

O3: Enhance environmental standards

<p>Strive to be more energy efficient.</p>	<p>Annual improvements in the energy consumption of public buildings. O3.1</p>	<p>5.89% Target 3%</p>	<p>3%</p>	<p>2.78%</p>	<p>3%</p>	<p>See Action Plan. E&DS</p>
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O4: Maintain a skilled workforce

<p>To strengthen measures and support employees to reduce absence due to sickness/ill-health and to promote a healthy workforce.</p>	<p>The average working days lost per employee is less than 8 days per year (2 days per quarter). O4.1</p>	<p>1.55 days Target <2 days</p>	<p><2 days</p>	<p>2.78 days</p>	<p><8 days</p>	<p>See Action Plan. F&M</p>
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Outcomes Projects

Action	Last quarter	Q2 target	Q2 actual	2016/17 target	Details
O1: Maintain financial health					
Keep under review priorities into which available funds may be invested in communities	Annual target	Annual target	Annual target	Key priority areas evaluated and agreed by F&M. To be considered as part of 2017/18 Budget round. O1.5	To be considered as part of 2017/18 Budget Round in Q3. F&M
Explore potential commercialisation opportunities and identify areas for competing with the private sector	Committee approval secured to establish Business Improvement team. Recruitment underway.	Establish timetable for processing reviews.	On track. See Detail column.	Deliver process reviews O1.6	Draft timetable completed. Officer appointed and project office established. All Committees
O2: Achieve proper corporate governance					
Maintain a proper Risk Management Framework	Updated registers shown as appendices to the Performance Board.	Update registers for next committee cycle.	On track. See Detail column.	Strategic and service risk registers reviewed, updated and reported to Committees on a quarterly basis. O2.1	Updated registers shown as appendices to the Performance Board. Financial Risk Register reported to the Council on October 13. All Committees
O3: Enhance environmental standards					
Maintain ISO 14001 certification in environmental management	Review postponed due to unforeseen unavailability of key site representatives.	Ensure continual compliance, progress the close out of all identified non-conformances.	On track. See Detail column.	Achieve ISO 14001 certification O3.2	Senior management review completed on September 7, 2016. All non conformances from previous audits have been closed out.

					External surveillance audit is programmed for 23-25 January 2017. E&DS
O4: Maintain a skilled workforce					
Maintain a skilled workforce	N/A	Job competencies to be reviewed during Q2 and Q3 following review of current training and development programme.	On track. See Detail column.	Investors in People standard for staff development maintained. O4.2	Training and development programme reviewed and signed off by the Corporate Management Team. External facilitator to commence third year of approved programme. Mandatory courses for internal training agreed training dates set. F&M
O5: Maintain customer focus					
Design and deliver a new website that allows customers to search and find information easily and quickly	Soft market testing undertaken. Formal procurement exercise in progress.	Complete tender exercise, select supplier and formulate project plan.	On target. See Detail column.	New website launched. O5.1	All completed as planned. Web Labs appointed as supplier. F&M
O6: Be aware of and plan for financial, legal and environmental risks					
Improve resilience to the local impacts of climate change and emergency responses.	Programme of internal evaluation underway, timeframes established for a proposed climate change mitigation and adaptation strategy across SDDC.	Develop a programme of flood risk management mitigation and adaptation activities across at-risk communities in the District.	On target. See Detail column.	Deliver campaigns to mitigate and aid adaptation of climate change and flooding. O6.1	A programme of climate change adaptation activity is under development. This includes a collaborative flood support offering to Parish Councils from SDDC, DCC and the EA. E&DS

Measures and projects outlined in green are on track.

Measures and projects outlined in grey have a single, annual target and are not measured on a quarterly basis.

Measures and projects outlined in purple are proxy.

Actions being taken on indicators currently not on target (coloured in red and amber) are outlined in the Action Plan in Appendix C.

Finance and Management Committee Strategic and Service Success Areas Quarter 2, 2016

Appendix B



18 days

18 days target

Average time taken for processing new benefit claims. Back on track after slippage in first quarter.



Training

Motivated workforce

Corporate training and development programme reviewed and next stage commenced.



DFGs

Budget confirmed

SDDC has been allocated £336,000 for Disabled Facilities Grants. Additional resources have been applied for.



BI Team

Established

Officer appointed in Community and Planning and project office established.



Website

Digital for all

New supplier has been chosen and new look designs approved. New design will be mobile and tablet responsive.

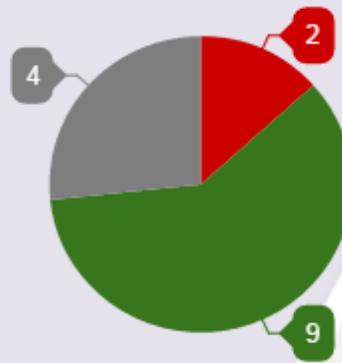


MSP

Sport stars

Melbourne Sports Park officially opened. Facilities support football, tennis, rugby and cricket.

F+M Performance Overview



Red (13.33%) Green (60%) Annual Target (26.67%)



Registers

Minimising risk

Updated risk registers are now shown as appendices to the Performance Board. Financial risk register reported in October.



100.96%

Target 99.9%

Rent collected from current/former tenants as a percentage of rent due. This figure takes into account void loss.



Report

Year of success

The SDDC Annual Report for 2015-2016, detailing successes against the Corporate Plan, has been approved.



Assets

New Strategy

Housing Asset Management Strategy has been approved, with action plan to follow.

Appendix C



2.78

days

Target < 2 days

Theme: Outcomes. Action: The average working days lost per employee is less than two days.

Target: Less than two days per quarter. Actual: 2.78 days.

Trend (compared to last quarter) – Performance in the first quarter was 1.55 days, meaning absence has increased by 1.23 days per employee. This is largely attributable to the increase of the number of employees with long term health conditions.

Performance for the current year (2016-2017) is lower at 4.33 days per year when compared to 4.92 days for 2015-2016.

Key actions underway – Monthly Directorate absence reports are circulated. These enable a review of attendance to be completed to spot any trends or highlight any long term absences that may need more formal action.

All managers/supervisors have access to 'real time' absence reports for staff who they manage via MyView.

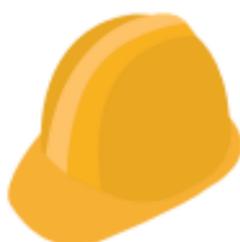
Mandatory training is provided for all managers to ensure the consistent application of the Council's Attendance Management Procedure.

For the two main causes of absence, stress and musculoskeletal injuries, the HR team is providing a rolling programme of training in stress management for managers and employees as well as manual handling.

Opportunities: A review of long term absence cases has been undertaken to ensure that appropriate action is taken in line with the Attendance Management Procedure.

We are supporting each Directorate to address any underlying issues resulting in staff absence. This may include providing further training or reviewing existing work practices.

Risks: High absence levels not only impact on service delivery but also place additional strain on the remaining workforce. This could then lead to increased costs through the employment of additional staff and/or overtime payments to cover staff absences.



0

Consider the introduction of a Community Infrastructure Levy (CIL)

Target 1

Theme: Place. Action: Consider the introduction of a Community Infrastructure Levy (CIL).

Target: Option report produced for CIL. Actual: Draft report still under preparation pending Government announcement on future of CIL.

Trend (compared to last quarter) – Last quarter was achieved, but unforeseen changes have influenced the outcomes of quarter two.

Key actions underway – The drafting of the report has been put on hold whilst Government announcements are awaited.

Risks: The risks are unknown at this stage without the information about Government policy.

There are two actions for Finance and Management.

Chief Executive's Risk Register

Theme/aim	Risk description	Likelihood	Impact	Risk Treatment	Mitigating action	Responsible officer
Outcomes/ Delivery of Service	Failure to meet statutory deadlines in relation to the licensing function, unable to process licences, leading to individuals unable to trade, legal issues, complaints	Low	Medium	Treat	<ul style="list-style-type: none"> Processes and procedures are in place to ensure all matters are processed within statutory time-frame Staff trained and aware of Authority's duties Keep under review 	Ardip Kaur
Outcomes/ Delivery of service	Failure to meet statutory deadlines and/or statutory functions during litigation, contractual matters, land sales/purchases, enforcement matters	Low	High	Treat	<ul style="list-style-type: none"> Qualified officers with professional training and experience Processes and procedures are in place to ensure compliance Case management reviews Keep under review 	Ardip Kaur
Outcomes/ Delivery of service	Non-performance of local government statutory duties at Committee and Council meetings	Low	Medium	Treat	<ul style="list-style-type: none"> Compliance with Council's Constitution Processes and procedures in place Strict adherence to timetable 	Ardip Kaur

Outcomes/ Delivery of service	Failure to meet statutory deadlines for the cavass and in compiling and publishing the Register	Low	High	Treat	<ul style="list-style-type: none"> Processes and procedures in place Experienced officers carry out process Close Monitoring 	Ardip Kaur
Outcomes/ Delivery of service	Failure to meet statutory responsibilities, denying right of franchise at Election/ Referendum time	Low	High	Treat	<ul style="list-style-type: none"> Processes and procedures in place Strict adherence to statutory timetable Assistance from Electoral Commission available, when needed Support staff employed to assist Close monitoring 	Ardip Kaur
Progress/ Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists	Failure of National Forest & Beyond tourism partnership leading to an adverse impact on businesses in local visitor economy	Low	Medium	Treat	<ul style="list-style-type: none"> Proactive engagement in partnership and with individual partners Commitment of Officer time and resources to partnership activities Monitoring of projects and performance 	Mike Roylance
Progress/ People/ Place	Failure of the South Derbyshire Partnership leading to non- delivery of the community's vision and priorities as set out in the Community Strategy and Action Plan	Low	Medium	Treat	<ul style="list-style-type: none"> Proactive support for partnership Commitment of Officer time and resources to Partnership facilitation Engagement of partners in policy making and project design and delivery 	Mike Roylance

<p>Progress/ Work to attract further inward investment</p>	<p>Downturn in the local economy leading to a loss of jobs, business failures, and a reduction in income to the Council (e.g. Business Rate income; Take-up of commercial properties, etc)</p>	<p>Medium</p>	<p>High</p>	<p>Treat</p>	<ul style="list-style-type: none"> • Monitoring of economic trends • Economic Development Strategy designed to increase robustness of local economy • Delivery of economic development activities including provision of South Derbyshire Business Advice Service 	<p>Mike Roylance</p>
<p>Progress/ Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists</p>	<p>Failure of Sharpe's Pottery Heritage & Arts Trust, leading to a loss of service to visitors and residents through the Tourist Information Centre</p>	<p>Medium</p>	<p>High</p>	<p>Treat</p>	<ul style="list-style-type: none"> • Officer advice and support available to Trust • Member involvement in Trust Board • Monitoring of services and performance 	<p>Mike Roylance</p>



Corporate Services Directorate Operational Risk Register

Theme/aim	Risk description	Likelihood	Impact	Risk Treatment	Mitigating action	Responsible officer
Protect and support the most vulnerable including those affected by financial challenges	On-going Welfare Reform and the impact of Universal Credit. Potential impact on the Directorate's resources.	High	Medium	Treat the risk	This risk is currently evident. However, Central Government funding is being used to improve systems and processes. Staff being trained and kept informed. Work commenced to help claimants access Benefits, including the provision of community points.	Client Services Manager
Maintain financial health	A small discrete unit has responsibility for leading on this theme. The Unit is sensitive to a temporary change in resources.	Low	Medium	Treat the risk	Training and sharing knowledge across the Unit is essential to mitigate the risk and this is currently in place. The current structure of Financial Services was implemented in September 2015. All posts now occupied by suitably experienced and qualified people. Three trainee posts in place with post holders undergoing formal training programmes, both academically and practically. Training and development programme in place for all staff.	Director of Finance and Corporate Services

Growth and Regeneration	Potential impact on the Directorate's resources	High	Medium	Treat the risk	In particular, this risk is currently evident in the Land Charges Unit with a steady increase in requests for personal searches and additional information required for conveyances. This is increasing turnaround times. In 2015, the Council approved additional resources and support is provided from within the Property Services Unit and the Corporate Administration team. Due to additional requirements of the Land Registry, together with a change in computer software, a further review of the Unit has been considered in the current Committee cycle.	Corporate Asset Manager
Fraudulent activity and compliance	With the transfer of the Council's fraud team to the DWP, there is a potential that fraud could go undetected and compliance is not consistently applied across all services	Low	Medium	Treat the risk	The Directorate is currently well-placed in mitigating this risk. Resources have been maintained to deal with corporate fraud and compliance. Although an appointment into a vacant post has been unsuccessful, the Council is working in partnership with other Derbyshire authorities following the award of grant funding to detect and prevent fraud across the District. In addition, discussions have taken place to buy in this Service from Derby City Council and the Audit Partnership with an agreement being reached. Firm proposals are being reported to the Finance and Management Committee on 1 st December 2016.	Director of Finance and Corporate Services
Change in service delivery	The ending of the partnership with NPS will see the transfer of	Medium	Medium	Treat the risk	As reported to the Finance and Management Committee on 1 st December 2016, the transfer date has been brought	Director of Finance and Corporate Services

