


Date: 17 April 2024

Dear Councillor,

Finance and Management Committee

A Meeting of the **Finance and Management Committee** will be held at **Council Chamber**, Civic Offices, Civic Way, Swadlincote, DE11 0AH on **Thursday, 25 April 2024 at 18:00**. You are requested to attend.

Yours faithfully,



Chief Executive

To:- **Labour Group**

Councillor R Pearson (Chair), Councillor L Singh (Vice-Chair)
Councillors S Harrison, M Mulgrew, G Rhind, B Stuart, S Taylor and N Tilley.

Conservative Group

Councillors D Corbin, M Ford and S Meghani

Liberal Democrats

Councillor G Andrew

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:

15 February 2024 **4 - 9**

14 March 2024 **10 - 14**

Audit Sub-Committee on 06 March 2024 **15 - 20**
- 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** APPOINTMENT OF A RECRUITMENT AND SELECTION PANEL **21 - 24**
- 8** MARKET SUPPLEMENT POLICY AND PROCEDURE **25 - 63**
- 9** TRANSFORMATION 2020-2024 REVIEW AND SUMMARY OF NEXT TRANSFORMATION ACTIVITIES. **64 - 72**
- 10** MRI SOFTWARE **73 - 75**
- 11** COMMITTEE WORK PROGRAMME **76 - 84**

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 Meetings held on:
15 February 2024
14 March 2024
- 14** To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 15** ENVIRONMENTAL HEALTH AND LICENSING SOFTWARE SYSTEM
- 16** HOUSING RESOURCES
- 17** NNDR DISCRETIONARY HARDSHIP RELIEF APPLICATION
- 18** BENEFITS TEAM RESTRUCTURE
- 19** LEVELLING UP FUND
- 20** ECONOMIC DEVELOPMENT AND GROWTH SERVICE
- 21** LONG TERM LEASE TO ROSLISTON, PARISH COUNCIL
- 22** ARTS MELBOURNE
- 23** HOUSING SOLUTIONS STAFFING

FINANCE AND MANAGEMENT COMMITTEE

15 February 2024

PRESENT:

Labour Group

Councillor R Pearson (Chair), Councillor L Singh (Vice-Chair) and Councillors S Harrison, A Haynes (substituting for Councillor B Stuart), G Rhind, M Mulgrew and S Taylor.

Conservative Group

Councillors D Corbin, M Fitzpatrick and P Watson (substituting for Councillor S Meghani).

Liberal Democrats

Councillor G Andrew.

In Attendance

Councillor N Atkin
Councillor A Tilley
Councillor A Wheelton

FM/91 **APOLOGIES**

The Committee was informed that apologies had been received from Councillors B Stuart and N Tilley (Labour Group) and Councillors M Ford and S Meghani (Conservative Group).

FM/92 **TO RECEIVE THE OPEN MINUTES OF THE FOLLOWING MEETING:**

The Open Minutes of the Finance and Management Committee meetings held on 09 January 2020 and 23 November 2023 were noted and approved as a true record and signed by the Chair. The Open Minutes of the Audit Sub-Committee held on 06 December 2023 were received.

FM/93 **DECLARATIONS OF INTEREST**

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

FM/94 **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/95 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/96 REPORTS OF OVERVIEW AND SCRUTINY

The Committee was informed that no reports from the Overview and Scrutiny Committee had been received.

FM/97 PROPOSED CONTINUATION OF BANDED COUNCIL TAX REDUCTION SCHEME FOR 2024 -2025

The Head of Customer Services presented the report to the Committee and sought approval of the recommendations, including that a forthcoming review would be undertaken.

Members considered the report and supported the officer's recommendations.

RESOLVED:**1.1 *The Committee supported the continuation of a banded Council Tax Reduction Scheme for working age recipients for 2024/2025, as well as other changes proposed, including:***

- ***Uprating to the applicable amounts in line with the prescribed scheme but with the exception of non-dependent deduction for working age which was to remain at £5.00 for 2024/2025 year for all cases.***
- ***Adopt any other changes within the prescribed scheme in accordance with the statutory instrument due to be published in January 2024.***
- ***Undertake a review of the current Council Tax Reduction Scheme in 2024 to allow time to implement any potential changes for the 2025/2026 scheme following consultation.***
- ***Continue current funding of £20,000 for hardship cases.***

FM/98 COMMENTS, COMPLIMENTS, COMPLAINTS AND FREEDOM OF INFORMATION REQUESTS 1 APRIL 2023 TO 30 SEPTEMBER 2023

The Head of Customer Services presented the report to the Committee and outlined the key changes going forward that would assist to improve the position regarding complaints received.

Members raised concerns regarding the increase in the number of complaints and sought clarity regarding types of complaints received.

The Head of Customer Services informed the Committee that work is underway to enhance complaints reporting, and trends within service areas would be included in future reports alongside further comprehensive data analysis.

RESOLVED:

1.1 The Committee considered and noted the comments, compliments, complaints, and FOI requests, as detailed in the report.

FM/99

CONSOLIDATED BUDGET REPORT 2024-25 AND MEDIUM-TERM FINANCIAL PLAN TO 2028-29

The Strategic Director (Corporate Resources) presented the report to the Committee and noted that there were no changes following the consultation period which had included an added feature of online consultation.

Members commended the report and discussed the officer's recommendations. Councillor D Corbin raised concern regarding the level of consultation.

The Strategic Director (Corporate Resources) informed the Committee that the consultation with the public was discretionary but it had gone above and beyond that of other councils and had included areas that residents were concerned about such as rents and Council Tax.

Councillor Fitzpatrick raised queries regarding the sustainability of the budget in light of being asked to approve the 5 year position which utilised future reserves.

The Chair addressed the Committee and noted how the introduction of the financial workshops had allowed all Members to be involved with the Medium Term Financial Strategy and input into how to achieve budget sustainability.

The Strategic Director (Corporate Resources) explained that the statutory budget was set for one year and the Medium-Term Financial Plan was presented for information only, not approval. The forthcoming Medium Term Financial Strategy would set out how the Council will deliver an ongoing balanced position.

RESOLVED:

1.1 That the Committee:

1.1.1 Noted the Section 151 Officer's statement on the robustness of budgetary estimates and the adequacy of reserves as set out in section 14 of the report.

1.1.2 Recommended to Council an increase in Council Tax by the maximum referendum limit of 2.99% from the options set out in section 6 of the report.

- 1.1.3** *Following approval of 1.1.1 and 1.1.2 recommended to Council the General Fund Revenue Budget for 2024/25, subject to any final adjustments as may be required for Council, as set out in Appendix 1 to the report.*
- 1.1.4** *Recommended that Council approves the Housing Revenue Account budget for 2024/25 as detailed in Appendix 3 to the report, and following resolution of the Housing and Community Services Committee at its meeting on 1 February 2024 in respect of the council housing rent increase for 2024/25 of 7.7%.*
- 1.1.5** *Recommended that Council approves the proposed fees and charges as detailed in Appendix 5 to the report.*
- 1.1.6** *Recommended that Council approves the Capital Programme of the General Fund and Housing Revenue Account for 2024/25, as set out in Appendix 6 to the report.*
- 1.1.7** *Noted the indicative Capital Programme for 2025/26 – 2028/29 and recommended that Council approves the Fleet Replacement budget for 2025/26 to allow for the effective ordering of replacement fleet due to long lead-in times.*

FM/100 **CAPITAL STRATEGY, TREASURY MANAGEMENT STRATEGY AND PRUDENTIAL INDICATORS**

The Head of Finance presented the report to the Committee outlining the key points within the report.

Members commended the report and supported the officer's recommendations.

RESOLVED:

- 1.1** *The Committee recommended to Council the approval of the:*
 - 1.2.1** *Treasury Management Strategy (as per Appendix 1 of the report)*
 - 1.2.2** *Prudential Indicators (as per Appendix 2 of the report)*
 - 1.2.3** *Minimum Revenue Provision (MRP) Policy (as per Appendix 3 of the report)*
 - 1.2.4** *Capital Strategy (as per Appendix 4 of the report)*
 - 1.2.5** *Non-Treasury Investment Strategy (as per Appendix 5 of the report)*

FM/101 **COMMITTEE WORK PROGRAMME**

The Strategic Director (Corporate Resources) presented the report.

RESOLVED:

The Committee considered and approved the updated work programme.

FM/102 **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 THE EXEMPT MINUTES OF THE FOLLOWING MEETING:

The Exempt Minutes of the Finance and Management Committee held on the 09 January 2020 and 23 November 2023 were received.

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

The Committee was informed that no questions had been received.

PREMISES IN NETHERSEAL

RESOLVED:

The Committee approved the recommendations of the report.

REVIEW OF COMMUNICATIONS TEAM – ORGANISATIONAL DEVELOPMENT AND PERFORMANCE SERVICE UNIT)

RESOLVED:

The Committee approved the recommendations of the report.

LEGAL AND DEMOCRATIC SERVICES STAFFING

RESOLVED:

The Committee approved the recommendations of the report.

CORPORATE RESOURCES DIRECTORATE RESOURCES

RESOLVED:

The Committee approved the recommendations of the report.

CHIEF EXECUTIVE MANAGEMENT STRUCTURE

RESOLVED:

The Committee approved the recommendations of the report.

The meeting terminated at 19:25 hours.

COUNCILLOR R PEARSON

CHAIR

FINANCE AND MANAGEMENT COMMITTEE

14 March 2024

PRESENT:

Labour Group

Councillor R Pearson (Chair), Councillor L Singh (Vice-Chair) and Councillors S Harrison, G Rhind, M Mulgrew, B Stuart, S Taylor and V Redfern (substitute for Councillor N Tilley)

Conservative Group

Councillors M Ford, J Lowe (substitute for Councillor D Corbin, S Meghani and P Watson (substitute for Councillor M Fitzpatrick).

Liberal Democrats

Councillor G Andrew.

In Attendance

Councillor A Wheelton.

FM/110 **APOLOGIES**

The Committee was informed that apologies had been received from Councillor N Tilley (Labour Group) and Councillors D Corbin and M Fitzpatrick (Conservative Group).

FM/111 **TO RECEIVE THE OPEN MINUTES OF THE FOLLOWING MEETING:**

The Open Minutes of the Finance and Management Committee meeting held on 11 January 2024 were received and approved as a true record and signed by the Chair.