	<p>services back to the Council on 1st August 2017. There is a potential for some temporary disruption and shortfall in resources. ICT is considered a particular risk area. In addition, the transfer may also cause uncertainty amongst affected staff</p>				<p>forward to 31st January 2017. Transition has now commenced and a proposed structure, together with issues to address was also reported on the 1st December. As part of the transition process, consultation with staff has commenced to reintegrate services back into the Council. There is added focus on ICT and an independent consultant has been retained to support the Council to mitigate the risk.</p>	
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Strategic Risk Register

Risk	Risk Indicators	Likelihood	Impact	Risk Treatment	Mitigating action / factors
A reduction in Core Spending Power	<p>The Council is aware of reductions over the period 2017/18 to 2019/20 as confirmed in the Government's 2016 budget.</p> <p>Budget savings are required in the medium-term.</p> <p>Lead officer: Director of Finance and Corporate Services</p>	High	Medium	Treat the risk	<p>The MTFP reflects projected resources and clearly sets out overall savings required.</p> <p>Current budgets are considered prudent with provisions for inflation and growth.</p> <p>Current reserves are healthy and will help to sustain reductions in the short-term.</p> <p>Update <i>A response to consultation on the allocation of New Homes Bonus is still awaited.</i> <i>Responses on the Government's consultation paper on retained Business Rates and the future allocation formula have been provided.</i> <i>No firm plans have yet been drawn up to meet target savings.</i> <i>A review of the MTFP was reported to the Finance and Management Committee in October. The medium-term position still highlights a potential problem to be addressed and the financial position on the HRA remains tight.</i></p>
The impact of the national economic situation locally	<p>Due to external factors, the economic outlook remains uncertain.</p> <p>Council Tax and Rent arrears have increased.</p> <p>Regeneration initiatives</p>	Medium	Medium	Tolerate the risk, but keep under review.	<p>It is considered that the Council is undertaking as much action as is reasonably possible at this stage to mitigate the risk.</p> <p>On-going budgets for income from planning fees, land charges, etc. are set at levels below current actuals leaving some room for a downturn.</p>

	<p>have slowed.</p> <p>Lead officers: Chief Executive and Director of Finance and Corporate Services</p>				<p>The MTFP is not reliant on interest rates increasing from the current level to generate revenue.</p> <p>Debt is at fixed interest rates and is affordable within the HRA's financial plan.</p> <p>The Council continues to work with voluntary and community groups locally, to help vulnerable people.</p> <p>The Property Strategy has focused on ensuring the Council's assets are being positioned to react to local investment opportunities including land assembly and joint ventures.</p> <p>On-going dialogue through the LEP to access funding and with developers to look at alternative options for regeneration.</p>
<p>Keeping pace with technology, together with management and security of data</p>	<p>The Council's ICT infrastructure and systems need to keep pace with existing and emerging technologies. Stricter regulations for managing and exchanging information in electronic form through the Public Services Network. Systems subject to virus attacks. Greater expectations through Data Protection to safeguard personal information. This includes processing of transactions through credit and debit cards to mitigate risk of fraud.</p> <p>Lead officer: Director of Finance and Corporate Services</p>	<p>High</p>	<p>Medium</p>	<p>Treat the risk</p>	<p>Significant investment has been made in upgrading the infrastructure and network in the last 2 to 3 years and this continues.</p> <p>Annual independent audit undertaken each year to test the Council's compliance with the PSN network.</p> <p>An annual internal audit review tests the robustness of systems and the infrastructure with recommendations to strengthen the ICT environment being monitored by the Audit Sub-Committee.</p> <p>Regular training and briefings given to Members and Officers to raise awareness of data and security issues.</p> <p>Update <i>Work is on-going with other Derbyshire authorities to detect and prevent fraud. In addition, the Council is set to buy-in resources to strengthen information governance and compliance. Following a malware virus in June 2016, additional measures have been implemented to restrict Internet access to certain sites, together with implementing additional monitoring controls to prevent direct virus attacks.</i> <i>Work is currently being completed to upgrade the Council's internet connection and to strengthen its Disaster Recovery site.</i></p>

<p>Business Continuity and in particular the loss of the main Civic Offices and ICT capability</p>	<p>Council services are predominantly managed from one administrative building with 2 external sites in close proximity.</p> <p>Lead officer: Director of Finance and Corporate Services</p>	<p>Low</p>	<p>High</p>	<p>Treat the risk</p>	<p>Business Continuity and Emergency Plans in place and regularly reviewed, supported by the internal Resilience Liaison Forum; regular meetings also take place with other agencies.</p> <p>An ICT Disaster Recovery (DR) solution is in place off-site.</p> <p>All data and systems are backed-up and are stored in a secure off-site facility outside of the immediate region.</p> <p>Provision for home-working and remote access in place.</p> <p>Comprehensive insurance in place with insurers providing support to secure temporary accommodation if required.</p> <p>Update <i>The current DR solution continues to be reviewed. The Finance and Management Committee approved proposals in September on the future strategy for the Council's ICT platform.</i></p>
<p>Capacity and resilience in service provision</p>	<p>Overall staff numbers have declined in recent years and further budget reductions may be required. This is set against a growing demand for some services.</p> <p>Lead officer: Chief Executive</p>	<p>Medium</p>	<p>Medium</p>	<p>Tolerate the risk, but keep under review.</p>	<p>It is considered that the Council is undertaking as much action as is reasonably possible at this stage to mitigate the risk.</p> <p>A training and development programme is in place for senior and aspiring managers.</p> <p>Recent restructures continue to mature and bed in.</p> <p>Update <i>The 3rd year of the current management development programme has commenced. This followed a review with the service provider to ensure that it will continue to meet the needs of the Council and to support the requirements of the updated Corporate Plan.</i></p>
<p>Reducing resources for partners in the community and voluntary sector who</p>	<p>These organisations have seen a reduction in overall funding.</p> <p>Lead officer: Director of Community and</p>	<p>Medium</p>	<p>Medium</p>	<p>Tolerate the risk, but keep under review.</p>	<p>It is considered that the Council is undertaking as much action as is reasonably possible at this stage to mitigate the risk.</p> <p>The Council's current grant funding has been maintained and increased to recognise inflation in 2016/17 for all supported organisations.</p>

<p>deliver services with or on behalf of the Council</p>	<p><i>Planning Services</i></p>				<p>Spending can be refocused to meet external funding requirements and is project-based.</p> <p>Dedicated officer time in place to support the voluntary sector and local organisations. This includes direct secondment where necessary, for example, with Sharpe's Pottery during 2016.</p>
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REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 9
DATE OF MEETING:	1st DECEMBER 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/2016/3 December
SUBJECT:	BUDGET and FINANCIAL MONITORING 2016/17	REF
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: FM 08

1.0 Recommendation

1.1 That the latest budget and financial position for 2016/17 is considered and approved.

2.0 Purpose of the Report

2.1 To provide progress on performance against budgets for the financial year 2016/17, together with an update on the Council's treasury management activities for the year.

2.2 Where applicable, the effects upon the Medium-Term Financial Plan (MTFP) are also noted.

2.3 The report details performance up to 30th September 2016 (unless stated otherwise) and is effectively a half-yearly review of income and expenditure for 2016/17.

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 The Budget for 2016/17, which was approved by the Council in February 2016, estimated a budget surplus of £856,917 for 2016/17. The large surplus reflected an anticipated increase in core funding between 2015/16 and 2016/17 of approximately £450,000 and in particular New Homes Bonus, Retained Business Rates and Council Tax income.
- 3.3 In addition, the base budget for income from Planning Fees was increased by £150,000 to reflect current volumes. Gross expenditure, overall, was estimated to remain fairly static between 2015/16 and 2016/17.
- 3.4 Following an update to the MTFP, which was reported to the Committee in October, the estimated surplus was increased to £947,590. This was mainly due to:
- A lower increase in the national pay award for employees.
 - A lower cost of implementing the new Pay and Grading structure following Job Evaluation.
 - Restructure of Direct Services.
 - A reduction in the Leisure Management Contract Fee.
- 3.5 The revised surplus for 2016/17 has allowed for some additional expenditure associated with the new Midway Community Centre, together with the restructure of Legal and Democratic Services.
- 3.6 The updated Budget is summarised in the following table.

	£
Base Budget	11,079,411
Reverse out Depreciation	-718,739
Minimum / Voluntary Revenue Provisions	354,696
Contingent Sums Remaining	331,524
Total Estimated Spend	11,046,892
Financing	-11,994,482
Estimated Surplus	<u>-947,590</u>

Position as at September 2016

- 3.7 A summary of the position to date and the projected position for the year for each Policy Committee, compared to the Base Budget of £11,079,411 is shown in the following table.

Budget Monitoring - September 2016

COMMITTEE	ANNUAL			RESERVES	
	BUDGET	PROJECTED ACTUAL	PROJECTED VARIANCE	EARMARKED	NET EFFECT ON GF
	£	£	£	£	£
Environmental and Development	3,550,408	3,640,178	89,770	57,371	147,141
Housing & Community	2,544,754	2,388,539	-156,215	92,275	-63,940
Finance & Management	4,984,248	4,908,231	-76,017	6,365	-69,652
TOTAL	11,079,411	10,936,949	-142,462	156,011	13,549

3.8 The above table shows that based on current spending and after adjusting for transfers between earmarked reserves, there is a projected increase in overall net expenditure across General Fund Services of £13,549 compared to the Budget for the year. This slightly less than £25,980 as at June 2016.

3.9 An analysis by main service area is shown in the following table.

Budget Monitoring - September 2016

Performance against Budget 2016/17 as at September 2016 (by Service)

MAIN SERVICE AREA	BUDGET	PROJECTED ACTUAL	PROJECTED VARIANCE	EARMARKED	NET EFFECT ON GF
	£	£	£	£	£
	Economic Development	246,712	238,117	-8,595	0
Environmental Services	504,922	486,033	-18,889	0	-18,889
Highways	27,150	19,957	-7,194	0	-7,194
Licensing and Land Charges	-31,608	-32,192	-584	0	-584
Planning	155,111	184,482	29,371	5,000	34,371
Town Centre	66,780	74,039	7,260	0	7,260
Waste Collection & Street Cleansing	1,653,097	1,793,581	140,484	0	140,484
Environmental Education	72,479	20,108	-52,371	52,371	0
Transport (Vehicles and Plant)	855,766	846,053	-9,713	0	-9,713
Community Development and Support	737,848	751,116	13,268	145	13,413
Leisure and Recreational Activities	179,611	185,204	5,593	0	5,593
Leisure Centres and Community Facilities	541,310	307,402	-233,907	189,085	-44,823
Parks and Open Spaces	701,474	683,608	-17,865	635	-17,230
Private Sector Housing	384,512	471,208	86,697	-97,590	-10,893
Central and Departmental Accounts	3,430,431	3,385,318	-45,113	17,659	-27,454
Revenues and Benefits	397,813	403,497	5,684	-11,294	-5,610
Electoral Registration	154,560	154,328	-232	0	-232
Corporate and Democratic Costs	634,774	619,861	-14,913	0	-14,913
Payments to Parish Councils	342,446	342,446	-0	0	-0
Concessionary Travel	0	-445	-445	0	-445
Property and Estates	-147,811	-202,360	-54,550	0	-54,550
Pensions, Grants Interest, S106	172,034	205,586	33,553	0	33,553
TOTAL	11,079,411	10,936,949	-142,462	156,011	13,549

Overview of Spending to date

3.10 The main reasons for the projected variance at this stage, with a comparison to Quarter 1, are shown in the following table.

Main variances

	Q2 £'000	Q1 £'000
Salary savings (vacancies, maternity etc.) - F&M	-67	-43
Lettings from Industrial and Commercial Units	-55	0
Leisure Management Contract - Cost Reduction	-50	-52
Salary savings (vacancies, maternity etc.) - E&D	-55	-45
Direct Services Restructure Saving	-43	-43
Salary savings (vacancies, maternity etc.) - H&C	-28	-6
Waste Less Save More Project - Contribution to Staffing Costs	-20	-20
Food Safety Licensing Income	-15	-15
Lower Fuel Costs	-15	0
Trade Waste Reduced Disposal Costs	-13	0
Savings on Utilities - New Tendered Contract in place	-12	0
Additional Income Due to Contract Renewal	-10	0
Audit Fee Reduction	-10	0
Elected Members Savings (expenses)	-10	-5
Cemetery Fees	-4	-7
Increased Interest on Cash Deposits	-2	-3
Bank Charges	3	-7
R&M Melbourne Leisure Centre	5	5
Termination Costs (DSO Restructure)	6	6
Deficit on Parking Enforcement	7	7
Contribution to Area Forum Costs	8	0
HMRC Tax Charge Unbudgeted	9	9
Markets - Potential Loss of Income	14	0
Recycling - Disposal Costs	30	0
Pension Deficit	36	36
Building Control Reduced Income	60	50
Cost of Temporary Waste & Transport Manager	63	63
Agency and Temporary Staff	86	36
Vehicle Hire	90	55
Other Variances (net)	6	5
TOTAL - OVERALL PROJECTED VARIANCE	14	26

3.11 Compared to Quarter 1, further savings and income are projected, although additional costs overall continue to be incurred, in particular the cost of hired vehicles in Direct Services.

3.12 The above table shows that budget savings are currently being made from vacant posts, although these are generally being covered through temporary contracts and agency workers.

- 3.13 The saving from the Direct Services Restructure is that approved by the Committee in February 2016. However, this saving will be offset by the additional costs of a temporary Waste and Transport Manager who is providing cover for a secondment to the Waste Less, Save More Project.
- 3.14 A sum of £20,000 has been secured (from Sainsbury's) as a contribution towards these costs. Given the cost of the temporary manager (£63,000) the restructure savings of £43,000, together with the £20,000 contribution, will be utilised by December 2016.

Markets

- 3.15 A provision has been made for the potential loss of income from the operation of the main town centre market. Currently, some income due to the Council remains outstanding. In addition, the Council is starting to incur additional costs to subsidise operational delivery.
- 3.16 In recent years, the cost of managing and operating the Markets has been cost-neutral to the Council and operations have been supported by third parties. Options are currently being considered for the future management of Markets to ensure that it remains sustainable into the future. This will be reported to the Committee at a future date.

Utility Costs

- 3.17 During Quarter 2, the Council has procured a new contract for the supply of its gas and electricity. The Council has entered into a Contract with an energy broker who will negotiate the most competitive prices from a framework for the Council.
- 3.18 It is anticipated that due to lower prices being secured from what is effectively purchasing through a consortium, the Council's overall utility costs will reduce by approximately £30,000 over 2016/17 and 2017/18. Although some increase is again expected from 2018/19 onwards, the overall cost over the next 4 to 5 years will still be below that currently incurred.
- 3.19 The contract will also accord with the Council's Environmental Management Policy.

Income

- 3.20 Income from Planning Fees is currently on budget, although as highlighted earlier, the base budget was increased by £150,000 in 2016/17. As previously reported to the Committee, income from Building Control is currently less than budget.

Property Portfolio

- 3.21 Overall lettings across the Council's property portfolio remain strong with a low level of voids. In addition, there has been a low turnover rate with any voids

being filled fairly quickly. This is generating additional income compared to that budgeted.

Contingent Sums

3.22 As previously reported, the costs of the Council's pay and grading structure, together with the national pay award for 2016/17, have been allocated from the contingent sums set-aside, direct into base budgets. The contingent sums now remaining are shown in the following table.

	£
Pay and Grading on-going costs	994
Waste Collection and Recycling	100,000
Growth	100,000
Inflation	130,530
Total	<u>331,524</u>

Provisions

3.23 The following provisions were made in the Council's accounts in 2015/16 for liabilities due in 2016/17.

Provision For	£
Refund of Personal Searches	42,000
Planning Appeals	127,000
Early Termination Costs (Voluntary Redundancy)	9,000
TOTAL PROVISIONS	<u>178,000</u>

3.24 It is expected that these amounts will be utilised in 2016/17.

Core Grants and Funding

3.25 The following grants have been confirmed for the year.

Core Grants and Funding 2016/17	Estimate £'000	Actual £'000	Variance £'000
New Homes Bonus (NHB)	2,855	2,855	0
NHB – Additional Funding	0	5	5
Revenue Support Grant (Fixed)	1,199	1,199	0
Transitional Grant	3	3	0
Retained Business Rates	3,171	3,174	3
Total Core Grants	<u>7,228</u>	<u>7,236</u>	<u>8</u>

THE COLLECTION FUND

3.26 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.

3.27 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 2016/17, based on transactions up to **31st October 2016**, is detailed in **Appendix 1**.

3.28 This shows that the projected surplus balance on the Fund as at 31st March 2017 is currently £653,000 for Council Tax and £784,000 for Business Rates. In both instances, this is greater than estimated.

Council Tax

3.29 The projected balance is approximately £200,000 greater than estimated. This is mainly due to an increase in the tax base, which is likely to exceed that budgeted in January 2016. The Council's share, if declared in the 2017/18 Budget Round, would be approximately £70,000.

3.30 The number of properties subject to Council Tax has grown from 41,377 to 42,131 (754 properties) between October 2015 and September 2016. This has increased the tax base (equivalent Band D properties) which was 34,489 as at September 2016 - well above the budget for the year of 33,693.

3.31 As approved, the surplus declared on Council Tax for 2015/16 will be paid to Preceptors including £20,000 to the Council's General Fund in 2016/17.

Business Rates

3.32 As previously reported, the Business Rates Account incurred a deficit in 2015/16 of £326k due to a large increase in the provision for appeals. This will be shared amongst the Preceptors and charged to their General Funds in 2016/17, with the Council's proportion being £130,000.

3.33 However, it is projected that Business Rates will revert back into surplus leading to a positive balance of approximately £784,000 as at March 2017. The Council's proportion of this, at 40%, is estimated at approximately £343,000. This would be transferred to the General Fund in 2017/18.

Derbyshire Business Rates Pool

3.34 The half-yearly performance of the Pool is due to be reported shortly.

HOUSING REVENUE ACCOUNT (HRA)

3.35 The Council is required to account separately for income and expenditure in providing Council Housing.

3.36 The approved HRA Budget for 2016/17 was set with an in-year surplus projected at £968,000. This was increased to a surplus of approximately £1.5m in October 2016, following a reprofiling of capital expenditure covering 2015/16 and 2016/17 as previously reported to the Committee, together with the latest estimates for the letting of new properties.

3.37 Performance on the HRA as at September 2016 is summarised in the following table.

Summary HRA 2016/17	BUDGET	PROJECTED ACTUAL	PROJECTED VARIANCE
	£000	£000	£000
Total Income	-12,989	-12,980	9
Contribution to Capital & New Build	3,795	3,795	0
Responsive & Planned Maintenance	3,218	3,231	13
Interest on Debt	1,690	1,633	-57
Supervision & Management	1,765	1,788	23
Supported Housing & Careline Services	798	802	4
Provision for Bad Debts	44	44	0
Contingent Sums	215	146	-69
Surplus	-1,464	-1,541	-77

3.38 The table shows that overall the HRA should out-turn a surplus approximately £77,000 above that budgeted. The main variances are shown in the following table.

	Q2 £'000	Q1 £'000
Interest Payable	-57	0
Salary Costs due to vacancies	-40	4
Professional Fees	-30	-2
Favourable Garage and Other Income	-22	-3
Catch up on Rechargeable Repairs	-6	1
DLO underspend due to reduction in contractor use	-6	-9
Utilities Savings	-5	-5
Adverse Supporting People Grant	20	20
Agency Staff	65	13
Other Variances (net)	4	-1
TOTAL - OVERALL PROJECTED VARIANCE	-77	18

Interest on Debt

3.39 The main cost reduction is the interest payable on debt. The interest payable on the variable element (£10m) was running at 0.67% as at 30th September 2016, compared to that budgeted of 1.7%. This is due to the continuation of low interest rates.

3.40 It is anticipated that the rate may fall further, following the recent reduction in the Bank Base Rate to 0.25%.

CAPITAL EXPENDITURE and FINANCING 2016/17

3.41 The Capital Programme was approved by the Committee in February 2016. It has been updated following the budget out-turn in 2015/16 and in particular, to reflect expenditure and funding held over from 2015/16 due to slippage.

3.42 Progress in 2016/17 across the main projects and schemes is shown in the following table.

Capital Spending 2016/17 (as at September 2016)	Approved Budget £	Actual £	Previous Quarter £
Council House Capital Works	2,795,000	1,436,940	731,878
New Build Schemes - Phase 1	1,180,000	733,420	571,438
New Build - Phase 2 Acquisitions	2,700,000	1,196,510	0
Private Sector Housing Works	697,739	63,432	4,501
Environmental and Heritage Schemes	177,097	22,031	62
Swadlincote Woodlands Nature Reserve	37,000	0	0
Rosliston Forestry Centre - Play Project	130,000	0	0
Extreme Sports Active Zone/Cycling/Tennis	48,000	15,764	15,466
Community Partnership Scheme	177,211	17,391	5,560
Melbourne Leisure Centre	75,000	0	0
Melbourne Sporting Partnership	1,112,603	980,269	684,496
Open Space Development Project	0	21,954	21,954
Save More, Waste Less Project	0	60,217	35,483
Vehicle Replacements	1,226,496	0	0
Property Maintenance, Development and Refurbishment	274,198	32,710	28,756
Total	10,630,344	4,580,637	2,099,593

New Build – Phase 1

3.43 The 3 approved schemes are complete with only final contract payments outstanding.

New Build – Phase 2 Acquisitions

3.44 The payments to purchase properties at Rowley Court and in Alexandra Road have now been made.

Private Sector Housing Works

3.45 During the first quarter, there was a slight delay in committing works until funding was confirmed for Disabled Facility Grants from the County Council. This funding was subsequently confirmed and works have now been committed.

Environmental and Heritage Schemes

3.46 This relates to the Swadlincote Town Centre Scheme following the award of funding earlier in the year. Detailed plans have recently been approved and it is expected that spending to deliver approved projects will be incurred over the remainder of the year.

Leisure and Community Schemes

3.47 The schemes at Swadlincote Woodlands and at Rosliston Forestry Centre are still awaiting confirmation of external funding. The Community Group overseeing the management of Melbourne Leisure Centre is currently drawing up a schedule of works.

3.48 The Open Space Development Project relates to works and the provision of a skate park in Newhall. This is externally funded and the Council is solely acting as the Accountable Body for financial purposes. This principle also applies to the Waste Less Save More project.

Melbourne Sporting Partnership

3.49 The scheme to deliver new recreational and sport facilities at Cockshut Lane is substantially complete.

Vehicle Replacements

3.50 No major replacements have been made to-date. A vehicle management strategy and future replacement programme, within available resources, was approved by the Environmental and Development Services Committee on 17th November 2016.

New Council Depot

3.51 At this stage, the figures exclude sums set-aside to build the new Depot. Final proposals for this project have been finalised and are being reported separately to the Committee.

Housing Capital Receipts

3.52 There were 8 council house sales in the first half of the financial year as shown in the following table.

	Sales	Gross Receipts £	Less Pooled £	Retained £	% Retained
Quarter 1	3	£183,030	-£96,246	£86,784	47%
Quarter 2	5	£274,840	-£107,224	£167,616	61%
Total	8	£457,870	-£203,470	£254,400	56%

3.53 The net amount retained of £254,400 has been transferred to the New Build Reserve.

3.54 Five further sales have been completed since September and these receipts will be accounted for in the 3rd quarter ending 31st December 2016.

TREASURY MANAGEMENT

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

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

	01/04/16 £'000	31/10/16 £'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)	6,354	6,354	0
Borrowing Capacity (CFR Less Debt o/s)	6,354	6,354	0
Temporary Deposits and Short Term Borrowing			
Temporary Bank and other Deposits	11,000	20,500	9,500
Less Parish Council Deposits	-28	-28	0
Total - Short-term Cash Position	10,972	20,472	9,500
Average Interest Rates			
Average Interest Rate	0.32%	0.34%	0.02%
Average 7-Day Money Market Rate	0.50%	0.42%	-0.08%

Short-term Deposits

3.57 The money deposited of £20.5m was being invested as follows:

Debt Management Office (DMO)	£4.5m	0.15%
Other Local Authorities	£16.0m	0.36%

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

3.59 Total interest accrued to date on all deposits totals £32,000 and is projected to be £50,000 for the year. This compares with a budget estimate of £47,000.

Lending Policy and Counterparty List

3.60 No changes are considered necessary to the current list and lending policy approved in the Treasury Management Strategy.

Financial Markets - Update

3.61 Following the outcome of the EU Referendum in June, there was some volatility in financial markets, although this has since stabilised. The value of Sterling against other major currencies, such as the Euro and the American Dollar, remains lower compared to their value before the Referendum.

3.62 As previously reported, the Bank of England's Monetary Policy Committee (MPC) reduced the Bank Base Rate to 0.25% from 0.5% in August 2016. Over the last few months, economic indicators have highlighted growth continuing in accordance with market expectations, with all signs showing that the UK economy is proving resilient.

3.63 CPI inflation increased by 0.4% to 1% in September, although it eased back to 0.9% in October 2016. The relatively sharp increase was mainly as a consequence of the depreciation in Sterling which has increased the price of imports.

3.64 Many forecasters still expect inflation to rise further over the next year and may increase above the MPC's target of 2%. At this level, the MPC may have to consider increasing interest rates. Clearly, this would benefit the Council if it continues to have money on deposit.

Payments to Suppliers

3.65 Under the Public Contracts Regulations 2015, the Council is still required to publish its speed in processing payments to suppliers. Under the Regulations, the Council should pay all undisputed invoices within 30-days of receipt.

3.66 Although there is no specific penalty if this regulation is not complied with, individual suppliers have the right, under Late Payments Legislation, to claim interest on late payments. The rate of interest is 8% above the prevailing Bank of England Base Rate.