FM/112 **DECLARATIONS OF INTEREST**

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

FM/113 **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/114 **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/115 **REPORTS OF OVERVIEW AND SCRUTINY**

The Committee was informed that no reports from the Overview and Scrutiny Committee had been received.

FM/116 **CORPORATE PLAN 2020-24: PERFORMANCE REPORT (2023-2024 QUARTER THREE 01 APRIL TO 31 DECEMBER)**

The Head of Organisational Development and Performance presented the report to the Committee and summarised the key elements of the report. It was noted that out of the eleven Corporate Measures that the Committee was responsible for, ten were on track and the only red one related to days lost through sickness absence. The Head of Organisational Development and Performance outlined the risk registered.

Councillor Meghani sought clarity regarding patterns of sickness absence and whether these related to a particular section of department of the Council.

The Head of Organisational Development and Performance informed the Committee that the cases related to long term sickness and there were no noticeable patterns in particular services. It was further explained that work continues to be undertaken to address ongoing issues.

RESOLVED:

- 1.1 The Committee approved progress against performance targets set out in the Corporate Plan 2020 - 2024.***
- 1.2 The Committee reviewed the Risk Register for the Committee's services.***

FM/117 **EQUALITY, DIVERSITY, AND INCLUSION POLICY**

The Head of Organisational Development and Performance presented the report to the Committee and highlighted the proactive approach that had been taken and the full range of engagement involved in developing the policy.

Councillor Singh and Councillor Taylor commended the report and noted the importance of dignity, quality and fairness within the workplace and the wider community.

Councillor Meghani sought clarity regarding the number of staff employed to work on Equality, Diversity and Inclusion matters.

The Head of Organisational Development and Performance addressed the Committee and explained how equality, diversity and inclusion was the responsibility of all officers and members. The Strategic Director confirmed that the Council currently employs one part time member of staff on a fixed term basis to focus on this, and this arrangement will come to an end in June 2024, with EDI work being managed by HR Officers going forward.

RESOLVED:

- 1.1 The Committee approved the Equality, Diversity, and Inclusion policy attached at Appendix 1 to the report.***

FM/118 **QUARTERLY BUDGET MONITORING 2023-24**

The Head of Finance presented the report to the Committee and outlined the recommendations for approval. The Head of Finance summarised the updated positions for the General Fund, business rates, the increased earmarked reserves and the Housing Revenue Account forecast.

Members commended the report and supported the officer's recommendations.

RESOLVED:

- 1.1 The Committee noted the position and provided any comments it had on the latest revenue and capital financial position for the General Fund and Housing Revenue Account for 2023/24.***
- 1.2 The Committee approved to waive the fee of bulky collection for those residents that had been affected by the recent flooding.***
- 1.3 The Committee delegated authority to the Section 151 Officer to waive future charges connected to events of exceptional nature.***
- 1.4 The Committee accepted the grant funding of £100,000 from Derbyshire County Council relating to Children and Young People Emotional Health and Wellbeing and authorised the Strategic Director (Corporate Resources) to sign the grant agreement.***

FM/119 **TREASURY MANAGEMENT UPDATE 2023/24**

The Head of Finance presented the report to the Committee highlighting the Capital Finance review and the increase in the General Fund. The Head of Finance noted the changes to the Prudential Indicators.

Members commended the report and supported the officer's recommendations.

RESOLVED:

- 1.1 The Committee noted the latest Quarter 3 updates in respect of Treasury Management, attached as Appendix 1 to the report, Prudential Indicators and Limits, attached as Appendix 2 to the report and Counterparty List for investments and bank deposits, attached as Appendix 3 to the report.***

FM/120 **MEDIUM TERM FINANCIAL STRATEGY 2024/25 – 2028/29**

The Strategic Director (Corporate Resources) presented the report to the Committee outlining how the strategy addressed budget gaps, depleted reserves over the medium term and provided a high-level position to safeguard the Council's financial position, with new initiatives, projects and efficiency savings. The Strategic Director (Corporate Resources) sought approval of the recommendation within the report.

Councillor Taylor addressed the Committee and commended the strategy noting the tremendous work and Member engagement that had not previously seen and highlighted how the strategy gave the Council the opportunity to look forward and close the budget gap.

Councillor Wheelton sought clarity regarding wording on page 185 of the strategy in relation to the savings target.

The Strategic Director (Corporate Resources) advised the Committee that it was an inferred savings target that needed to be considered and that the wording could be changed to clarify this.

RESOLVED:

- 1.1 The Committee reviewed the Medium-Term Financial Strategy 2024/25 – 2028/29 and recommend it to Council for approval and delegated authority to the Strategic Director (Corporate Resources) in consultation with the Chair to make the necessary amendments and clarification to wording.***

FM/121 **COMMITTEE WORK PROGRAMME**

The Strategic Director (Corporate Resources) presented the report noting that a Levelling Up report would be added to the Work Programme for the April meeting.

RESOLVED:

The Committee considered and approved the updated work programme.

FM/122 **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 THE EXEMPT MINUTES OF THE FOLLOWING MEETING:

The Exempt Minutes of the Finance and Management Committee meetings held on 11 January 2024 were received.

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

The Committee was informed that no questions had been received.

SUNDRY DEBTOR, CTAX, NNDR, HOUSING BENEFIT OVERPAYMENT WRITE OFFS

RESOLVED:

The Committee approved the recommendations of the report.

ACQUISITION OF TWO BUNGALOWS IN REPTON

RESOLVED:

The Committee approved the recommendations of the report.

The meeting terminated at 18:35 hours.

COUNCILLOR R PEARSON

CHAIR

AUDIT SUB-COMMITTEE

06 March 2024

PRESENT:

Non-Grouped

Councillor A Wheelton (Chair)

Labour Group

Councillors D Shepherd (Vice-Chair) A Jones and A Tilley.

Conservative Group

Councillor N Atkin.

In Attendance

Councillor G Rhind

Councillor S Taylor

AS/34 **APOLOGIES**

The Sub-Committee was informed that no apologies had been received.

AS/35 **TO RECEIVE THE OPEN MINUTES**

The Open Minutes for the Meeting held on 06 December 2023 were taken as read, approved, and signed by the Chair.

The Chair noted that there had been no response received by 01 February 2024 to the resolution approved at the meeting on 06 December 2023 in respect of the Enforcement cases of damage to trees under Tree Preservation Orders. The Chair noted that this would be raised with the Chief Executive and escalated to the Chair of the Finance and Management Committee.

AS/36 **DECLARATIONS OF INTEREST**

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

AS/37 **TO RECEIVE ANY QUESTIONS FROM MEMBERS OF THE PUBLIC PURSUANT TO COUNCIL PROCEDURE RULE NO.10**

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

AS/38 **TO RECEIVE ANY QUESTIONS FROM MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO.11**

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

MATTERS DELEGATED

AS/39 **INTRODUCTION TO MAZARS LLP**

The Chair introduced Mark Surrige, Audit Partner, and Emily Reynolds, Senior Auditor, from Mazars LLP to the Sub-Committee as the Council's external auditors for the financial year 2023-24.

The Audit Partner presented an overview of Mazars' commitments as external auditors to many existing public sector clients and, therefore, to South Derbyshire District Council. The Audit Partner assured the Sub-Committee that a resource plan was in place to deliver the audit requirements by the end of November 2024.

Councillor Atkin welcomed the report and the commitment that the accounts would not be delayed and queried whether by supporting many clients there would be an impact to South Derbyshire District Council.

The Audit Partner informed the Sub-Committee that dedicated personnel would support South Derbyshire District Council and that a resource plan was in place for the next 12 months and that staff turnover was low at between 1% and 2%.

RESOLVED:

1.1 The Sub-Committee noted the report.

AS/40 **LEVEL OF MATERIALITY 2023-24 ACCOUNTS**

The Head of Finance presented the report to the Sub-Committee ahead of the Financial Statement and asked the Sub-Committee to note that ongoing considerations may lead to further updates to the report.

The Strategic Director (Corporate Resources) informed the Sub-Committee that minor amendments required by the Chartered Institute for Public Finance and Accountancy would be included in the final version of accounts.

The Ernst Young Audit Partner confirmed that accounting policies were brought to the Sub-Committee as part of approval of the financial statements.

RESOLVED:

- 1.1 The Sub-Committee considered and approved the Draft Accounting Policies for the 2023/24 Financial Statement as detailed in Appendix 1 of the report.***
- 1.2 The Sub-Committee considered and approved the materiality levels as set out in section 4.9 of the report.***
- 1.3 The Sub-Committee considered and approved delegated authority to the Section 151 Officer to make any necessary amendments.***

AS/41 **INTERNAL AUDIT PROGRESS REPORT 2023-24**

The Group Auditor presented the details of the report to the Sub-Committee highlighting the Audit dashboard and that the plan for the 2023-24 financial year was 84% complete. The Group Auditor informed the Sub-Committee that the one significant rating was a result of the Right to Buy audit.

The Strategic Director (Corporate Resources) confirmed to the Sub-Committee that new procedures would be implemented in the Housing team from March 2024 referring all Right to Buy applications to the Fraud team for review.

The Group Auditor confirmed to the Sub-Committee that the audit for Fleet Management had been deferred to 2024-25 and that the audit for Debit and Credit Cards had been brought forward to 2023-24.

Members raised queries in respect of the Land Charges audit and if a new service level agreement had been signed and if there was an update on the migration of the service and why the five historic Development Management recommendations had an adequate status.

The Monitoring Officer confirmed to the Sub-Committee that an updated service level agreement was in place and that the migration process had been stated with H M Land Registry.

The Group Auditor informed the Sub-Committee that the historic Development Management recommendations have been updated with revised dates.

RESOLVED:

The Sub-Committee considered the report of the Audit Manager at Appendix 1 of the report and any issues identified would be subject to a follow-up report as appropriate.

AS/42 **INTERNAL AUDIT PLAN 2024-25 AND AUDIT CHARTER**

The Audit Manager presented the Audit Plan to the Sub-Committee highlighting the modelling processes used to determine which audits would be conducted during the year.

The Audit Manager provided the Sub-Committee with details of the Audit Charter and confirmed that there were no changes from the previous year.

Members discussed the Audit Plan and Audit Charter and raised queries regarding the agreed cost of the service and the terminology relating to IT applications.

The Chair asked if there would be any impact from the International Professional Practices Framework (IPPF) restructure.

The Audit Manager informed the Sub-Committee that following the release of global audit standards from the IPPF the interpretations for Local Government and the Public Sector were still outstanding. The Audit Manager confirmed that the 2024-25 costs were subject to a 4% increase which aligned with the budget and that IT applications were referred to as “fat” and “thin” which was determined by the type of hosting used for the application.

RESOLVED:

The Sub-Committee considered and approved for implementation the proposed Internal Audit Plan for 2024/25 at Appendix 1 of the report subject to any changes agreed by the Sub-Committee.

AS/43 **INTERIM VALUE FOR MONEY REPORT 2021-22 AND 2022-23**

The Chair introduced Hayley Clark, Audit Partner from Ernst Young, to the Sub-Committee.

The Audit Partner presented the report to the Sub-Committee highlighting the local audit market position, that consultations were underway including the Chartered Institute of Public Finance and Accounting and detailed the four objectives set out in the report.

The Chair asked the Audit Partner for an update on the raised risk findings from the Ernst Young audits since 2015, reasons to support the late completion of the 2021 audit and when the completed 2022-23 audits would be ready.

The Audit Partner confirmed that further information would be provided after the meeting in respect of the audits since 2015 and the 2021 audit issues. The Audit Partner explained to the Sub-Committee that a backstop date had been set at 30 September 2024 for the completion of the 2022-23 audit opinion.

The Vice-Chair noted the seriousness of the audit matters and that the questions from the Chair needed a response.

Members raised concerns regarding the management of completed audits and if there was a risk when audits were not received.

The Ernst Young Audit Partner confirmed that the matter raised via their report regarding Council approval of the annual budget, had been brought to the attention of the Sub-Committee previously by the Internal Auditor. The 2022-23 completed audits would be ready before the backstop date of 30 September 2024.

The Chair confirmed the reports of the completed audits would be published through the Sub-Committee.

The Strategic Director (Corporate Resources) confirmed to the Sub-Committee that the auditing of final accounts for 2022-23 with statutory auditors would be concluded by 30 September 2024 and that the final Value for Money report would be included on the Work Programme presented at the next Sub-Committee meeting.

RESOLVED:

The Sub-Committee noted the Interim Value for Money Report 2021-22 and 2022-23 at Appendix 1 of the report.

AS/44 **COMMITTEE WORK PROGRAMME**

The Strategic Director (Corporate Resources) presented the updated work programme to the Sub-Committee.

RESOLVED:

The Sub-Committee considered and approved the updated work programme.

AS/45 **LOCAL GOVERNMENT ACT 1972 (AS AMENDED BY THE LOCAL GOVERNMENT [ACCESS TO INFORMATION] ACT 1985)**

RESOLVED:

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

AS/46 **EXEMPT QUESTIONS BY MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO.11**

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

The Meeting terminated at 17:05hours.

COUNCILLOR A WHEELTON

CHAIR

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 7
DATE OF MEETING:	25 APRIL 2024	CATEGORY: DELEGATED
REPORT FROM:	CHIEF EXECUTIVE	OPEN
MEMBERS' CONTACT POINT:	FIONA PITTAM fiona.pittam@southderbyshire.gov.uk	DOC:
SUBJECT:	APPOINTMENT OF A RECRUITMENT AND SELECTION PANEL	
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: FM05

1.0 Recommendations

- 1.1 That the appointment and recruitment into a vacant post of Director is delegated to a panel of five Members from this Committee along with the Chair or Vice Chair of the employing Committee.
- 1.2 That the Committee confirms nominations for the Panel that reflects the current political balance of the Council.
- 1.3 That final arrangements regarding the recruitment and selection procedure to be followed including timescales, along with determining the selection process for the final appointment, will be agreed between the Chief Executive and Elected Members of the Panel.
- 1.4 That the Chief Executive appoints an external recruitment partner to support the recruitment process in line with the Council's Financial Procedures Rules.

2.0 Purpose of the Report

- 2.1 To appoint a Recruitment and Selection Panel to complete the recruitment into the vacant post of Director.
- 2.2 That the recruitment is completed in accordance with the Appointment Procedure for the Chief Executive and Directors.
- 2.3 To propose the appointment of an external partner to support the recruitment process subject to the requirements of the Council's Financial Procedure Rules being met.

3.0 Detail

Review of Leadership structure

- 3.1 This Committee, at its meeting on 15 February 2024, approved a report to change the Council's Leadership Structure that included a recommendation to create four new Director posts. Three of these posts are subject to internal appointments that should be completed by the time this report is considered by Elected Members. This leaves one Director post vacant.

Appointment of a Recruitment and Selection Panel

- 3.2 As this is a senior appointment at the Council it will require this Committee to appoint a Panel of Elected Members to complete the recruitment in line with the Appointment Procedure for Chief Executive and Directors. This Panel should consist of five Members chosen from this Committee and the Chair or Vice Chair of the employing Committee – six Members in total.

- 3.3 Once appointed, this Panel will then have delegated authority from the Committee to complete the appointment into the vacant post of Director.

- 3.4 In line with the Appointment Procedure for Chief Executive and Directors this Committee is required to approve the following;

- To fill the vacant post
- To agree that an external recruitment process is commenced
- To agree that the Panel will meet and determine;
 - The final shortlisting of candidates
 - The arrangements for the formal panel interview and method of assessment
 - Procedure for making an appointment
 - Agreeing the convention for making an appointment. This would normally be a majority vote of the members of the Panel. Officers and external partners attend in an advisory capacity only

- 3.5 When appointing into the vacant post of Director, other members of this Committee will be informed when the shortlisting of candidates has been completed and provided with an opportunity to view all shortlisted applications.

- 3.6 Before any appointment is confirmed, the Chief Executive will notify all Members of this Committee of the decision taken. Members of this Committee will be given a maximum of three (3) working days in which to raise any objections to the decision taken.

Support for the recruitment process

- 3.7 To support the recruitment into the vacant post of Director, it is proposed that an external partner is appointed, subject to meeting the requirements of the Council's Financial Procedure Rules.

3.8 Proposals have been sought from three companies to provide this support and the Chief Executive will review and appoint a partner to support the Council with this appointment.

4.0 Financial Implications

4.1 There is no proposed changes to the grade for the post of Director (so the salary budget is unaffected).

4.2 The cost of appointing an external recruitment partner is estimated to be around £15,000 and subject to the support that is required by the Council. This can be met from existing budgets including salary savings from the vacant post.

5.0 Corporate Implications

Employment Implications

5.1 There are no changes proposed to the existing terms and conditions of employment and duties of the post.

5.2 The recruitment is to be completed in line with the Appointment Procedure for Chief Executive and Directors which will provide a robust framework for the appointment to be completed in a fair and transparent manner.

Legal Implications

5.3 None directly arising from the report.

Council Plan Implications

5.4 The appointment to this post provides the strategic leadership resilience and resources to achieve the priorities in the Council Plan 2024-28 and will be accountable for a portfolio of services.

Risk Impact

5.5 None directly arising from the report.

6.0 Community Impact

Consultation

6.1 None directly arising from the report.

Equality and Diversity Impact

6.2 None directly arising from the report.

Social Value Impact

6.3 None directly arising from the report.

Environmental Sustainability

6.4 None directly arising from the report.

7.0 Background Papers

Appointment Procedure for the Chief Executive and Directors

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 8
DATE OF MEETING:	25 APRIL 2024	CATEGORY: DELEGATED
REPORT FROM:	CHIEF EXECUTIVE	OPEN
MEMBERS' CONTACT POINT:	FIONA PITTAM Fiona.pittam@southderbyshire.gov.uk	DOC:
SUBJECT:	MARKET SUPPLEMENT POLICY AND PROCEDURE	TERMS OF REFERENCE: FM05
WARD (S) AFFECTED:	ALL	

1.0 Recommendations

1.1 To approve the Market Supplement Policy and Procedure (Appendix A).

2.0 Purpose of the Report

2.1 This report proposes the introduction of a Market Supplement Policy and Procedure to support the resourcing of the current and future workforce to deliver excellent services for the community of South Derbyshire.

3.0 Executive summary

3.1 The employment market continues to be very competitive and it is expected that this situation will only increase over the next few years as organisations look to resource their workforce in the most cost efficient and effective manner. This is resulting in recruitment and retention challenges in service areas across the Council and the public sector. In a recent survey, the Local Government Association (LGA) reported that 94% of Council's were faced with recruitment and retention challenges.

3.2 The Council is committed to providing consistent and equitable pay and allowances for all employees. To comply with the Equality Act 2010, male and female employees should receive the same level of pay if they are undertaking equivalent work. To achieve this, the Council's current pay and grading structure was based on a job evaluation process using the Greater London Provincial Council Job Evaluation Scheme (GLPC) and implemented in 2016.

3.3 The GLPC JE scheme has been consistently used to evaluate posts and sustain the Council in a robust position in terms of its overall pay structure.

However, in exceptional circumstances where the Council can demonstrate that staff resourcing issues are impacting on service delivery, providing other non-pay related options have been explored and discounted, the payment of a temporary additional element of pay, through a market supplement, may be justified.

- 3.4 The adoption of a robust framework for the use of market supplements is proposed through the adoption of a Market Supplement Policy and Procedure (Appendix A).

4.0 Detail

- 4.1 It is recognised that sustained financial pressures, the increasing cost of living and pay restraints imposed nationally have impacted on the ability of public sector employers to recruit and retain suitably qualified and experienced staff to deliver vital services for the communities.
- 4.2 The employment market continues to be more competitive, and candidate driven. Following the pandemic, people have changed their behaviours towards employment and work to take in to consideration the need to achieve their own level of life/work balance. This has resulted in a significant change to the employment market and the drive towards providing more choice on how people work and are employed. The Council has taken early action to change its employment model to provide for flexible working and this has had a positive impact when recruiting in to posts and retaining employees.
- 4.3 Like many organisations, the Council uses different options to advertise vacancies, including social media such as LinkedIn. This enables posts to be advertised at relatively low costs when compared to using trade or professional journals and will raise the profile of the Council as an employer. In addition, opportunities are taken to use entry level posts such as Modern Apprenticeships, to promote succession planning, use career graded posts and provide talent pathways in some areas where recruitment issues are expected to occur due to the age profile of the existing workforce.
- 4.4 In addition, this Committee at its meetings held on 25 November 2021, 6 October 2022, 16 March 2023 and 23 November 2023, approved additional payments, on top of the substantive grade, should be made to HGV Drivers and Mechanics in recognition of the national demand based on these workers. This action, evidenced through the subsequent recruitment and retention of employees, sustained resilience in the Waste and Cleansing Services to exercise the Council's statutory duties as the designated Waste Collection Authority and Principal Litter Authority under the Environmental Protection Act 1990.
- 4.5 Whilst the situation in Waste and Cleansing was driven by numerous national and supply factors, similar resourcing issues are now becoming more common in other service areas such as Planning, Housing, Legal, Finance and other service areas especially for professional and technical roles. It should be noted that this issue is not unique to South Derbyshire and across the country, all

Councils are encountering difficulties in recruiting and retaining employees, most acutely in the social care sector.