3.67 The Council's performance in 2015/16, together with that to-date in 2016/17, is shown in the following tables.

	No of Invoices	No. Paid in 30 Days	% Paid in 30 days	No. Paid in 10 Days	% Paid in 10 days
Apr-15	623	614	98.56%	531	85.23%
May-15	538	533	99.07%	473	87.92%
Jun-15	481	474	98.54%	415	86.28%
Jul-15	649	639	98.46%	555	85.52%
Aug-15	431	425	98.14%	383	88.86%
Sep-15	514	507	98.64%	444	86.38%

Oct-15	419	412	98.33%	354	84.49%
Nov-15	493	489	99.19%	398	80.73%
Dec-15	447	443	99.11%	403	90.16%
Jan-16	416	410	98.56%	322	77.40%
Feb-16	418	412	98.56%	333	79.67%
Mar-16	514	508	98.83%	396	77.04%
	5943	5864	98.67%	5007	84.25%

	No of Invoices	No. Paid in 30 Days	% Paid in 30 days	No. Paid in 10 Days	% Paid in 10 days
Apr-16	435	429	98.62%	373	85.75%
May-16	379	370	97.63%	299	78.89%
Jun-16	582	544	93.47%	428	73.54%
Jul-16	457	446	97.59%	365	79.87%
Aug-16	566	553	97.70%	408	72.08%
Sep-16	482	476	98.76%	402	83.40%
	2901	2818	97.14%	2275	78.42%

3.68 The Council did not receive any claims or make any payments for late interest in 2015/16 or to-date in 2016/17.

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 2016/17 (as at 31st October 2016)

	Actual 2015/16 £'000	Estimated 2016/17 £'000	1st Qtr Projection 2016/17 £'000	2nd Qtr Projection 2016/17 £'000
COUNCIL TAX - INCOME & EXPENDITURE				
INCOME				
Council Tax Collectable	47,471	49,702	49,835	50,202
EXPENDITURE				
County Council Precept	34,295	36,109	36,109	36,109
Police and Crime Commissioner Precept	5,313	5,487	5,487	5,487
Fire and Rescue Authority Precept	2,137	2,206	2,206	2,206
SDDC Precept	4,599	4,747	4,747	4,747
SDDC Parish Precepts	668	679	679	679
Increase in Bad Debts Provision	248	258	259	552
Total Expenditure	47,260	49,486	49,487	49,780
Surplus for the Year	211	216	348	422
COUNCIL TAX BALANCE				
Opening Balance 1st April	696	407	407	407
Share of Previous Surplus to County Council	-364	-128	-128	-128
Share of Previous Surplus to Police	-56	-20	-20	-20
Share of Previous Surplus to Fire Authority	-23	-8	-8	-8
Share of Previous Surplus to SDDC	-57	-20	-20	-20
Surplus for Year (as above)	211	216	348	422
Closing Balance as at 31st March	407	447	579	653
BUSINESS RATES - INCOME & EXPENDITURE				
INCOME				
Business Rates Collectable	23,351	23,534	24,284	24,682
EXPENDITURE				
Central Government Precept	10,990	11,767	11,767	11,767
SDDC Precept	8,792	9,414	9,414	9,414
Derbyshire County Council Precept	1,978	2,118	2,118	2,118
Fire and Rescue Service Precept	220	235	235	235
Cost of Collection	92	91	91	91
Transitional Protection Payments	26	0	0	0
Increase in Bad Debts Provision	90	94	97	99
Provision for Appeals	1,489	100	100	100
Total Expenditure	23,677	23,819	23,822	23,824
Surplus / Deficit (-)	326	-285	462	858

BUSINESS RATES BALANCE

Opening Balance 1st April	647	-400	-400	-400
Transfer of Previous Year's Surplus (-) / Deficit	-361	-274	163	163
Transfer of Previous Year's Surplus (-) / Deficit	-288	-220	130	130
Transfer of Previous Year's Surplus (-) / Deficit	-65	-49	29	29
Transfer of Previous Year's Surplus (-) / Deficit	-7	-5	3	3
Surplus / Deficit (-) for the Year as above	-326	-285	462	858
Closing Balance as at 31st March	-400	-1,233	388	784

REPORT TO:	FINANCE AND MANAGEMENT	AGENDA ITEM: 10
DATE OF MEETING:	1st DECEMBER 2016	CATEGORY: DELEGATED
REPORT FROM:	DIRECTOR OF FINANCE AND CORPORATE SERVICES	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (595811) kevin.stackhouse@south-derbys.gov.uk	DOC: s:\cent_serv\complaints\committee reports\working papers for Dec 2016 \Complaints and FOI report for Dec 2016 .
SUBJECT:	COMPLAINTS, COMPLIMENTS & FREEDOM OF INFORMATION REQUESTS 1 APRIL 2016 TO 30 SEPTEMBER 2016	REF: KS/RW
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: FM11

1.0 Recommendations

1.1 That the complaints and FOI requests, as detailed in the report, are considered and noted.

2.0 Purpose of Report

This report provides:

2.1 A summary of official comments, compliments and complaints received by the Council for the period **1 April 2016 to 30 September 2016**. Figures for the corresponding period in **2015/16** are given for comparison purposes.

2.2 A summary of the Freedom of Information (FOI) requests received by the Council for the period **1 April 2016 to 30 September 2016**. Figures for the corresponding period in **2015/16** are given for comparison purposes.

3.0 Executive Summary

Comments, Compliments and Complaints

3.1 The comments, compliments and complaints procedure is designed to encourage people to give informal feedback on our services.

3.2 **2** comments, **35** compliments and **23** complaints have been received between 1 April 2016 to 30 September 2016.

- 3.3 The number of complaints received in the first half of this financial year has **decreased** compared to the corresponding period of 2015/16, and the number of compliments received has increased.
- 3.4 Members are informed via e-mail (enclosing a copy of the original complaint) when a complaint is received relating to their ward. This is for information purposes only.

Freedom of Information

- 3.5 South Derbyshire District Council is committed to making itself more open. A large amount of information is already available to the public, through our website or through our offices and at local libraries.

Publication Scheme

- 3.6 Under the Freedom of Information Act, South Derbyshire District Council has a duty to adopt and maintain a Publication Scheme describing:
- The classes of information it publishes
 - How and where such information is published (e.g. website, paper copy, etc.) and
 - Whether or not a charge is made for such information

The purpose of a Publication scheme is to let everyone know what information will be automatically or routinely published by the Council and to ensure that a significant amount of information is available to the public, without the need for a specific request to be made.

In line with guidance from the Information Commissioner's Office, the scheme is updated regularly and the current version is available from the Website at:

http://www.south-derbys.gov.uk/council_and_democracy/data_protection_and_freedom_of_information/default.asp

- 3.7 A total of **320** Freedom of Information requests have been received from **1 April 2016 to 30 September 2016**. This is an increase of **36** over the corresponding period for 2015/16 – see Annex C.

4.0 Background

- 4.1 The Comments, Compliments and Complaints customer leaflet and procedure is available for download from the Website at or can be completed using an electronic form:

http://www.south-derbys.gov.uk/council_and_democracy/complaints/comment_compliment_or_complaint_form/default.asp

4.2 The aim of The Freedom of Information Act 2000, which came into force on 1st January 2005, is to extend the right to allow public access to information that the Council holds.

5.0 Detail

Comments

5.1 2 comments were received over the past six months. Any comments received are carefully considered and, if appropriate, are investigated under the complaints procedure.

Department	1 April 2015 – 30 September 2015	1 April 2016 – 30 September 2016
Environmental Services	0	2
Total	0	2

Compliments

5.2 The table below compares the number of **compliments received for the first half** of 2015/2016 against the first half of 2016/2017. Compliments generally relate to the quality of the service provided and/or actions of individuals.

Department	1 April 2015 – 30 September 2015	1 April 2016 – 30 September 2016
Customer Services	9*	2*
Environmental Services	10*	5
Planning	4	6
Client Services	0	2*
Community & Cultural Services	10*	12
Corporate	1	0
Policy and Communications	1	0
Waste & Cleansing	0	8
Total	35	35

* This indicates where one compliment has referred to two separate Departments

Complaints

5.3 The table below compares the number of official complaints received:-

	1 April 2015 – 30 September 2015	1 April 2016 – 30 September 2016
Resolved at Stage 1	35	21
Stage 1 still ongoing	0	0
Resolved at Stage 2	8	2
Stage 2 still ongoing	2	0
Total received	45	23

5.4 The **23** complaints received can be broken down as follows:-

Department	1 April 2015 – 30 September 2015	1 April 2016 – 30 September 2016
Planning Services	9	4
Housing	13*	8
Customer Services (including Revenue)	11*	2*
Environmental Services	5*	3
Community Services	0	0
Legal and Democratic Services	4	3
Corporate Services (incl. Client Services)	2	2*
Property	0	0
Licensing	0	1
Total	45	23

* This indicates where one complaint has referred to two separate divisions

5.5 For comparison, the table below shows the total number of complaints over the last four complete years:-

Department	2013/14	2014/15	2015/16	2016/17 (1/2 year)
Planning Services	10	14	15	4
Housing	20	26*	21	8
Customer Services (including Revenue)	17	22*	15	2*
Environmental Services	6*	12*	10	3
Community Services	4	3	2	0
Legal and Democratic Services (incl Licensing)	0	8	6	4
Finance and Property	0	0	0	0
Corporate Services (incl Client Services)	2	2	3	2*
Property	1	0	1	0
Derbyshire County Council	0	2	1	0
Total	60	89	74	23

* This indicates where one complaint has referred to two separate divisions

5.6 The schedule, giving details of the comments, compliments and complaints received, actions taken and improvements made is attached at **Annexe A**.

Note: On the schedule there is a column headed 'Resultant Action' which shows any changes/improvements made as a result of the complaint. It is not always relevant for resultant action to be taken. If a complaint is not as a result of incorrect procedures or working practices then resultant action is not always appropriate.

- 5.7 Directors of Service are asked to complete a questionnaire following each complaint. This provides details of actions taken and improvements made as a consequence of a complaint.
- 5.8 If a complaint cannot be resolved at Stage 2 of our procedure, it can be taken to the Local Government Ombudsman for independent consideration. These complaints are the subject of a separate annual report.

Freedom of Information Requests

- 5.9 Although the Freedom of Information Act 2000 creates a general right of access to information, it also sets out information that we do not have to make available for specific reasons. This is information, which, if published, might prejudice the health, safety or security of the Council, our staff, systems, services or property.
- 5.10 We make as much information available as possible without charging for it. We do however reserve the right to levy a reasonable charge where the information request is extensive and would require more than 2 days' staff time to satisfy the request.
- 5.11 The Council deals with hundreds of routine requests for information every day by phone and by letter. These are referred to as "business as usual requests". We will deal with these in the normal way. However, information that is not readily available and that has to be prepared or extracted is handled differently. We are entitled to make a charge for this kind of information.
- 5.12 Requests for information under Freedom of Information have to be processed within 20 working days. However, requests for details under the Freedom of Information Act can be turned down if they fall within certain exemption criteria.
- 5.13 The table below compares the Freedom of Information requests received for the **first half 2015/2016 against the first half of 2016/2017.**

Note: the figures also include any requests that have been made under EIR (Environmental Information Regulations).

	1 April 2015 – 30 September 2015	1 April 2016 – 30 September 2016
Number received	284	320
Number replied to within 20 statutory days	277	299
Number replied to after 20 statutory days	7	21
Number of Exemptions or partial exemptions	4	8
Number passed to Third Party	31	49
Number withdrawn	0	0

* **Annexe B** shows **320** requests

5.14 The requests for information received can be broken down as follows:

Department	1 April 2015 – 30 September 2015	1 April 2016 – 30 September 2016
Environmental Services	48*	48*
Planning Services	14*	29*
Legal & Democratic	31*	22*
Financial Services	11*	8*
IT	16*	15*
Customer Services	54*	53*
Housing Services	33*	32*
Organisational Dev.	17*	15*
Community Services	6	15*
Passed to 3 rd Parties	31	46
Corporate Services/ Client Services	9*	17*
Property Services	9*	9*
Procurement	5	6*
Communications	0	4*
All Departments	0	1*

* Same request has involved several divisions

5.15 The details of the Freedom of Information requests received are attached at **Annexe B**.

5.16 A breakdown of who originated the Freedom of Information request is attached at **Annexe C**.

6.0 Financial Implications

6.1 None directly stemming from this report.

7.0 Corporate Implications

7.1 Under the Complaints Procedure the Council will write to the complainant within 5 working days, telling them who is dealing with their complaint and when they can expect to receive a reply. In most cases a full reply will be sent within 10 working days.

7.2 Under the Freedom of Information Act the Council has to respond to any requests received within 20 working days. For many requests the information required cuts across areas of the Council. Consequently a coordinated approach has to be taken in the Council's response, with each service area being responsible for providing the information requested relating to their area.

7.3 If these deadlines are not met it will impact on the Council's reputation to deliver services effectively.

8.0 Community Implications

8.1 None.

9.0 Background Papers

None.

South Derbyshire District Council
Comments, Compliments and Complaints 1 April 2016 – 30 September 2016

Comments, Compliments and Complaints - 1 April 2016 – 30 September 2016

Comments

+

Date	Ward	Subject	Division	Resultant Action Taken/Comments
13.04.16	Woodville	Recycling – no black plastic	Environmental Services	Referred to Waste & Cleansing to respond to member of public
04.07.16	Stenson Fields	Refuse collection	Environmental Services	Referred to Waste & Cleansing to respond to member of public

Compliments

Date	Subject	Division
11.04.16	Fly tipping. Huge thank you to clean team for cleaning up the waste at the south end of Arleston Lane plus Buckford Lane, we really appreciate their hard work. Much appreciated – Clean Team do a cracking job under the circumstances.	Clean Team
13.04.16	Mickleover – Planning Committee – thank you for last night and the robust responses provided to the various issues raised, not to mention the team's work as a whole over the last few months.	Planning Services
18.04.16	Avenue of Cherry Trees at Newhall Park. The blossom is a picture and represents another of the improvements to the park.	Community Services
20.04.16	Staff compliments - Gratitude and thanks for help and advice during last two and half years whilst renovating and building extension.	Planning Services
19.04.16	Thanks for prompt way my query about the disposal of water was dealt with. It is much appreciated.	Planning Services
27.04.16	My mother in law came into the offices recently and was served at the desk. Passes on her thanks for how she was dealt with, struggling to deal with matters on her own but made to feel at ease, helped her understand clearly. She left the offices feeling	Customer Services

South Derbyshire District Council
Comments, Compliments and Complaints 1 April 2016 – 30 September 2016

	much better.	
28.04.16	Appreciation to all collections team emptying he bins removing excess packaging following her recent move.	Community Services
06.05.16	Appreciation for quick response for litter pick request	Environmental Services
12.05.16	Appreciation for quick response for emptying green bin that was missed on normal collection day	Environmental Services
12.05.16	Appreciation for arranging and delivering second brown bin so swiftly.	Environmental Services
13.05.16	Thanks for help in including Revaluation 2017 Flyer with business rates bills which has provided VOA with over 70% of ratepayers signing up to receive emails from them.	Client Services
19.05.16	Compliment for responding quickly and efficiently with request for information	Planning Services
20.05.16	Thank you for arranging prompt pick up of missed brown bin.	Environmental Services
23.05.16	Thank you for your prompt and efficient service	Waste Management
20.05.16	Had a brilliant day at Liberation Day and wanted to thank all those who organised it.	Cultural Services
20.05.16	How impressed with the organization of Liberation Day.	Cultural Services
19.05.16	Thank you for organizing the Liberation Day event.	Cultural Services
25.05.16	Excellent time at Liberation Day and to express thanks to all who made it possible.	Cultural Services
31.05.16	Thank you for help of discretionary discount to lessen financial burden	Customer Services & Client Services
02.06.16	Huge thanks for explaining why there is the difference in plastics and recycling following non collection of green bin.	Waste Management
02.06.16	Huge thank you for allowing use of Melbourne facilities for 24-hour football match	Community Services
08.06.16	Special thanks to Park Life Officer, for help in organizing and promoting the walk	Community Services
14.06.16	Congratulations on the promotion of the Women's Tour of Britain	Community Services
20.06.16	Well done to the team re Womens Tour of Britain Cycle Race. It's a pleasure seeing the community following the event.	Community Services
08.07.16	Thanks for quick & efficient response with regards to a report of dog fouling	Environmental Services
14.07.16	Thanks for prompt attention and delivery of replacement grey bin	Waste Management
19.07.16	Re Assisted Collection - thank you for the excellent service by the team who fetched the bin and took stuff away for her. They were lovely and gave excellent customer service.	Waste Management
27.07.16	Fly Tipping - Thanks very much for usual prompt and efficient service to the Clean Team to clear up the bog awkward messes.	Waste Management
08.08.16	Thank you for the Discharge of Conditions Approval and for your help and professionalism in dealing with our enquiry. Your prompt assistance is very much appreciated. Standards of service in general these days is not easy to find so it is a	Planning Services

South Derbyshire District Council
Comments, Compliments and Complaints 1 April 2016 – 30 September 2016

	pleasure to experience this level of service.	
22.08.16	Thank you, I was amazed by how quick this service was. The delivery man was very nice too.	Waste Management
24.08.16	Impressed with quality of invitations for Melbourne Sporting Partnership Event.	Cultural Services
26.08.16	Thanks for arranging Maurice Lea Centenary Event. It was a great event and well worth the journey	Cultural Services
13.09.16	Thanks from Melbourne Parish Council for the hedge cutting – looked lovely	Grounds Maintenance
13.09.16	Thanks from Hatton Football Club, Colin says thanks for the cut of the field, looks like Wembley and he is chuffed.	Grounds Maintenance
21.09.16	Thanks for the prompt feedback, a great help and really appreciated	Planning

Complaints

Date	Ref No	Ward	Subject	Division	Resultant Action Taken	Date response due and date sent
07.04.16	739	Aston on Trent	Unreasonable & unlawful obstruction of the highway by refuse freighter	Environmental Services	Apology given. Drivers briefed on expected standards	Due : 21.04.16 Sent: 13.04.16
03.05.16	740	Linton	Several repairs for sorting out, workmen visits but no follow up	Housing Services	The issues occurred around staff shortages through sickness, leave, it is unlikely to be repeated, a one off occasion	Due: 17.05.16 Sent: 17.05.16
13.05.16	741	Newhall	Tenancy issues with regards to 34 Windsor Close, Newhall	Housing Services	None	Due: 27.05.16 Sent: 24.05.16
19.05.16	742	Woodville	Bins not being emptied	Environmental Services	Employees reminded of need to comply with service delivery standards, service delivery monitored for a few weeks	Due: 03.06.16 Sent: 01.06.16
07.06.16	743	Aston	Bins not being emptied	Environmental Services	Resident visited by officer. Employees reminded of need to	Due: 21.06.16 Sent: 08.06.12

South Derbyshire District Council
Comments, Compliments and Complaints 1 April 2016 – 30 September 2016

					comply with service delivery standards, service delivery monitored for a few weeks	
17.06.16	744	Overseal	Illegal development of gypsy site at the rear of 149 Woodville Road, Overseal	Planning Services	N/A	Due: 01.07.16 Sent: 24.06.16
17.06.16	745	Hilton	Voting process	Democratic Services	N/A	Due: 01.07.16 Sent: 30.06.16
24.06.16	746	Stenson Fields	Voting issues	Democratic Services	Training for election staff to be updated	Due: 08.07.16 Sent: 06.07.16
24.06.16	747	Swadlincote	Council Tax issue, with regards to letters addressed to Exors.	Client Services	Change to notice of exemption being considered	Due: 08.07.16 Holding letter sent: 08.07.16 Now due: 22.07.16 Sent: 22.07.16
07.07.16	748	Woodville	Advice to tenants	Housing Services	None	Due: 21.07.16 Sent: 21.07.16
11.07.16	749	Ashby de la Zouch	House swap at Warwick Close, Midway	Housing Services	None	Due: 22.07.16 Sent: 21.07.16
22.07.16	750	Woodville	Housing Maintenance issues regarding no access through rear access of property due to unfinished building work	Housing Services	Monitoring form outstanding	Due: 05.08.16 Sent: 28.07.16
22.07.16	751	Woodville	Housing Options issues	Housing Services	None	Due: 05.08.16 Sent: 27.07.16
27.07.16	752	Southampton	Dangerous Driving (<i>one of SDDC</i>	Licensing Services	N/A	Due: 08.08.16

South Derbyshire District Council
Comments, Compliments and Complaints 1 April 2016 – 30 September 2016

			<i>licensed taxi drivers)</i>			Sent: 05.08.16
03.08.16	753	Swadlincote	Anti-social behaviour complaint ltr 15.07.16 & abusive neighbours	Housing Services	None	Due: 16.08.16 Sent: 16.08.16 STAGE 2 Due: 05.09.16 Sent: 25.08.16
05.08.16	754	Woodville	Equita fees and assistance from SDDC	Customer Services/Client Services	None	Due: 19.08.16 Sent: 19.08.16
12.08.16	755	Newhall and Stanton	Regularisation Certificate	Planning Services	Monitoring Form outstanding	Due: 26.08.16 Holding letter sent: 25.08.16 Now due: 08.09.16 Sent 07.09.16 STAGE 2 Due: 22.09.16 Holding letter sent: 22.09.16 Now due: 06.10.16 Sent: 24.10.16
24.08.16	756	Hartshorne	Poor experience with Elections during BREXIT vote	Democratic Services	N/A	Due: 22.09.16 Holding letter sent: 22.09.16 Now due: 06.10.16 Sent: 05.10.16
30.08.16	757	Foston	FOI 1617-175 dissatisfied with response	Corporate Services	None	Due: 13.09.16 Sent: 02.09.16
05.09.16	758	Willington	Discrimination arising from Disability	Housing Services	Continually review communication from complainant. All satisfactory at present	Due: 16.09.17 Sent: 09.09.16

South Derbyshire District Council
Comments, Compliments and Complaints 1 April 2016 – 30 September 2016

06.09.16	759	Hilton	Lost Identification Card	Customer Services	Monitoring Form outstanding	Due: 20.09.16 Sent: 19.09.16
14.09.16	760	Repton	Breach of Town & Country Planning Act 1990.	Planning Services	N/A	Due: 28.09.16 Sent: 28.09.16
19.09.16	761	Aston	Issues re Planning Ref 9/2013/0931	Planning Services	N/A	Due: 03.10.16 Sent: 04.10.16

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Freedom of Information Requests
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Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-001	C	Customer Services	Business Rates	01.04.16	29.04.16	07.04.16	
1617-002	C	Community Services	Leisure Centres	01.04.16	29.04.16	07.04.16	
1617-003	C	Housing Services	Lift Maintenance & Repair	04.04.16	03.05.16	06.04.16	
1617-004	I	Customer Services	Business Rates and Charities	04.04.16	03.05.16	07.04.16	
1617-005	C	Customer Services	Business Rates	05.04.16	04.05.16	25.04.16	
1617-006	C	Customer Services	Business Rates with no SBRR	05.04.16	04.05.16	07.04.16	
1617-007	I	Environmental Services	Reports re Spa/Salon, Midland Road, Swadlincote	05.04.16	04.05.16	25.04.16	
1617-008	I	Derbyshire County Council	Illegal sale of knives	05.04.16	04.05.16	05.04.16	
1617-009	I	Licensing	Licences issued under the Dangerous Wild Animals Act 1976	06.04.16	05.05.16	07.04.16	
1617-010	C	Property Services	Changes to Law Society Con 29	07.04.16	06.05.16	29.04.16	
1617-011	O	Organisational Development	Mentoring Scheme	08.04.16	09.05.16	08.04.16	
1617-012	C	Customer Services	Business rates accounts in credit	08.04.16	09.05.16	15.04.16	
1617-013	C	Housing Services	Security Services	08.04.16	09.05.16	12.04.16	
1617-014	M	Community & Property Services	Village & Town Greens owned by the Council	08.04.16	09.05.16	11.04.16	
1617-015	C	Customer Services	Business Rates Harlan Labs, Shardlow	11.04.16	10.05.16	15.04.16	
1617-016	I	IT & Organisational Development	ICT – Organisation, DC Infrastructure, Storage, Networking, Client, Software	11.04.16	10.05.16	11.05.16	
1617-017	I	IT, Finance & Client Services, Customer Services	Document/Records Management Systems	11.04.16	10.05.16	05.05.16	

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Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-018	C	Housing Services	Selective Landlord Licensing Scheme	11.04.16	10.05.16	13.04.16	
1617-019	C	Organisational Development	Health & Safety Legislation	11.04.16	10.05.16	13.04.16	
1617-020	C	Customer Services	Business Rates	11.04.16	10.05.16	15.04.16	
1617-021	N	Legal & Democratic Services	Sex establishment Licences	11.04.16	10.05.16	11.04.16	
1617-022	I	Derbyshire County Council	Pothole on Stenson Road, Derby	12.04.16	11.05.16	12.04.16	
1617-023	I	Customer Services	Business Rates under Rates Retention	12.04.16	11.05.16	24.05.16	
1617-024	I	Finance Services	Scanned AP Invoices	12.04.16	11.05.16	13.04.16	
1617-025	I	Communications	Communications Spend	12.04.16	11.05.16	14.04.16	
1617-026	C	Housing Services	CHP & District Heating Plans	14.04.16	13.05.16	05.05.16	
1617-027	M	Housing Services	Cost of Homelessness Data	14.04.16	13.05.16	06.05.16	
1617-028	I	Customer Services	Charities & Businesses newly liable for Business Rates	14.04.16	13.05.16	03.05.16	
1617-029	I	Housing Services/ Finance Services	Cost of Careline Office/shared area at Oaklands	14.04.16	13.05.16	05.05.16	
1617-030	I	Environmental Services	Welfare Funerals	15.04.16	16.05.16	18.04.16	
1617-031	C	Derbyshire County Council	Health & Social Work Services Contracts	18.04.16	17.05.16	18.04.16	