- 4.6 This has resulted in the increased use of agency workers to resources services that not only come at a higher cost, but also provide no long term stability or solution to resourcing services with employees that can be developed, nurtured, and rewarded to recognise their career development.
- 4.7 It is important that any additional initiatives introduced do not undermine the robust pay and grading structure that is in place. New or materially changed posts will continue to be evaluated and graded in line with the local job evaluation scheme that is in place. This will continue to ensure that the Council is compliant with its duties under the Equality Act 2010 and to mitigate risks of equal pay claims being entered.
- 4.8 To provide the Council with a further option to support the recruitment and retention of employees it is proposed to adopt a Market Supplement Policy and Procedure (Appendix A).
- 4.9 The key requirements to meet when using the Policy and Procedure will be to demonstrate;
- Clear evidence that there are difficulties in attracting staff to a post or in retaining staff in the role. This must include evidence of repeated failed recruitment exercises, high turnover rates or changes to the recruitment market that increases the demands for certain occupations.
 - Analysis of current pay rates for similar roles in other comparable Councils.
 - What action has been taken to resolve the issue without having to resort to applying for a market supplement. This will include actions taken to consider redesigning the job, the structure of the service and consideration of providing current employees with opportunities for personal and professional development.
 - Identifiable and measurable benefits to the Council in terms of services to our customers and residents.
 - That the payment is a reasonable and justifiable expenditure of public money.
 - That the Council would be able to defend an equal pay/equal value challenge;
 - A robust, evidence based business case presented and any payments reviewed on at least a 12 month basis.
- 4.10 All market supplements will be subject to approval from the Chief Executive to ensure consistency in approach and challenge on the evidence presented. Human Resources and Finance will support the manager with the development of their business case and advise on the level of market supplement that is appropriate.
- 4.11 The level of payment that can be made under the Policy and Procedure is not expected to exceed 15% of the top scale point of the substantive grade for the post.

A post on Grade PO2 scale point 34 receives a salary of £42,403 per annum (effective on 1 April 2023). The maximum market supplement that could be paid is £6,360.45.

It should be noted that the full amount will only be paid in exceptional circumstances and take in to account several different factors as detailed in the Policy and Procedure.

- 4.12 It is also proposed that a full review of the implications of the Policy and Procedure is completed and presented to Leadership Team after two years from adoption. This will provide sufficient time for data to be gathered on the impact of the Policy and Procedure and to identify any trends.
- 4.13 Should further work be needed during this time to address the resourcing of the current and future workforce; a separate report will be presented to the Committee.

Trade Unions

- 4.14 The Market Supplement Policy and Procedure has been subject to consultation with the Trade Unions and presented to the meeting of the Joint Negotiating Group meeting held on 10 April 2024.

5.0 Financial Implications

- 5.1 Any agreed market supplements would have to be funded from within the existing budget of the service. This will be offset by a reduction in higher cost agency cover currently being used to cover hard to recruit vacant posts. Any agreed market supplements would have to be funded from within the existing budget of the service. This should take in to account the cost of other potential solutions such as the cost associated with Agency Workers which may be higher and does not provide for continuity in terms of the workforce.
- 5.2 Where market supplements can not be funded by existing vacancies, agency saving or efficiencies within the service, then the impact to the General Fund reserves would need to be considered.

6.0 Corporate Implications

Employment Implications

- 6.1 Market supplements are a separate intervention to support the effective resourcing of the Council's workforce where there is objective evidence that the rate of pay offered directly results in increased rate of employee turnover or an inability to recruit suitably skilled and qualified employees
- 6.2 Consultation has taken place with the Trade Unions on the development of the Policy and Procedure and as noted in the report, they will continue to receive

information on any proposals submitted before they are determined by Leadership Team.

- 6.3 Any payments that are then approved under this Policy and Procedure will be confirmed to all employees affected and they will be issued with the appropriate confirmation of the payment, when it commences and ends. These payments will not form part of the employees permanent conditions of employment or substantive pay and will not be covered under the Council's Pay Protection Policy.
- 6.4 The impact of the Policy and Procedure will be reviewed on an annual basis to ensure it is being applied in a consistent and none discriminatory manner.
- 6.5 The Council needs to ensure that any payments under the Policy and Procedure do not expose it to potential equal pay claims. Recruitment and retention payments to specific groups could result in a difference in the pay of men and women who are carrying out work which has been rated as equal value under the GLPC job evaluation scheme.
- 6.6 The Council may have a defence against an equal pay claim if it can be shown that the difference in pay can be explained by a 'material factor' that does not involve direct or unjustified indirect sex discrimination. The Council would need to demonstrate that;
- The reason for the payments was genuinely due to the difficulty in recruiting to or retaining staff in, the specified role(s) and;
- There is a real need and impact upon the services provided by these roles caused by the difficulty in recruiting and/or retaining staff and;
- That the payments are reasonably necessary to improve the recruitment and retention, and likely to achieve positive results.
- 6.7 Any additional payments made will be reviewed to ensure that the market conditions, trends in recruitment and retention and other actions taken within the service to resource their workforce continue to present a material and genuine risk to the delivery of the service.
- 6.8 The material factor defence will be reviewed to ensure it remains relevant. If challenged, the Council will need to satisfy an employment tribunal that any recruitment and retention payment reflected a genuine need to pay the market supplement and that the evidence clearly supports the value of the payment.

Legal Implications

- 6.9 As noted in the report

Council Plan Implications

- 6.10 This report contributes towards the progress against all the priorities in the Council Plan 2024-28 through resourcing the workforce to deliver services to the community of South Derbyshire.

Risk Impact

- 6.11 The adoption of a corporate approach the payment of market supplements is an identified control measure to reduce the corporate risk CR17 – Capacity and resilience.
- 6.12 There are both employment and service risks with the adoption of the Policy and Procedure. The employment risks are identified in the report and the service risk arise if the Council is unable to resource services in a sustainable and cost effective way to ensure the continuation of services for the community. The approach taken to introduce and then review the impact of the Policy and Procedure will enable the Council to assess the likelihood and impact of these risks.

7.0 Community Impact

Consultation

- 7.1 None required.

Equality and Diversity Impact

- 7.2 The Market Supplement Policy and Procedure establishes a robust procedure for approval of market supplements to minimise the risk of any equality arises in its application and the payments that are determined. In particular this relates to mitigating the risk of different payments made to employees
- 7.3 The Policy and Procedure itself is not considered likely to have an adverse impact on any particular protected characteristic group and will be monitored to ensure it is being fairly applied and that equality impact is considered in each case.
- 7.4 An Equality Impact Assessment has been completed.

Social Value Impact

- 7.5 Not applicable in the context of the report.

Environmental Sustainability

- 7.6 Not applicable in the context of the report.

8.0 Appendices

Appendix A – Market Supplement Policy and Procedure

Market Supplement Policy

Organisational Development and Performance

Date March 2024

Version Control

Version	Reason for review	Effective date
1.0	First version	Jan 2023
1.1	Review and update	March 2024

Approvals

Approved by	Date
JNG	
Finance and Management Committee	

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1.0 Purpose

To provide a corporate framework for the consideration and payment of market supplements to support the recruitment and retention of the Council's workforce in the delivery of services.

This Policy sets the out the Council's position in relation to the payment of market supplements and is supported by a separate Market Supplement Procedure that provides the framework and approach to be followed to request the consideration of these payments.

2.0 Introduction

The Council recognises that sustained financial pressures and pay restraints imposed nationally have impacted on the ability of public sector employers to compete effectively in the employment market.

The employment market continues to be challenging and candidate driven. Following the pandemic, people have changed their attitudes and behaviours towards employment and work to take into consideration the need to achieve their own level of life/work balance.

This has resulted in a significant change to the employment market and the drive towards providing more choice on how people work and are employed. The Council has taken early action to change its employment model to provide for flexible working and this has had a positive impact on the recruitment and retention of staff.

There are posts where recruitment at the salary level determined by job evaluation presents challenges in relation to the recruitment and retention of employees. This has a sustained and negative impact on levels of service, the health and wellbeing of the retained workforce, restricts growth in the service and resulted in the use of agency staff to cover vacancies, often at significantly higher cost.

A market supplement is a separate payment in addition to the current salary for the post. Its purpose is to increase the overall pay package for a specific post where the Council has been unable to recruit or is unable to retain employees.

The key features of the market supplement are that;

- It is a fixed temporary payment only and forms part of the contract for a specified period of time
- The payment is linked to clear demonstrable business reason where difficulties in recruiting and retaining staff have been experienced
- It is time limited and subject to review.
- It will only be paid for the time period and amount that has been approved and there is then no ongoing contractual commitment on the Council to continue with the payment.



- The level of payment is determined through an assessment of market conditions for comparable posts in relevant sectors, primarily local government.
- The market supplement is subject to review on an agreed basis, at least annually, which could lead to the payment being stopped, changed, or continued.
- The market supplement payment will be made to all employees that are employed in the same or similar posts or from the start date when new employees join.

It is not designed to reward individual performance. Payment of supplements under this Policy will provide a legitimate business reason to mitigate against any claims under employment legislation and will not deviate from the principles of the organisation wide pay and grading structure based on a robust system of job evaluation or other agreed assessment system.

The payment of a market supplement must be justified, only considered where existing internal processes such as job evaluation have been completed and alternatives to an additional payment must be considered demonstrable, including possible succession planning arrangements should the supplement be changed or removed at a later date.

3.0 Scope

All posts on the establishment can be considered for the payment of a market supplement.

4.0 Definition

A market supplement is a separate fixed temporary payment for an identified period of time in addition to the normal salary of the post. The reason for using a market supplement is to recognise the current market conditions in order to attract and retain suitable applicants/employees for a particular post or posts.

5.0 Criteria for requesting a market supplement

Market supplements will only be considered in the following circumstances and evidenced by a Business Case as provided for in the Market Supplement Procedure.

- There must be clear evidence that there are difficulties in attracting staff to the particular post or in retaining staff in the role. This must include evidence of repeated failed recruitment exercises, high turnover rates or changes to the recruitment market that increases the demands for certain occupations.
- Analysis of current pay rates for similar roles in other comparable Councils.
- To demonstrate what action has been taken to resolve the issue without having to resort to applying a market supplement. This will include actions taken to consider redesigning the job, the structure of the service and consideration of providing current employees with opportunities for personal and professional development.



5.0 Roles and responsibilities

Leadership Team

Are responsible for;

- Reviewing and assessing the impact of the Market Supplement Policy and procedure on the pay and grading structure of the Council.
- Under the overall control of the Chief Executive, reviewing and determining applications for the payment of market supplements against this Policy and the market supplement procedure.

Heads of Service

Are responsible for;

- Developing and presenting the business case for the payment of a market supplement to a post or a particular group of posts. This will include clear and detailed documentation that evidences the current and projected resourcing of the service and the options progressed to recruit and/or retain employees.
- Engaging with Human Resources, Finance, employees, and Trade Unions in the process and seek any feedback on the proposal being developed.
- Ensuring that the overall process is monitored and reviewed, and where market conditions change the payment is then subject to a review.
- Ensuring that posts are evaluated in line with the job evaluation scheme before consideration is made of a market supplement.
- Ensuring that annual reviews, or sooner if agreed and/or market conditions change, are completed, and documented.

Human Resources

Are responsible for;

- Working with managers to explore possible solutions to resolve identified recruitment and retention issues relating to specific posts.
- Ensuring that up-to-date data is retained on all posts attracting a market supplement and that the continuation of the market supplement payment is subject to a review on at least on annual basis.



- Submitting information to Leadership Team which summarises the allocation of market supplements across all services of the Council and an assessment of their impact on recruitment, retention, and business risk.
- Monitoring the allocation of market supplements to identify any potential equality issues that arise and actions to consider areas of under representation.
- Completing an equal pay audit as part of the annual workforce profile.
- Providing support and guidance on the application of the Market Supplement Procedure including the development of a business cases by managers.

Employees

When their post is being considered for a market supplement they are responsible for;

- Accessing and making themselves familiar with the Market Supplement Policy and Procedure.
- To provide any information in relation to the payment that may require a further review to be undertaken

Trade Unions

- Trade Unions will be provided with information and details on all market supplements that are under consideration and be asked to provide their views and other supporting information as appropriate before the final decision is taken by the Chief Executive.

6.0 Performance and monitoring

The application of the Policy will be reviewed on an annual basis through a report to Leadership Team provided by Human Resources as well as included in the annual Pay Policy Statement. This report will list the payments being made, reference the supporting business cases made, the impact on the recruitment and retention of relevant post and any subsequent changes to market conditions along with recommended actions to ensure ongoing compliance and adherence to the Market Supplement Policy and Procedure.

7.0 Sustainability Impact Assessment

Our Environment	Potentially positive impact (Y/N)	Potentially negative impact (Y/N)	No disproportionate impact (Y/N)	Sustainable Assessments findings <i>(Please utilise the guidance provided for assessment findings.)</i>
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Improve the Environment of the District			N	
Tackle Climate Change			N	
Enhance the attractiveness of South Derbyshire			N	
Our People				
Engage with Communities			N	
Supporting and safeguarding the most vulnerable			N	
Deliver Excellent Services	Y			Support the recruitment and retention of staff to delivery Council services and meet the priorities in the Council Plan.
Our Future				
Develop Skills and careers	Y			Retained staff will be supported through development plans to increase levels of skills and knowledge.
Support economic growth and infrastructure			N	
Transforming the Council	Y			Support the recruitment and retention of staff to delivery Council services and meet the priorities in the Council Plan.

8.0 Policy Review

This Policy will be reviewed every three years and more frequently if the need arises as a result of a change of regulation or legislation, misuse of the policy or changes in circumstances at the Council.

The review of the policy will be carried out in accordance with the established procedures agreed and include engagement with Trade Unions.

9.0 References

Equality Act 2010

10.0 Associated Documentation

Description of Documentation
Market Supplement Procedure



Market Supplement Procedure

Service Area: Organisational Development and Performance

Date: March 2024

Version Control

Version	Reason for review	Effective Date
1.0	First version	4 March 2024

Approvals

Approved by JNG/Leadership Team	Date

Associated Documentation

Description of Documentation
Market Supplement Procedure

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DRAFT

1 Introduction

The Market Supplement Policy and Procedure will ensure the Council has a consistent, transparent, and robust process in place to determine any requests for a separate fixed temporary payment to be made for a post (s).

This Procedure sets down the framework to be followed for Heads of Service to develop and submit a business case and the support available from Human Resources and Finance as well as ensuring that the appropriate Trade Unions are involved in the process.

It is important that before any further considerations are made that the potential equality implications are given due regard. Whilst it is understood that moving outside of an established grade for a post could increase the risk of equal pay claims being entered against the Council, this should not be viewed in isolation and other impacts also need to form part of the business case – such as the demographic of the workforce, marketplace for applicants and other actions taken before a business case is progressed.

All proposals will be submitted to Leadership Team for consideration and determination. The Chief Executive has delegated authority to approve the award of a market supplement payment.

2. Context

The payment of a market supplement is to recognise market and other pressures which affect the Council's ability to recruit and retain employees. These are not considerations made when any post is assessed under the job evaluation scheme used by the Council.

The payment of a market supplement is not a "quick fix" for an immediate and possibly short-term difficulty. The case for market supplements must be substantiated to ensure that the value of the payment is justified, provides for a proportionate means of achieving a legitimate business aim and to mitigate the risk of legal challenge.

Alongside the submission of a business case, Heads of Service should also be progressing alternative options that provide for a longer-term solution go the appropriate resourcing of the service.

Recruitment and/or retention difficulties may be a consequence of a range of factors including:

- internal pay levels relative to the employment market
- the reputation of the Council as an employer and the other employment benefits offered such as flexible working
- a national skills shortage or higher demands levels in particular occupations.
- high turnover of employees
- career and development opportunities offered

- the costs associated with the employment (travel, parking, access etc)
- the agility of the Council to take action to reward and retain employees

A market supplement will only be paid where it is clearly evidenced that this provides for the most viable option to recruit or retain suitably qualified employees. It is expected that other options such as recruitment, job redesign, re-evaluation of the post and alternative delivery models will have been already considered and discounted as appropriate.

The fact that similar posts elsewhere are paid more is not a sufficient reason on its own, as other elements may also influence people's employment choices.

Where recruitment and/or retention difficulties are experienced and continuing, Heads of Service should first discuss the issue with the Human Resources Team and the options available to resolve the specific circumstances related to the post.

These options may include:

- organisation and/or job re-design, to identify any scope for parts of the job to be undertaken by less skilled/qualified employees, thereby reducing the need for fully qualified staff.
- non-pay benefits such as
 - Additional learning and development opportunities
 - Different working patterns (e.g. term time working)
 - Job rotation
 - Investment in further academic qualifications (apprenticeship funded)
 - Secondment or redeployment opportunities
 - Access to employee benefits

These options should also be considered through discussion with Human Resources before any further consideration is made to the payment of market supplements.

3. Developing a business case

To progress any market supplement payment the business case must demonstrate:

- identifiable and measurable benefits to the Council in terms of services to customers.
- the payment is a reasonable and justifiable expenditure of public money.
- a robust, evidence-based business case presented, and any payments reviewed on at least a 12-month basis.
- the supporting information relied upon to assess the payment and the value of the payment being made

A template is available at the end of this document to be used. This is a guide and should be used to frame your business case, provide information on where the market supplement is being requested and why, and demonstrate that other options have been duly considered and where appropriate, with supportive evidence on the cost incurred and impact on services to the customers.

This should include the following details as appropriate;

- Levels of current employee turnover in the particular post(s).
- The length of time the post has been vacant
- Outcomes from recent recruitment campaigns, i.e. within the last six months. A market supplement will not normally be considered unless the service can demonstrate that they have made a meaningful attempt(s) to recruit.
- A profile of other team members to establish if shifting of resources/duties can create growth opportunities for other employees.
- A wider review of the workforce to establish if transferable skills are available in other service areas
- Information from exit interviews to evidence why former employees moved to different employment opportunities.
- Information from current employees on their future career/employment options to assess the level of risk of them moving to different employers – i.e. where there is clear evidence of increased competition and movement in the profession/sector.
- Examples of similar posts in comparable public sector organisations offering different overall employment packages within the same geographical or recruitment market within the last six months.
- It is important when comparing job roles with information drawn exclusively or largely from other employers who operate in a different sector (private) pay structures this increase risks and may not be considered appropriate.
- Surveys indicating market rates or skills shortages.
- Action taken to redesign the existing post to enable lower entry levels if appropriate.
- Consideration of different service delivery models or employment options such as secondments either internally or from other organisations.
- The cost of using agency workers and any turnover/retention issues with these workers.

In order to ensure that the payment of each market supplement remains justified, no market supplement can be agreed for an initial period of more than two years and the business case for a market supplement will be subject to a review after 12 months.

4. Identify the specific post(s) affected

The proposal should be clear on the post(s) and the number of employees (current and future) that are included. Considerations to be made include;

- The post(s) experiencing recruitment and/or retention problems including any existing post-holders within similar roles.

- Check with Human Resources whether there are posts in other services that may be affected by the payment of a market supplement, e.g. in comparable roles.

Note – the market supplement will not be extended to employees outside of the specified group to maintain existing pay differentials if they are not similarly affected by recruitment or retention problems.

5 Review the job description and person specification for the post(s)

The job description and person specification for the post(s) concerned should be reviewed and updated.

It may be possible to re-design the post to make it more accessible to potential applicants, for example, through including opportunities to work across traditional boundaries or to undertake a wider variety of work.