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Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-032	I	Community Services/ Property Services	Shooting Rights on SDDC Land	19.04.16	18.05.16	20.04.16	
1617-033	O	Planning Services	Built Legacy Project	21.04.16	20.05.16	09.06.16	
1617-034	O	Housing Services	Homelessness Data	21.04.16	20.05.16	18.05.16	
1617-035	C	Licensing Services	Animal Boarding	22.04.16	23.05.16	05.05.16	
1617-036	C	Housing Services	Assaults against Housing Staff	25.04.16	24.05.16	26.04.16	
1617-037	I	Customer Services	Business rates credit balances	25.04.16	24.05.16	25.04.16	
1617-038	I	Environmental Services & Planning Services	Travellers	25.04.16	24.05.16	20.05.16	
1617-039	I	Environmental Services/ Planning Services	21 Brunt Lane, Woodville	25.04.16	24.05.16	04.05.16	
1617-040	O	Derbyshire County Council	Substance Misuse Services	25.04.16	24.05.16	26.04.16	
1617-041	C	Customer Services	Credit balances Business Rates Accounts	26.04.16	25.05.16	27.04.16	
1617-042	C	Housing Services	Council Owned Housing Companies	26.04.16	25.05.16	27.04.16	
1617-043	C	Derbyshire County Council	Unauthorised pupil/student holiday absence	29.04.16	31.05.16	29.04.16	
1617-044	I	Environmental Services	Garden Waste	29.04.16	31.05.16	03.05.16	
1617-045	I	Finance Services	Insurance questions	29.04.16	31.05.16	23.05.16	
1617-046	C	Directors	Names/email addresses of Heads of Service	03.05.16	01.06.16	11.05.16	
1617-047	I	Housing Services	Number of Homeless	03.05.16	01.06.16	02.06.16	

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Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-048	I	Customer Services	List of companies liable for business rates	03.05.16	01.06.15	24.05.16	
1617-049	I	Planning Services	Housing Developments Planned over last 5 years dropped due to objections	03.05.16	01.06.15	26.05.16	
1617-050	I	IT Services	Cloud adoption in local Government	03.05.16	01.06.16	04.05.16	
1617-051	O	Derbyshire County Council	Highways maintenance	03.05.16	01.06.16	03.05.06	
1617-052	C	Environmental Services	Flood & Coastal Strategy	03.05.16	01.06.16	04.05.16	
1617-053	C	Planning Services	Sustainable Drainage Systems (SuDS)	03.05.16	01.06.16	25.05.16	
1617-054	O	Corporate Services	Peer Review	04.05.16	02.06.16	04.04.16	
1617-055	I	Environmental Services	Welfare Funerals	04.05.16	02.06.16	05.05.16	Exempt under Section 31(1) (a)
1617-056	I	Housing Services	Autistic children living in high rise council housing	04.05.16	02.06.16	19.05.16	
1617-057	I	Housing Services	Providing accommodation to victims of domestic abuse	05.05.16	03.06.16	02.06.16	
1617-058	I	Environmental Services	Fly tipping	05.05.16	03.06.16	06.05.16	
1617-059	W	Customer Services	Rates retention and appeals	05.05.16	03.06.16	11.05.16	
1617-060	C	Derbyshire County Council	Applications for dropped kerbs	06.05.16	06.06.16	06.05.16	
1617-061	C	Customer Services	Non residential properties subject to business rates	09.05.16	07.06.16	11.05.16	
1617-062	C	Housing Services	Target for affordable housing; consented and refused residential applications on brownfield & greenfield sites	09.05.16	07.06.16	11.05.16	
1617-063	M	Legal & Democratic Services	Overseas voting in EU Referendum	09.05.16	07.06.16	31.05.16	
1617-064	I	Communications	Social Media questions	11.05.16	09.06.16	03.06.16	

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Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-065	I	Environmental Services	Recycling Targets	11.05.16	09.06.16	12.05.16	
1617-066	C	Property Services	Assets of Community Value	12.05.16	10.06.16	12.05.16	
1617-067	M	Derbyshire County Council	School Milk Supply	12.05.16	10.06.16	12.05.16	
1617-068	I	Customer Services & Legal & Democratic Services	How many Councillors issued with Council Tax reminders in 2015/16	13.05.16	13.06.16	17.05.16	
1617-069	C	Planning Services	Provision of correspondence re Planning Application 09/2015/0197	13.05.16	13.06.16	16.05.16	
1617-070	C	Property Services	Public Rights of Way – CON29	16.05.16	14.06.16	16.05.16	
1617-071	C	Property Services	Community Infrastructure Levy (CIL)	17.05.16	15.06.16	17.05.16	
1617-072	M	Housing Services	Cannabis cultivation I Council Housing	17.05.16	15.06.16	19.05.16	
1617-073	C	Customer Services	Rateable Values of commercial properties	17.06.15	15.06.16	25.05.16	
1617-074	C	Property Services	3.7 Outstanding Notice4s (g) Flood & Coastal Erosion Risk Management	18.05.16	16.06.16	18.05.16	
1617-075	I	IT & Finance Services	Breakdown of ICT hardware maintenance and costs	18.05.16	16.06.16	13.06.16	
1617-076	I	Customer Services	Council Tax Collection Rates	18.05.16	16.06.16	25.05.16	
1617-077	C	IT Services/Procurement	ICT Service Desk/Service Management	18.05.16	16.06.16	08.06.16	
1617-078	I	Organisational Dev/ IT Services	Spending on Staff Training and IT upgrades/training	19.05.16	17.06.16	23.05.16	
1617-079	C	Property Services/ Planning Services	Sustainable Drainage Systems (SuDS)	19.05.16	17.06.16	08.06.16	
1617-080	C	Customer Services	Business Rates	19.05.16	17.06.16	25.05.16	
1617-081	C	Procurement Services	Support Services Contract – Tender Submissions	19.05.16	17.06.16	23.05.16	Exempt under Section 41

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Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-082	I	Organisational Development	Contact Centre/Customer Services	19.05.16	17.06.16	23.05.16	
1617-083	I	Customer Services	Business Rates	19.05.16	17.06.16	25.05.16	
1617-084	W	I.T, Finance & Client Services	ICT Contracts	23.05.16	21.06.16	27.05.16	
1617-085	C	Community Services	Public Space Protection Orders	23.05.16	21.06.16	23.05.16	
1617-086	C	Client Services; Corp Services & Organisational Dev't	Breaches of Data Protection Act	23.05.16	21.06.15	25.05.16	
1617-087	I	Planning Services	Query re combined area of extensions into a single depth figure	23.05.16	21.06.16	N/A	Not FOI
1617-088	W	Customer Services	Business Rates	24.05.16	22.06.16	14.06.16	
1617-089	I	Legal & Democratic Services & Financial Services	Council spend on external law firms and barristers over years ending March 2015 and March 2016	24.05.16	22.06.16	25.05.16	
1617-090	I	Planning Services	Planning applications granted and % of affordable housing	25.05.16	23.06.16	30.06.16	
1617-091	I	Customer Services	Council tax collection rates	25.05.16	23.06.16	27.06.16	
1617-092	C	Property Services	Council owned assets	26.05.16	24.06.16	16.06.16	
1617-093	O	Derbyshire County Council	Adult Social Care Contracts	26.05.16	24.06.16	26.05.16	
1617-094	I	Environmental Services	Welfare Funerals	27.05.16	27.06.16	31.05.16	Exempt under Section 31(1)(a)
1617-095	W	Legal Services & Finance Services	MP Spending Return – General Election 2015	31.05.16	28.06.16	28.06.16	
1617-096	M	Environmental Services	Fly Tipping	31.05.16	28.06.16	06.06.16	
1617-097	C	Environmental Services	Abandoned Vehicles on Private Land	31.05.16	28.06.16	27.06.16	
1617-098	C	Environmental Services	Dog Fouling	31.05.16	28.06.15	31.05.16	

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Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-099	C	Customer Services	Business Rate Accounts	31.05.16	28.06.15	09.06.16	
1617-100	C	Property Services	Con29 Questions	31.05.16	28.06.15	07.06.16	
1617-101	I	Derbyshire County Council	Budget for work-related respiratory disease	01.06.16	29.06.16	01.06.16	
1617-102	C	Environmental Services & Customer Services	Residential Park Home Sites	01.06.16	29.06.16	14.06.16	
1617-103	C	Environmental Services	Dog Control Orders	01.06.16	29.06.16	06.06.16	
1617-104	O	Legal & Democratic Services	SDDC Freepost Address and Use by Members	31.05.16	28.06.16	13.07.16	
1617-105	C	Customer Services	Business Rates	01.06.16	29.06.16	14.06.16	
1617-106	I	Client Services/Recovery	Impact of Council Tax Support Schemes on Council Tax Collection	03.06.16	01.07.16	10.06.16	
1617-107	I	Legal & Democratic Services	Election Spending Return for the Conservative Candidate in the May 2015 General Election	03.06.16	01.07.16	29.06.16	
1617-108	I	Organisational Development/Payroll	Overpayments	06.06.16	04.07.16	28.06.18	
1617-109	W	Organisational Development	Bullying in SDDC	06.06.16	04.07.16	10.06.16	
1617-110	I	Customer Services	Newly liable for Business Rates	06.06.16	04.07.16	09.06.16	
1617-111	W	Housing Services	Non-traditional residential housing lists	07.06.16	05.07.16	08.06.16	
1617-112	I	Customer Services	Ratepayers in receipt of rural rate relief	08.06.16	06.07.16	09.06.16	
1617-113	C	Planning Services	EIA Screening	08.06.16	06.07.16	08.06.16	
1617-114	M	Housing Services	Water Charges	09.06.16	07.07.16	10.06.16	
1617-115	C	Environmental Services	Public Health Funerals	09.06.16	07.07.16	13.06.16	Exempt under Section 31(1)a
1617-116	I	Customer Services	Summonses and Liability Orders	10.06.16	08.07.16	14.06.16	

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Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-117	I	Derbyshire County Council	Social Services – unaccompanied minors	13.06.16	11.07.16	14.06.16	
1617-118	C	Customer Services	NNDR & Council Tax Overpayments	14.06.16	12.07.16	15.06.16	
1617-119	C	Housing Services	Home build	15.06.16	13.07.16	16.06.16	
1617-120	I	Environmental Services	Died with no next of kin	15.06.16	13.07.16	15.06.16	Exempt under Section 31(1)(a)
1617-121	I	Housing Services	UK Housing Crisis	15.06.16	13.07.16	N/A	Not FOI
1617-122	I	Derbyshire County Council	Commissioning of Social Services	15.06.16	13.07.16	15.06.16	
1617-123	I	Derbyshire County Council	Spend on Social Services	15.06.16	13.07.16	15.06.16	
1617-124	I	Derbyshire County Council	Children's Services	15.06.16	13.07.16	15.06.16	
1617-125	I	Housing Services	Spare room subsidy	15.06.16	13.07.16	30.06.16	
1617-126	I	Environmental Services	Contaminated Land Public Register Part 2a of the Environmental Protection Act '90	16.06.16	14.07.16	06.07.16	
1617-127	M	Environmental Services	Refuse Collector Assaults	16.06.16	14.07.16	17.06.18	
1617-128	C	Environmental Services	Recycling black plastic	16.06.16	14.07.16	17.06.18	
1617-129	I	Derbyshire County Council	School broadband services	16.06.16	14.07.16	16.06.16	
1617-130	C	Derbyshire County Council	School Groups	20.06.16	18.07.16	20.06.16	
1617-131	I	Planning Services	Footpath & Planning Permission (2014/0417), Footpath no 7, Woodlands Close	20.06.16	18.07.16	22.07.16	
1617-132	I	Organisational Development/Directors	Interim/temporary managers and executives	21.06.16	19.07.16	28.06.16	
1617-133	C	Customer Services	Small Business Rate Relief	21.06.16	19.07.16	22.06.16	
1617-134	I	Planning Services	Local Plan	21.06.16	19.07.16	06.07.16	

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Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-135	C	Legal & Democratic Services	Boarding establishments	21.06.16	19.07.16	30.06.16	
1617-136	I	Payroll Services	Business mileage/Car user allowance	21.06.16	19.07.16	30.06.16	
1617-137	I	Derbyshire County Council	Staff employed in schools with criminal convictions	21.06.16	19.07.16	21.06.16	
1617-138	W	Communications/ Finance Services	Cost of SDDC website incl. design, planning, development and system integration	21.06.16	19.07.16	11.07.16	
1617-139	O	Environmental Services	Stray Dog Data 2015	22.06.16	20.07.16	22.06.16	
1617-140	I	Legal & Democratic Services	Use of Findern Village Hall as a Polling Station	23.06.16	21.07.16	12.07.16	
1617-141	C	IT Services	Print Management Arrangements	23.06.16	21.07.16	23.06.16	
1617-142	I	Council Wide & DCC	Plans and Strategies	23.06.16	21.07.16	28.06.16	
1617-143	I	Derbyshire County Council	Budget for SEN in Education	27.06.16	25.07.16	25.07.16	
1617-144	I	IT & Corp Services	Digital Transformation in Local Govt	27.06.16	25.07.16	06.07.16	
1617-145	M	Customer Services/ Client Services	Fine for mistakes relating to HB	28.06.16	26.07.16	CLOSED	30.06.16 – email to requester seeking clarification 26.07.16 – No response from requester
1617-146	O	Customer Services	CTax & NNDR e-billing percentages	28.06.16	26.07.16	29.06.16	
1617-147	O	Client Services	European Regional Development Fund & European Social Fund	29.06.16	27.07.16	30.06.16	
1617-148	I	IT Services	Telephone Maintenance Contracts	29.06.16	27.07.16	11.07.16	
1617-149	C	Property Services	Parking	29.06.16	27.07.16	30.06.16	
1617-150	I	Customer Services	Businesses & Charities newly liable for Business Rates	29.06.16	27.07.16	11.07.16	