Where jobs are re-designed consideration should be given to the potential impact of changes on any existing employees undertaking the same or similar work and if the review results in a material change to the content of the job and its requirements then it should be evaluated in line with the job evaluation scheme. Any changes to jobs should be subject to consultation with any employees that is directly impacted.

6 Options to resource the service

Consider different options to resource the service such as;

- Offering growth or development options for existing members of the team or other employees such as secondments internally and externally.
- Redesigning the delivery model of the service – this should include the potential costs/time scales to move to a new model and the availability/viability for using other providers
- Overview of the use of agency workers and the impact on the service, cost, and ongoing resourcing
- Sharing resources with other providers or generating additional income

7 Market assessment

It is critical to provide a fair and current assessment of the market that you are encountering recruitment and retention issues. Take into account;

- The relevant “market” – sector and geographic for comparison/ research. For some posts the market will be almost exclusively local government, for others the market is much wider.

- Identify comparable roles based on job content, accountabilities, and responsibilities. Whilst it will not be possible to find exactly similar roles it is essential to measure like-with-like as far as possible, so ideally market data should include job/role descriptions and/or person specifications.
- Comparisons based on job roles and advertisements should be treated with caution, as similar titles can cover different roles, levels of skill and/or experience.
- Market pay and recruitment data can be obtained from a range of sources including: the public sector salary and benefits surveys available; professional associations and/or professional journals

The Head of Service is responsible for the data collection and analysis, and for any costs incurred in the process.

8. Identify service benefits

As well as establishing a business case for the payment of a market supplement, the service must also identify specific benefits which will result, for example:

- improvements in service delivery and customer experience
- impact on team members and/or other services at the Council
- filling vacant posts
- reduction in recruitment costs
- reduction in the cost of employing agency workers or temporary staff
- reduction in the level of additional hours being worked by other colleagues

All cases must clearly state the performance outcomes over the next year if the market supplement is approved and include a statement on how the proposal achieves value for money.

9 Qualify the business case with other solutions

If a recruitment and retention problem is confirmed, Heads of Service should consider the various options for responding to this.

Long-term solutions should be considered first, as market supplements will only be effective as a short-term measure.

A clear plan to resource the service beyond the payment of market supplements should be identified, progressed, and monitored to take further action should other issues or similar issues develop.

Where non-pay options have been considered and discounted, please include the reasons.

The market supplement is not a permanent solution and presents risks to the Council, the service and to our customers – a longer term solution must be progressed whilst the market supplement is in place.

10 Identify the level of market supplement

If it is determined that a market supplement is the best way forward in the short term, the manager should assess the level of payment required with support from Human Resources.

In particular, consideration should be given to where to benchmark the overall salary package (i.e. the job evaluated grade plus market supplement plus any other allowances) against external comparators.

Consideration has to be given to the impact on other posts across the Council that have been assessed under job evaluation on the same grade. The case will have to demonstrate that the market supplement presents a proportionate means to achieve a legitimate aim.

It does not automatically follow that the upper end of the salary range from the comparator group is the most appropriate level as this will depend on the objective circumstances of the particular case.

Unless there are exceptional circumstances, a market supplement will normally fall within the range of between **5-15%** of top of the substantive salary at the highest scale point in the grade. This can then be paid as either a specified cash amount or as a percentage of the job evaluated pay rate.

The starting point is to assess the extent of the difference between the comparator group and the Council's salary range for the post taking account of any additional allowances which may not be appropriate to consider such as pension scheme contribution, lease car contributions, area weighting allowances etc.

Market supplements are normally based on the median substantive pay of comparators and should not exceed the level deemed necessary to attract suitable candidates.

When recruiting to a post that attracts a market supplement payment, care must be taken to make it clear that it is a temporary payment only and it is subject to an annual review that could result in the payment being removed, changed, or retained.

11 Authorisation

The business case for the introduction of a market supplement must be presented to Leadership Team for review and Chief Executive approval and evidence the relevant issues covered in the procedure. In particular that, advice and information has been sought from Human Resources and Finance and been subject to engagement with the Trade Unions.

Changes to, or renewal of, existing payments which involve commitment of additional expenditure from the service budget (i.e. not funded by savings from vacant posts or a commitment that exceeds the salary budget) will require the approval of the Finance and Management Committee.

Changes to, or renewal of, existing schemes not involving commitment of additional expenditure (i.e. funded by savings from vacant posts or a commitment that is within the salary budget) require the approval of Leadership Team.

If payment of the market supplement is approved, the Head of Service will authorise Payroll to implement payment from the relevant date. This will require the completion of a change to terms and conditions form for existing employees and/or the submission of the approved business case for any vacant posts.

The market supplement will only be paid for a period of up to two years. It will then be stopped unless confirmation is given in advance to continue with or change the level of the payment. Any changes will be stopped on the end date given for the extension.

12 Market supplements – deductions and related conditions

The value of the market supplement to the employee will not be the amount actually approved as the payment will be subject to pension, tax, and NI deductions.

It will be paid as a clearly identifiable and separate supplement to basic pay (NB: the market supplement will not be shown as a separate payment for periods of absence that are remunerated through a combination of occupational and statutory pay, e.g. sick or maternity pay)

Other conditions that will be relevant to the payment of the market supplement include;

- Subject to eligibility, included in occupational and statutory calculations for periods of paid sickness, maternity and adoption leave in line with the appropriate national or local conditions of service.
- Occupational and statutory rates will be recalculated for employees who are on maternity/adoption leave when a market supplement is introduced.
- When market supplements are reduced or removed during a period of maternity/adoption leave, only the occupational element is recalculated and reduced from the date of the change
- Paid monthly (pro rata for part-time employees)

- Paid as an additional payment on top of the hourly rate for casual workers
- Paid for authorised paid absences
- Paid at the appropriate rates for each post where an employee has more than one eligible job that are in receipt of a market supplement payment
- Adjusted accordingly where there is a change in contracted hours
- Paid on accrued annual leave on part time hours up to a maximum of 37 hours per week
- Included in any deductions related to unpaid absences, e.g. unpaid leave
- Paid for all additional hours worked up to 37 per week including the plain time hours worked at times that attract enhancements
- Only included in redundancy pay calculations if the market supplement is still being paid when the notice period ends.
- Will be stopped if an employee moves to, or is seconded to, a post without a market supplement
- Will not attract annual pay award increases or be affected by incremental progression
- Will not be paid for any hours over 37 per week, i.e. overtime
- Will not be paid on any other enhancements to pay or other contractual benefits
- Will not be included in pay protection

If any further advice is needed then please contact Human Resources.

13 Recruitment

Should a market supplement be approved then all recruitment materials, including adverts, supporting information need to clarify the amount of the payment, length of time it is being paid and advise potential employees that the payment will end on a given date with no pay protection offered.

No misleading information should be provided and the value of the market supplements should be stated separate from the salary for the post.

14 Confirmation of the market supplement

The conditions will be set out in the contract of employment (in the case of new employees), or in a standard letter/amendment to the statement of particulars (for existing employees). Employees must sign the appropriate document confirming that they understand and accept the conditions attached before payment is made.

The following general conditions will also apply;

- The market supplement will be payable for a specified period not exceeding two years from the date they are introduced. At the end of this period they will be automatically withdrawn unless further approval of a revised business case is approved. Such reviews should be undertaken in good time to allow for reasonable notice to the employee of any change to the existing arrangements.

- If the supplement is to be discontinued the employees in receipt of the payment should be advised of this at least two months before the payment is to cease.
- Where an existing employee is in receipt of a market supplement and a protected pay allowance, the value of the protected element will be offset against the supplement payable.
- Supplements are attached to posts, not employees. Therefore, if an employee is redeployed, transferred, promoted, demoted or subject to any other job change, the payment will be withdrawn from the date of the change.
- Where the job description for a post in receipt of a market supplement payment is subsequently reviewed and amended, it will be evaluated in accordance with the job evaluation procedure.
- If the new grade is higher than the original substantive grade (i.e. not including any market supplement), then any resulting increase in pay will be offset against the market supplement. This is necessary to ensure that the market pay for the post remains in line with the level set under the original business case.

15 Equality, Diversity, and Inclusion

Where a market supplement is paid the potential for an equal pay claim arises. The Council will need to demonstrate that there is a “material factor defence” which is neither directly nor indirectly sex discriminatory to avoid or defend such claims.

The state of the employment market, which may lead to increase the pay of a particular job in order to attract candidates, may constitute an objectively justified economic ground for a pay disparity.

Adherence to the Market Supplement Policy and Procedure, which is kept under review, and which requires the market conditions and recruitment difficulties to be evidenced, will mitigate these risks.

16 Equality Impact Assessment

The Procedure is not considered to have an adverse impact on any particular group but it will be monitored to ensure it is being fairly applied and that the equality impact is considered in each case.

The case for a market supplement must be supported by the completion of an equality impact assessment.

If an adverse impact on any group is identified, the measures proposed to be taken to minimise this impact should be specified.

17 Appeal process

If an employee and/or Trade Union representative considers that the Market Supplement Policy or Procedure is not being correctly or consistently applied then they should raise their

concerns initially with their line manager or Head of Service. It is expected that following this route should enable any concerns or issues to be discussed and resolved.

If this does not resolve the issues being raised, then a formal grievance can be submitted in line with the Grievance Procedure.

18 Monitoring and Review

The procedure will be subject to a review every three years.

Human Resources are authorised to make changes to the procedure that arise from organisational changes

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Appendix 1: BUSINESS CASE TEMPLATE

Payment of a market supplement

This form is to be completed by the Head of Service and submitted to Leadership Team for consideration.

NOTE: A market supplement application can only be made by a Head of Service. Individual employees or groups of employees may not apply for a Market Supplement.

Please ensure you have read the Market Supplement Policy and Procedure before completing this application.

1. The post the market supplement is being applied for:

Post title:	
Service Area:	
Directorate:	
Current grade and salary range:	
Is this an application for approval of a new market supplement or continuation of an existing one	

2. The reasons why:

Please outline the recruitment/retention difficulties? For example, recruitment difficulties, the number of recruitment attempts, where advertised; response rates etc.

<p>Use the following questions as a guide;</p> <p>Number of times the post has been advertised, where, how, and dates</p> <p>Number of responses to adverts</p> <p>Assessment on the quantity and quality of the responses to the advert</p> <p>Turnover rates for the post</p> <p>Average length of service in the post</p> <p>Supporting data from exit interviews, staff surveys or other industry/sector feedback</p>

What evidence indicates that it is pay alone that is root cause of the difficulty in recruiting staff?
What is the regional/national position in relation to the recruitment of these posts?
What are others comparable organisations doing to recruit/retain staff
Labour market data – what is the salary being offered in other comparable organisations

Please list all non-financial incentives that have been unsuccessfully promoted/ utilised to address the recruitment/retention issues.

Use the following questions as a guide;
Are there issues that could be more appropriately resolved by management actions – investment in the service, talent mapping, using new work methods/digital
Are there any changes in job roles to support the retention of current employees and/or encourage secondments from across the workforce

3. The market supplement payment

Please provide details of the market supplement applied for:

The value of the market supplement (per post)	
Post numbers and names of employees and current grade and salary	
The duration (no more than two years)	

4. Financial implications:

The value of the market supplement (per post)	
The number of posts and employees to receive the supplement	
Total costs (per annum/duration) including on costs	
Anticipated savings e.g. agency or recruitment savings	
Can the full value of the payment be met from existing budgets – please give further details below	
Please specify;	

4.1 Financial comments (to be completed by Finance) including the source of the additional funding to fund the full amount of the proposed market supplement.

5. Consultation – please provide details on the employees consulted and trade unions

Please give details of support for or concerns raised with the payment of the market supplement

5.1 Equality, diversity, and inclusion considerations (please complete and attach an Equality Impact Assessment)

Provide details of the outcomes from the equality impact assessment and reference any potential impact on other colleagues?

--

6. The business case for a market supplement

Please make your case for the market supplement. Your case must include details of how the market supplement payment was established, how it meets the criteria set down in this Procedure and evidence provided below.

--

For example:

...recruitment difficulties...evidenced by vacancy rates and unsuccessful recruitment exercises [provide evidence] is considered to result from an uncompetitive total remuneration package. The market rate has been established as [£] evidenced by [...]. The application of a market supplement [£] would bridge the gap between the evaluated salary and the market rate The market supplement would be applied in equal monthly instalments of [£]. Filling the vacant posts is expected to save [£] as it would no longer rely on agency cover. The agency costs are [£] while the remuneration package, including the market supplement, would be [£]. In addition, the following service benefits will add value... I can confirm that non-pay benefits have been publicised and did not resolve the recruitment difficulties. It is expected that the market value (as stated above) will remain the position for at least the next 12 months and at least two months before the expiry of this 12-month period this market supplement will be reviewed.

7. Evidence

Please attach evidence gathered to support your proposal – summary of job adverts and payments from other comparable organisations

Please find attached:

- 1.
- 2.
- 3.

For example:

1. Vacancy rates
2. Failed recruitment attempts - details on when, where advertised, response rates
3. JDs, PSs, and adverts from at least two comparable organisations that have recruited including an assessment of the job content and accountability – including size of organisation, number of posts managed etc
4. Annual cost of agency cover

5. Benchmarking from salary surveys

8. Signature - Head of Service

I agree that the payment of a market supplement is appropriate in this instance and that all the necessary checks have been carried out as detailed in this application. I am satisfied that other options to resource the service have been thoroughly explored and not been successful in sustaining the staffing levels required to the deliver the service.

Name:	
Post title:	
Service Area:	
Directorate:	
Date of application:	

9. Authorisation process

	✓
<ul style="list-style-type: none"> • The Market Supplement applied for has been agreed 	
<ul style="list-style-type: none"> • The Market Supplement has not been agreed 	
<ul style="list-style-type: none"> • The Market Supplement has been agreed in part 	
Please specify:	

10. Approval – Chief Executive

Name	
------	--

Post title	
Signature:	
Date:	

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Equality Impact Assessment - Preliminary Assessment Form

<i>Title of the strategy, policy, service or project:</i>		Market Supplement Policy
<i>Service Area:</i>	All	
<i>Lead Officer:</i>	David Clamp	
<i>Date of assessment:</i>	05.03.24	
<i>Is the strategy, policy, service (procedure) or project:</i>		
<i>Changed</i>	<input type="checkbox"/>	
<i>New</i>	<input type="checkbox"/> <input checked="" type="checkbox"/>	

Section 1 – Clear aims and objectives

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

A brief description of the aims of the policy – use a bullet point list if appropriate

To provide a corporate framework for the consideration and payment of market supplements to support the recruitment and retention of the Council's workforce in the delivery of services.

This Policy sets the out the Council's position in relation to the payment of market supplements and is supported by a separate Market Supplement Procedure that provides the approach that is to be taken to request the consideration of these payments.

2. Who is intended to benefit from the strategy, policy, procedure or project and how?

All Employees.

3. What outcomes do you want to achieve?

The Policy aims to provide a consistent approach to additional temporary payment to the basic salary of an individual job or specific group of jobs where market pressures would otherwise prevent the Council from being able to recruit or retain staff with a particular skill or group of skills.



	Potentially positive impact	Potentially negative impact	No disproportionate impact
Age			The policy is about posts not people. There is no impact to individuals or groups of people.
Disability and long-term conditions			
Gender reassignment			
Marriage or civil partnership			
Pregnant women and people on parental leave			
Sexual orientation			
Race			
Religion or belief			
Sex (Gender)			

Section 3 – Recommendations and monitoring

If you have answered that the strategy, policy, procedure or project could potentially have a negative impact on any of the above characteristics then a full Equality Impact Assessment will be required.

4. Should a full EIA be completed for this strategy, policy, procedure or project?

Yes No

Please explain the reasons for this decision:

There is no impact on people or groups of people as this policy relates to Posts. The Policy aims to provide a consistent approach on addressing recruitment and recruitment challenges across the Council.

Section 4 – Approval

Please note the assessment should be reviewed and approved by the appropriate Head of Service **before** the Committee report (if required) is produced.



Reviewed by Strategic Director (Corporate resources)	Name:	Fiona Pittam
		<i>F Pittam</i>
	Date:	05.03.24

For further information regarding this assessment is required, please contact the Lead Officer for this assessment (outlined in Section 1.)



Equality Impact Assessment - Preliminary Assessment Form

<i>Title of the strategy, policy, service, or project:</i>	Market Supplement Procedure	
<i>Service Area:</i>	All	
<i>Lead Officer:</i>	David Clamp	
<i>Date of assessment:</i>	05.03.24	
<i>Is the strategy, policy, service (procedure) or project:</i>		
<i>Changed</i>	<input type="checkbox"/>	
<i>New</i>	<input checked="" type="checkbox"/>	

Section 1 – Clear aims and objectives

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

The Market Supplement Policy and Procedure will ensure the Council has a consistent, transparent, and robust process in place to determine any requests for a separate fixed temporary payment to be made for a post (s).

This Procedure sets down the framework to be followed for Heads of Service to develop and submit a business case and the support available from Human Resources and Finance as well as ensuring that the appropriate Trade Unions are involved in the process.

2. Who is intended to benefit from the strategy, policy, procedure, or project and how?

The Market Supplement Procedure will enable the Council to consider further action to recruit and retain staff through adding a market supplement payment to a post. This will support the Council with resourcing the workforce to deliver services for the community.

3. What outcomes do you want to achieve?

The Procedure provides a consistent approach to the consideration of additional temporary payments to the basic salary of an individual job or specific group of jobs where market pressures would otherwise prevent the Council from being able to recruit or retain staff with a particular skill or group of skills.



	Potentially positive impact	Potentially negative impact	No disproportionate impact
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disability and long-term conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage or civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnant women and people on parental leave	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex (Gender)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Section 3 – Recommendations and monitoring

If you have answered that the strategy, policy, procedure, or project could potentially have a negative impact on any of the above characteristics then a full Equality Impact Assessment will be required.

4. Should a full EIA be completed for this strategy, policy, procedure, or project?

Yes No

Please explain the reasons for this decision:

The Procedure provides a fair and consistent framework for the consideration of an additional payment to be made for post or posts in the Council where it has been identified that there are current and known risks for the recruitment and retention of staff. All payments will be subject to annual review that will further consider any potential equality issues.

Section 4 – Approval



Please note the assessment should be reviewed and approved by the appropriate Head of Service **before** the Committee report (if required) is produced.

Reviewed by Strategic Director (Corporate resources)	Name:	Fiona Pittam
		<i>F Pittam</i>
	Date:	05.03.24

For further information regarding this assessment is required, please contact the Lead Officer for this assessment (outlined in Section 1.)



REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 9
DATE OF MEETING:	25 APRIL 2024	CATEGORY: DELEGATED
REPORT FROM:	STRATEGIC DIRECTOR (CORPORATE RESOURCES)	OPEN
MEMBERS' CONTACT POINT:	ANTHONY BAXTER (EXT. 5712) Anthony.baxter@southderbyshire.gov.uk	DOC:
SUBJECT:	TRANSFORMATION 2020-2024 REVIEW AND SUMMARY OF NEXT TRANSFORMATION ACTIVITIES.	
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: G

1.0 Recommendations

- 1.1 That the Committee note the work completed through the Business Change and Transformation Plan 2020-2024.
- 1.2 That the Committee endorse the Customer and Digital Projects Roadmap as set out in Appendix A.
- 1.3 That the Committee note the indicative timetable for the production of the Transformation Strategy

2.0 Purpose of the Report

- 2.1 To provide an overview of key projects and innovations completed from 2020-2024 in line with the Transformation and Business Change Plan.
- 2.2 To provide an overview of digital and customer projects or innovations to be completed 2024-2026 [Appendix A]
- 2.3 To provide a narrative to the Committee regarding performance management arrangements for digital and customer projects included in Appendix A and to outline the next steps in the design and delivery of a new strategic approach to Transformation.