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Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-151	C	Derbyshire County Council	Highways Procurement	30.06.16	28.07.16	30.06.16	
1617-152	C	Planning Services	Residential & Commercial Developments identified in Planning	01.07.16	29.07.16	11.07.16	
1617-153	C	Derbyshire County Council	Licensing Wedding Venues	04.07.16	01.08.16	04.07.16	
1617-154	M	Derbyshire County Council	Children's Gender	04.07.16	01.08.16	04.07.16	
1617-155	I	Planning Services/Financial Services	Costs made by Applicants	04.07.16	01.08.16		
1617-156	I	IT Services	Mobile Devices	04.06.16	01.08.16	27.07.16	
1617-157	I	Community; Organisational Dev't; Corporate Services; Finance	Spend on training courses FY15-16	05.06.16	02.08.16	29.07.16	
1617-158	I	Planning Services	Planning Application corres 139 Woodland Rd	05.06.16	02.08.16	03.08.16	
1617-159	C	Community & Planning	Listed Building Heritage Partnership	05.07.16	02.08.16	03.08.16	
1617-160	C	Customer Services	Credits held for ratepayers Business Rates	05.07.16	02.08.16	11.07.16	
1617-161	M	Legal & Democratic Services	Ward by ward referendum data	05.07.16	02.08.16	18.08.16	
1617-162	M	Property Services	Phone mast access/rental agreements	06.07.16	03.08.16	06.07.16	
1617-163	I	Housing Services	Supported housing	06.07.16	03.08.16	26.07.16	
1617-164	I	Customer Services	Charging/Bankruptcy Orders re Council Tax Arrears	06.07.16	03.08.16	06.07.16	
1617-165	I	Planning Services	Building Regulations	06.07.16	03.08.16	28.07.16	

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Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-166	I	IT Services/Finance	ICT expenditure	06.07.16	03.08.16	08.08.16	
1617-167	C	Legal & Democratic Services	Electoral questions	06.07.16	03.08.16	12.08.16	
1617-168	C	Environmental Services	Dog Fouling	07.07.16	04.08.16	07.07.16	
1617-169	C	Planning Services	Railway Scheme enquiry	08.07.16	05.08.16	11.07.16	
1617-170	C	Planning Services	Public Rights of Way enquiry	08.07.16	05.08.16	04.08.16	
1617-171	M	Derbyshire County Council	Vision screening for 4/5 year olds	08.07.16	05.08.16	08.07.16	
1617-172	I	Corporate Services	Coroner Officers	08.07.16	05.08.16	08.07.16	
1617-173	I	Democratic Services	Individual Electoral Registration	11.07.16	08.08.16	10.08.16	
1617-174	I	Licensing Services	Licensed Dog Breeding Establishments	11.07.16	08.08.16	20.07.16	
1617-175	I	Planning Services	Planning Complaint	12.07.16	09.08.16	18.07.16	
1617-176	I	Environmental Services	Prosecutions for fly tipping in Hatton	12.07.16	09.08.16	13.07.16	
1617-177	N	Community Services - Chair's Office	Total cost of Civic Receptions since 1 July 2013	12.07.16	09.08.16	28.07.16	
1617-178	N	Democratic Services/ Procurement	Total amount spent on Councillors' clothing allowance since 6 April 2013	12.07.16	09.08.16	13.07.16	
1617-179	C	Licensing Services	Dangerous Wild Animals Act	12.07.16	09.08.16	13.07.16	
1617-180	I	Derbyshire County Council	Highways & Road Maintenance Contract Agreements	13.07.16	10.08.16	13.07.16	
1617-181	C	Housing Services	Housing of Non Standard Construction	14.07.16	11.08.16	08.08.16	
1617-182	I	Community Services	Parks/Recreational spaces & car parking	14.07.16	11.08.16	18.07.16	
1617-183	I	Customer Services	Council Tax/Business Rates	14.07.16	11.08.16	09.08.16	
1617-184	C	Organisational Development	Contact details for most senior member of staff dealing with professional development for training of internal staff	14.07.16	11.08.16	04.08.16	

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Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-185	C	Organisational Development/ Financial Services	Recruitment contracts and advertising costs	14.07.16	11.08.16	CLOSED	08.08.16 – email to requester seeking clarification 11.08.16 – No response from requester
1617-186	I	Community Services – Chair's Office & DCC	Road Closures	15.07.16	12.08.16	18.07.16	
1617-187	C	Environmental Services	Vehicle fleet including road sweepers, gully emptiers, rcv's etc	15.07.16	12.08.16	26.07.16	
1617-188	O	Director of Finance & Corporate Services	Corporate Services – Benchmarking Data	15.07.16	12.08.16	09.08.16	
1617-189	I	Director of Finance & Corporate Services	SDDC Councillors in arrears for Council Tax for 2014/15 & 2015/16	18.07.16	15.08.16	26.07.16	
1617-190	I	Environmental Services	Recycling of materials collected from households & businesses and Recycling Strategy and Policy	18.07.16	15.08.16	26.07.16	
1617-191	I	Environmental Services	Welfare funerals, etc	18.07.16	15.08.16	20.07.16	Exempt under Section 31(1)(a)
1617-192	I	Client Services	Telephone call reporting & strategy	18.07.16	15.08.16	28.07.16	
1617-193	I	Community Services	Exercise on Referral Scheme	19.07.16	16.08.16	27.07.16	
1617-194	I	Customer Services	Newly registered Business Rates	19.07.16	16.08.16	26.07.16	
1617-195	I	Organisational Devt/ Finance/Procurement	Total number of employees and Agency workers	19.07.16	16.08.16	15.08.16	
1617-196	W	Derbyshire County Council	School Fines	20.07.16	17.08.16	20.07.16	
1617-197	I	Planning Services	Re Planning Application 9/2015/1079	20.07.16	17.08.16	22.07.16	
1617-198	I	Community Services	Playground Inspections	20.07.16	17.08.16	10.08.16	
1617-199	C	Customer Services	Business Rates accounts subject to various rate relief	20.07.16	17.08.16	25.07.16	

South Derbyshire District Council
Freedom of Information Requests
1 April 2016 – 30 September 2016

Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-200	I	Organisational Development/ Corporate Services	Number of employees and number of FOIs received for 2014, 2015, 2016	21.07.16	18.08.16	16.08.16	
1617-201	C	Housing Services	Housing Stock & Tenancy Fraud	21.07.16	18.08.16	28.07.16	
1617-202	I	Derbyshire County Council	Parking Enforcement	21.07.16	18.08.16	22.07.16	
1617-203	C	IT Services	Telephone Systems	21.07.16	18.08.16	22.07.16	
1617-204	I	Organisational Development	Alcohol Testing	22.07.16	19.08.16	25.07.16	
1617-205	M	Derbyshire County Council	Penalties for smoking in cars with children	22.07.16	19.08.16	22.07.16	
1617-206	O	Housing Services; Community Services; Finance Services	Queen's Birthday celebrations, funding by LA and street parties	25.07.16	22.08.16	27.07.16	
1617-207	I	Planning Services & Organisational Devt	Team Structure/Salaries/JDs and Planning applications received 01.04.15 - 31.03.16	25.07.16	22.08.16	06.09.16	
1617-208	I	Finance Services	New Homes Bonus grants, funding 2012-2016	25.07.16	22.08.16	16.08.16	
1617-209	I	Derbyshire County Council	Claims relating to historical child abuse	26.07.16	23.08.16	26.07.16	
1617-210	C	Client Services	DHP applications	26.07.16	23.08.16		
1617-211	MP	Democratic Services	Age distribution of registered voters Dec 15 - May16	26.07.16	23.08.16	04.08.16	
1617-212	I	Derbyshire County Council	Elderly people requiring social care	26.07.16	23.08.16	27.07.16	
1617-213	M	Derbyshire County Council	Transportation costs for SEN children to and from schools	28.07.16	25.08.16	28.07.16	
1617-214	I	IT Services	Ransomware Virus Scam	28.07.16	25.08.16	23.08.16	
1617-215	C	Environmental Services	Food Business Register	28.07.16	25.08.16	08.08.16	

South Derbyshire District Council
Freedom of Information Requests
1 April 2016 – 30 September 2016

Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-216	N	Environmental Services	Bin Size and Collections	28.07.16	25.08.16	29.07.16	
1617-217	C	Finance Services & Organisational Development	Turnover for the Council 2014/15 & How many members of staff & total amount paid to staff on PAYE 2014/15	29.07.16	26.08.16	18.08.16	
1617-218	C	Environmental Services	Domestic & Trade Waste Disposal	29.07.16	26.08.16	19.08.16	
1617-219	I	Cultural Services	Flooding in Melbourne	29.07.16	26.08.16	23.09.16	
1617-220	O	Client Services/ Customer Services	Contact Centres	01.08.16	30.08.16	09.08.16	
1617-221	N	Environmental Services	Businesses registered as food businesses 2013/14, 2014/15, 2015/16	01.08.16	30.08.16	08.08.16	
1617-222	M	Derbyshire County Council	Violence in the Classroom	01.08.16	30.08.16	01.08.16	
1617-223	I	Environmental Services	Public Space Protection Orders	01.08.16	30.08.16	09.08.16	
1617-224	O	Derbyshire County Council	Dropped kerbs/vehicle access crossing applications	01.08.16	30.08.16	01.08.16	
1617-225	C	Environmental Services	Body Worn Cameras	02.08.16	31.08.16	08.08.16	
1617-226	I	Procurement/Finance Services	Details of Suppliers of goods and services	02.08.16	31.08.16	31.08.16	
1617-227	I	Client Services	Number of rejected DHP applications	02.08.16	31.08.16		
1617-228	O	Customer Services/ Client Services	Council Tax Reduction Schemes and Council Tax Collection	02.08.16	31.08.16	06.09.16	
1617-229	I	Organisational Devt	Safe Working Practices and the impact of Single Manning	02.08.16	31.08.16	05.08.16	
1617-230	C	Planning Services	Land for Public Purpose	04.08.16	02.09.16	09.08.16	
1617-231	C	Customer Services	Active & closed business rates accounts containing a credit balance as at 01.08.16	04.08.16	02.09.16	08.08.16	
1617-232	C	Planning Services	Residential Basement Applications	05.08.16	05.09.16	09.08.13	
1617-233	C	Corporate Services	Contact details for Chief Exec & Leader	05.08.16	05.09.16	25.08.16	

South Derbyshire District Council
Freedom of Information Requests
1 April 2016 – 30 September 2016

Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-234	C	Legal Services/ Organisational Dev/ IT Services	Email addresses for former Councillors, Offices and Employees	08.08.16	06.09.16	30.08.16	
1617-235	C	Customer Services	Business Rates - liable party	08.08.16	06.09.16	09.08.16	
1617-236	C	Customer Services	Housing benefit claims registered to caravan/mobile home sites	08.08.16	06.09.16	31.08.16	
1617-237	C	Customer Services	NNDR accounts with credit balance	09.08.16	07.09.16	10.08.16	
1617-238	M	Planning Services	Dwellings granted planning permission and individual properties agreed with developers 'affordable' housing	09.08.16	07.09.16	24.08.16	
1617-239	I	Customer Services	New Liabilities	09.08.16	07.09.16	10.08.16	
1617-240	M	Corporate Services	Fee paid for homes behind Swadlincote Fire Station	09.08.16	07.09.16	07.09.16	
1617-241	O	Organisational Development	Policy on the use of e-cigarettes and vaping	09.08.16	07.09.16	11.08.16	
1617-242	I	Housing	HMO landlord register for SDDC area	10.08.16	08.09.16	31.08.16	
1617-243	O	Procurement	Written report as required under Regulation 84 of the Public Contracts Regulations 2015	10.08.16	08.09.16	12.08.16	
1617-244	C	Finance Services/ Procurement	Maverick Spend	12.08.16	12.09.16	16.08.16	
1617-245	C	Procurement/ Organisational Dvpt	eTendering, procurement team size and training	12.08.16	12.09.16	31.08.16	
1617-246	C	Environmental Services	Sites added to Contaminated Lane Register since 24 Sept 2015	12.08.16	12.09.16	23.08.16	
1617-247	O	Environmental Services	Air Pollution Monitors	12.08.16	12.09.16	23.08.16	
1617-248	I	Organisational Development	Cyber abuse, cyber trolling/bullying or social media policy	15.08.16	13.09.16	16.08.16	

South Derbyshire District Council
Freedom of Information Requests
1 April 2016 – 30 September 2016

Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-249	W	Community Services/ Finance Services	Playground budgets and closures	15.08.16	13.09.16	06.09.16	
1617-250	C	Derbyshire County Council	Adult Learning Disability Services	15.08.16	13.09.16	15.08.16	
1617-251	N	Derbyshire County Council	Drug and Alcohol Addiction Services	16.08.16	14.09.16	16.08.16	
1617-252	I	Director of Finance & Corporate Services/ Planning Services	Planning Appeal costs,etc during 2014 to 2016	17.08.16	15.09.16	07.09.16	
1617-253	O	Housing Services	Wheelchair Accessible Housing	17.08.16	15.09.16	08.09.16	
1617-254	C	Environmental Services	Noise or odour nuisance complaints for Faccenda Foods Ltd site	17.08.16	15.09.16	24.08.16	
1617-255	M	Derbyshire County Council	Number of children taken into care citing obesity as a contributing factor	17.08.16	15.09.16	18.08.16	
1617-256	C	IT Services	Telephone System Maintenance	17.08.16	15.09.16	23.08.16	
1617-257	C	Democratic & Legal Services	Licensed Pet Businesses	18.08.16	16.09.16	30.08.16	
1617-258	O	Housing & Env Services	Disabled Facilities Grants	18.08.16	16.09.16	08.09.16	
1617-259	W	Planning Services	Costs incurred in defending the refusal decision from allowed appeals	18.08.16	16.09.16	13.09.16	
1617-260	C	Procurement Services Property Services	Project directory of subcontractors, suppliers and consultants	19.08.16	20.09.16	30.08.16	
1617-261	W	Communications	Social Media Policy	22.08.16	20.09.16	26.08.16	
1617-262	W	Customer Services	Business Rates	22.08.16	20.09.16	13.09.16	
1617-263	I	Derbyshire County Council	Common Peace Lane & carriageway safety inspections	23.08.16	21.09.16	23.08.16	
1617-264	O	Licensing Services	Pet Shop Licensing	24.08.16	22.09.16	30.08.16	
1617-265	I	Customer Services	Business Rates	24.08.16	22.09.16	15.09.16	

South Derbyshire District Council
Freedom of Information Requests
1 April 2016 – 30 September 2016

Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-266	I	Legal & Democratic Services	Late Night Levy	24.08.16	22.09.16	08.09.16	
1617-267	W	Housing Services	No. of families accommodated under S.17 of Children's Act 1989	24.08.16	22.09.16	25.08.16	
1617-268	O	Finance Services	Level of funding to Citizen's Advice & CVS	24.08.16	22.09.16	15.09.16	
1617-269	I	Environmental Services	Public/Welfare Funerals	25.08.16	23.09.16	25.08.16	Exempt under Section 31(1)(a)
1617-270	I	Finance Services	Licence fee spend for PRS for Music	25.08.16	23.09.16	12.09.16	
1617-271	I	Planning Services	Section 106 Planning Agreements	26.08.16	26.09.16		
1617-272	I	IT Services	Disaster Recovery	26.08.16	26.09.16	26.08.16	
1617-273	C	Environmental Services	Kerbside collections	26.08.16	26.09.16	30.08.16	
1617-274	C	Customer Services	Empty residential properties as of August 2016	30.08.16	27.09.16	15.09.16	
1617-275	C	Customer Services	Business Rates	31.08.16	28.09.16	13.09.16	
1617-276	C	Customer Services	Council Tax	31.08.16	28.09.16	13.09.16	
1617-277	I	Housing Services	Extra Care Schemes	01.09.16	29.09.16	08.09.16	
1617-278	N	Environmental Services	Aggressive Animal Complaints for 2015 & 2016	01.09.16	29.09.16	08.09.16	
1617-279	O	Community Services	Criminal & early interventions against rough sleeping under ASB, Crime & Policing Act 2014	01.09.16	29.09.16	08.09.16	
1617-280	N	Derbyshire County Council	Teacher Stress	01.09.16	29.09.16	02.09.16	
1617-281	I	Derbyshire County Council	Direct Payments for 2014/15 & 2015/16	01.09.16	29.09.16	02.09.16	
1617-282	I	Customer Services	Commercial properties occupied and which rate reliefs apply	01.09.16	29.09.16	13.09.16	
1617-283	C	Customer Services	NNDR accounts with rateable value greater than or equal to £5,000	02.09.16	30.09.16	13.09.16	

South Derbyshire District Council
Freedom of Information Requests
1 April 2016 – 30 September 2016

Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-284	I	Customer Services	Commercial properties within authority	02.09.16	30.09.16	13.09.16	
1617-285	I	Derbyshire County Council	Unaccompanied asylum seeking children	02.09.16	30.09.16	02.09.16	
1617-286	I	Housing Services	Garage rent	02.09.16	30.09.16	08.09.16	
1617-287	I	Derbyshire County Council	Refugees – resettlement of lone children	05.09.16	03.10.16	05.09.16	
1617-288	C	Environmental Services	Kerbside Collections	06.09.16	04.10.16	13.09.16	
1617-289	N	Environmental Services	Environmental Regulation	06.09.16	04.10.16	13.09.16	
1617-290	C	Derbyshire County Council	Parking Contracts	06.09.16	04.10.16	07.09.16	
1617-291	C	Derbyshire County Council	Domiciliary Care Contracts	06.09.16	04.10.16	07.09.16	
1617-292	C	Corporate Services/ Env Services	Donington Park – Download Festival 2016	07.09.16	05.10.16	07.09.16	
1617-293	I	Customer Services	White copier paper	08.09.16	06.10.16	09.09.16	
1617-294	I	Planning Services	Building Control Services – Regularisation Practice	09.09.16	07.10.16	30.09.16	
1617-295	I	Customer Services	Businesses & Charities responsible for business rates between 25 th Aug & 15 th Sept	12.09.16	10.10.16	07.10.16	
1617-296	M	Environmental Services	Smoking Ban	12.09.16	10.10.16	13.09.16	
1617-297	N	Housing Services	Re-housing after allegedly experiencing domestic abuse/violence	13.09.16	11.10.16	28.09.16	
1617-298	O	Planning Services	Gypsy & Traveller Accommodation Supply	13.09.16	11.10.16	21.09.16	
1617-299	C	Housing Services	Council owned buildings currently inhabited by property guardians	14.09.16	12.10.16	15.09.16	

South Derbyshire District Council
Freedom of Information Requests
1 April 2016 – 30 September 2016

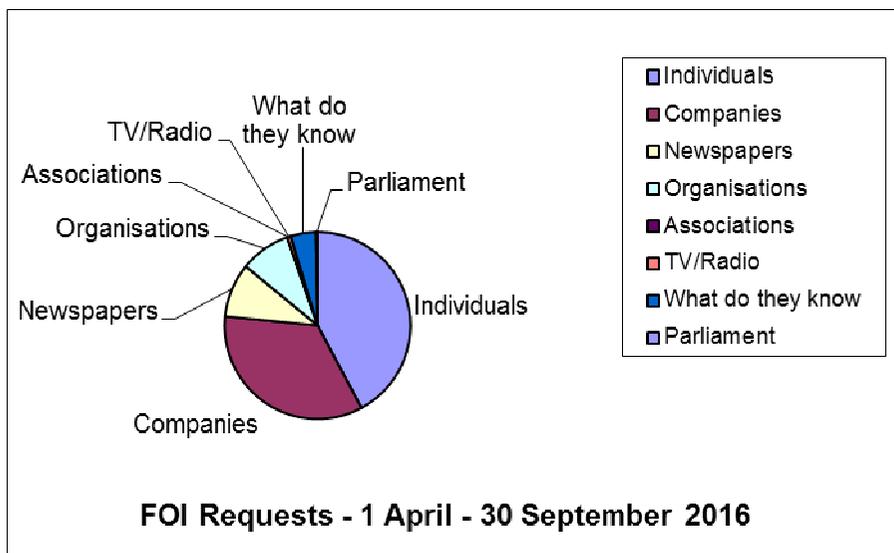
Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-300	I	Housing Services/ Property Services/ Leisure Facilities/ Procurement	Facilities Management Information	14.09.16	12.10.16	04.10.16	
1617-301	I	Environmental Services	Welfare Funerals	16.09.16	14.10.16	16.09.16	Exempt under Section 31(1)(a)
1617-302	W	Derbyshire County Council	Agency spend for supply teachers	16.09.16	14.10.16	16.09.16	
1617-303	I	Planning Services	Proposed Uses for Shardlow Road Allotments	16.09.16	14.10.16	07.10.16	
1617-304	N	Environmental Services	Public Health Funerals	16.09.16	14.10.16	30.09.16	
1617-305	O	Environmental Services	Public Toilet Provision	19.09.16	17.10.16	19.09.16	
1617-306	C	Procurement Services	Approved main subcontractors/contractors	19.09.16	17.10.16	20.09.16	
1617-307	I	Community Services	Etwall Leisure Centre	20.09.16	18.10.16	04.10.16	
1617-308	C	Planning Services	Planning Performance Agreement Extensions	20.09.16	18.10.16		
1617-309	I	Legal & Democratic Services/Property Services	Compulsory Purchase Orders	20.09.16	18.10.16	21.09.16	
1617-310	C	Customer Services	SBRR	20.09.16	18.10.16	06.10.16	
1617-311	O	Environmental Services	Empty Homes	21.09.16	19.10.16	23.09.16	
1617-312	O	Planning Services	Article 4 Direction that requires HMO's to secure planning permission	21.09.16	19.10.16	18.10.16	
1617-313	C	Derbyshire County Council	Post Mortem Costs and Providers	22.09.16	20.10.16	23.09.16	
1617-314	TV	Derbyshire County Council	Reportable incidents/injuries in nurseries/non domestic childcare settings	26.09.16	24.10.16	26.09.16	
1617-315	I	Planning Services	Government Permitted Development Rule	26.09.16	24.10.16	11.10.16	

South Derbyshire District Council
Freedom of Information Requests
1 April 2016 – 30 September 2016

Ref		Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-316	C	Derbyshire County Council	Direct Payments	26.09.16	24.10.16	27.09.16	
1617-317	I	Environmental Services/ Procurement Services	Prospect PS Limited	27.09.16	25.10.16	27.09.16	
1617-318	I	Environmental Services	Register of Food Businesses	27.09.16	25.10.16	07.10.16	
1617-319	TV	Derbyshire County Council	Education questions	29.09.16	27.10.16	29.09.16	
1617-320	C	Environmental Services	Seizure of stray dogs	29.09.16	27.10.16	17.10.16	
1617-321	C	Procurement/ Derbyshire County Council	Payment terms with suppliers/complaints over construction & electrical firms carrying out fraudulent behavior	30.09.16	28.10.16	30.09.16	

Breakdown of Freedom of Information requests for first 6 months of 2016/17

Individuals	135	320	42%
Companies	110	320	34%
Newspapers	30	320	9%
Organisations	28	320	9%
Associations	0	320	0%
TV/Radio	2	320	1%
What do they know	14	320	4%
Parliament	1	320	0%
	320	320	100%



REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 11
DATE OF MEETING:	1st DECEMBER 2016	CATEGORY: DELEGATED
REPORT FROM:	DIRECTOR OF FINANCE AND CORPORATE SERVICES	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (EXT 5811)	DOC:
SUBJECT:	COMMITTEE WORK PROGRAMME	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: G

1.0 Recommendations

1.1 That the Committee considers and approves the updated work programme.

2.0 Purpose of Report

2.1 The Committee is asked to consider the updated work programme.

3.0 Detail

3.1 Attached at Annexe 'A' is an updated work programme document. The Committee is asked to consider and review the content of this document.

4.0 Financial Implications

4.1 None arising directly from this report.

5.0 Background Papers

5.1 Work Programme.

**Finance and Management Committee – 1st December 2016
Work Programme 2016 onwards**

Work Programme Area	Date of Committee meetings	Contact Officer (Contact details)
Reports Previously Considered By Last 3 Committees		
Corporate Plan: Performance Monitoring 2016/17 Quarter 1	1 st September 2016	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Cockshut Lane Recreation Ground Melbourne Sports Facility Project	1 st September 2016	Stuart Batchelor Open Space and Facility Development Manager (01283) 5955820
Procurement Strategy and Framework 2016 to 2020	1 st September 2016	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Health and Safety: Quarterly Report April to June 2016	1 st September 2016	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Budget and Financial Monitoring 2016/17	1 st September 2016	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Leasehold Flat Insurance	1 st September 2016	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)

Accounts and Financial Statements 2015/16	22 nd September 2016	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Final Budget Out-turn 2015/16	22 nd September 2016	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Updated Medium Term Financial Position	13 th October 2016	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
A Review of the Local Council Tax Support Scheme	13 th October 2016	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Risk based Verification Framework for Housing Benefit	13 th October 2016	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Provisional Programme of Reports To Be Considered by Committee		
Communications Strategy 2016 - 2021 and Internal Communications Strategy 2016 -18	1 st December 2016	Keith Bull Head of Communications (01283 228705)
Corporate Plan: Performance Monitoring 2016/17 Quarter 2	1 st December 2016	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)

Budget and Financial Monitoring 2016/17	1 st December 2016	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Compliments, Complaints and Freedom of Information Requests April to September 2016	1 st December 2016	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Service Base Budgets 2017/18	12 th January 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Budget 2017 (Incorporating Consolidated Base Budgets 2017/18 and the MTFP to 2022)	12 th January 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Corporate Plan: Performance Monitoring 2016/17 Quarter 3	16 th February 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Treasury Management Strategy and Prudential Indicators 2017/18	16 th February 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Final Budget Proposals 2017/18 and Financial Plan to 2022	16 th February 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Corporate Plan: Review of Work Plan 2017/18	16 th March 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)

Budget and Financial Monitoring 2016/17	16 th March 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
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