3.0 Detail

Business Change and Transformation Plan 2020-2024

- 3.1 The Transformation and Business Change Plan 2020-2024 has been used to outline and deliver major changes across the organisation. The plan gave the Council a focal point for changes and introduced centralised routes to achieve collective ambitions.
- 3.2 The plan introduced four key themes in achieving transformational change, and were supported by a four year roadmap, broken down into annual work programmes and overseen by the Transformation Steering Group. The themes in the plan were:
 - Customers
 - Technology
 - People
 - Processes
- 3.3 The plan introduced a new Project Management Office [PMO] and associated resources which has been the driver of transformation over the last four years, working with Heads of Services and Leadership Team to make change happen.
- 3.4 A summary of the achievements over the last year of the plan can be found below followed by a broad recap of work completed throughout:
 - MySouthDerbyshire customer portal went live in February and built on the previous work in relation to online cases. The solution allows customers to register an account, saving their requests for future record and access approx. 30 online transactions.
 - Route optimisation project is now complete with new rounds currently in active use. Refuse routes have been optimised which aids the service in load balancing, collection and planning labour for future growth.
 - A Fleet management solution will be going live imminently. The solution provides additional governance safeguards for the depot. vehicle fleet to aid in the retention of operating license and day to day is predicted to generate £1,200 savings / year on reduction of paper tickets and approximately 50% efficiency savings on staff processing time.
 - Email managements solution to aid case management is predicted to save £64,000 worth of staff time across the Legal department over the next 4 year when the system goes live in the next financial year.
 - Environmental and Licensing system is the last of the large line of business systems to undertake a review. A comprehensive needs analysis and processes workshops have taken place over the last 12 months to compile an accurate and future proof system specification for tender.
 - With the increase in quantity and complexity of Corporate complaints, Data Protection complaints and FOI Requests the Council have purchased a new solution for case management. Initial benefit realisation workshop has mapped out an estimated 32% efficiency saving in staff time.

- 3.5 The Transformation and Business Change Plan also supported and delivered outward facing projects including:
- The design and delivery of three new digital marketing websites to manage place and brand. The sites “Visit South Derbyshire”, “Destination South Derbyshire” and “Rosliston Forestry Centre” combined with new customer portals have generated nearly half a million page views since going live.
 - A new customer solution encompassing online form, my Account and customer record has been a major step in the Plan and will continue to contribute towards many corporate ambitions. At time of writing approx. 19,500 cases had been completed via the digital portal, 2,500 of these on a weekend and even 37 over Christmas Day and Boxing day.
 - Housing tenants can now sign up to the Council’s housing portal to log certain requests 24 hours a day such as changes to tenancy details, previously only available when attending Civic office, view tenancy information, raise enquiries, raise repairs and check repair history.
 - A new intranet based on Microsoft SharePoint was created to maximise the return on investment in the annual license, but also to integrate further with agile working and allow a greater opportunity for collaboration.
 - A corporate booking solution with payment integration was implemented through the Pandemic which assisted in greatly in processing bookings for events and resources when restrictions were lifted.
 - Using tools available to the Council via its Microsoft agreement and the skills introduced through creation of digital and web services team, a performance management solution was developed which mitigated a revenue budget increase through the tendering and implementation of a third party system.
- 3.6 Increased online and digital engagement, offers many benefits including 24 hours access to council services, a reduced carbon footprint and increased information security by offering an alternative route for customers to send the Council personal information. The wider offer also helps support residents who may feel uncomfortable or who are unable to visit the Civic Office.
- 3.7 The work outlined below was foundational in nature and provided the organisation with a modern secure platform from which to progress. Without an overhaul of corporate infrastructure initiatives such as booking a MS Teams meeting with a service representative in the Pandemic or bookings and paying for Council events would not have been possible for South Derbyshire residents. All projects in the plan would not have been possible and the Council would not have been able to satisfy annual audit from Central Government in relation to the safety of our systems and information without multi-year improvements to core technology.
- 3.8 The Council were one of the first in the UK to sign a Digital Transformation Agreement [DTA19] with Microsoft . This allowed for the transition to Office 365 and cloud model used to accommodate instant home working on the outbreak of the Pandemic. A major technology platform refresh was undertaken in 2019 and 2020 which decommissioned

virtual desktop infrastructure [VDI] and replaced with a Laptop for each user to work from any location.

- 3.9 The ICT department was redefined and a new department (Digital and Web Services) introduced, to work in synergy and co-create a secure working environment that makes best use of technology. Although a lot of the work at an infrastructure level goes uncelebrated or recognised the progress in this area can not be understated.
- 3.10 Delivery of the following technical projects which have increased the Council Cyber security efforts and provided modern equipment for employees to conduct business.
- Decommission VDI and built enterprise architecture for agile end user computing.
 - Introduction of O365 and M365 suite, TEAMS, SharePoint, Power Bi, Power Ap
 - Completely refreshed data centre with new virtual server hosts and storage (SAN) approx. 35% reduction in power consumption.
 - Decommission PSTN / ISDN analogue lines and replacement with SIP
 - New offsite physical backup solution with virtual expansion to cloud and 365.
 - A host of security upgrades including new firewalls, Virtual Private Network, Proxy Servers and end point protection.
 - Upgrades to contact centre IVR to allow for better communication with customers, enhancing experience and lowering call wait times.
- 3.11 With corporate infrastructure fast becoming gold standard the Council were able to translate this approach into service level infrastructure through the review and implementation of new line of business systems.
- Planning and Land Charges system replacement was one of the first full solution implementations in the Council to use outsourced infrastructure and allow for mobile connections from any location, thereby reducing time spent traveling between the office and site and being able to update records on site.
 - Procurement and implementation of an eLearning solution, increasing the amount and variation to training available to employees. 2696 courses have been accessed since March 2021 which would have been delivered face to face, outsourced or were previously not provided.
 - The Council was the first Capita customer to migrate to a multi-million pound private cloud for the revenues and benefits system which aids resilience and flexibility. The system is supplier maintained and reduced the need for specialist skills to be maintained in the authority and the redistribution of resources to assist the new Digital and Web Services team.
 - Finance system underwent a large project to migrate from in house provision to supplier hosted product, increasing resilience to a core system and future proofing capability by using modern architecture.
 - New Choice Based Lettings and combined Homelessness solution were implemented with updated features in line with modern customer requirements such as self-service document upload and introduction superseded an end of life solution with reliability and security concerns.

- The HR and Payroll solution was moved to a supplier model which also provided resilience arrangements for supplier led payroll processing in emergency situations given the resource in the payroll team, sickness or unexpected events could potentially have a large impact on the Council if the payroll could not be run in line with monthly cycles.
- Housing management solution converted to supplier cloud, brought up to date with versions and functionality.
- Members of the Business Change team and Digital Service team helped deliver the D2N2 regionally funded Hydrogen trial taking place in the District. Their input has laid the way for the next stage of transformation work at the Depot, which is included in the Council Plan 2024-28.

Transformation in 2024 and beyond: Customer and Digital Projects Roadmap and Transformation Strategy 2024 - 2028

- 3.12 A revised approach will be used in the future to further enhance and improve a transformation agenda and continue the journey. Previously, Transformation and Business Change projects were separated from the Corporate Plan 2020-24. However, with a number of high-profile projects set out in the Council Plan 2024 – 2028, and a stand-alone “Transform our Council” priority, there is a need for review of the current Transformation approach, including how transformation will link with other core strategies such as Medium Term Financial Strategy, the People Strategy, Commercial Strategy and Customer Access Strategy.
- 3.13 Consultation has been undertaken with Heads of Service and Leadership Team, and a program of work identified as customer and digital projects roadmap can be seen in Appendix A. These projects will be supported by the Business Change team as established change projects.
- 3.14 The projects included in the roadmap are necessary for the further advancement of either digital provision, such as the system review and / or replacement projects or customer provision such as outcomes from Customer Access Strategy or improvements to corporate telephony.
- 3.15 Several of the projects in the roadmap are continuations or evolutions of current journeys such as the Environmental Health solution and waste back-office solution. New projects such as case management to support Customer experience , a review of payment solutions and customer booking process have been identified through the desire to improve Customer interactions and make Council system easy to interact with.
- 3.16 This workload will form part of the Transformation programme however it will not be the extent of the Councils efforts. Further consultation will continue with the Leadership Team and elected members to define an ambitious and connected Transformation Strategy 2024-2028. It is anticipated the scoping work will continue into the summer and autumn, including a member workshop, and a report and Strategy for approval

will come to Finance and Management Committee before the end of 2024. Engagement with the Member Champion for this work area is ongoing.

Housing Improvements

- 3.17 The work supported to date in Housing Services relates to replacing end of life systems or introducing foundational tools (equipment, processes and technology) to support future improvements. Work is due to continue in Housing to fully exploit efficiencies and create new ways of working to best serve tenants and residents.

Monitoring, Delivery and Review

- 3.18 The customer and digital projects outlined in Appendix A shall be managed through regular reporting to Leadership Team and subsequently reported to councillors via the existing established performance reporting approach. Reporting will be on an exception basis to report on cost, timing and quality/scope matters that are outside of agreed parameters, as well as report on benefits realisation and outcomes achieved upon completion.
- 3.19 Further activity approved as part of the forthcoming Transformation Strategy will continue to be monitored on this basis.
- 3.20 The Leadership Team will be responsible for the priority and sequencing of projects in the roadmap based on organisation need. Some events, for example change in legislation or a supplier failure, may result in projects being added to the roadmap or others being reprioritised.

4.0 Financial and Implications

None directly. Transformation activities result in financial savings and where this is the case these will be identified and coupled with the Medium Term Financial Strategy

5.0 Corporate Implications

5.1 Employment Implications

None directly Where transformation activities encounter employment implications these will be handled in line with HR policies and procedures.

5.2 Legal Implications

None directly. Any legal matters arising will be dealt with on a case-by-case basis with the assistance and engagement of the Council's legal team .

5.3 Corporate Plan Implications

The Council Plan 2024-2028 is a source document and strategic driver for transformation activities. One of the four priorities and one which underpins and assist delivery of the other three priorities is “Transform our Council”. Customer and digital transformation are specifically reference under the aim “Ensure our services have the right resources are modern, responsive, efficient and effective”

The forthcoming Transformation Strategy will outline the approach the Council will take in delivering projects, some of which are documented in the Council Plan.

5.4 Risk Impact

Not progressing the projects in the customer and digital roadmap would lead to the demise and ultimately non delivery of some services. For example, the Environmental Health and Licencing system replacement will become end of life and unsupported by the provider, as time goes on the compatibility of the solution would become prohibitive for the annual government audit of our systems.

This is true for other projects identified such as Contact Centre replacement and end user computing refresh. The risk the Council is left behind, using old technology not only provides a primary security concern but feeds into risk of staff not being able to conduct their duties effectively, leading to substandard performance and services to residents.

6.0 Community Impact

6.1 Consultation

None required.

6.2 Equality and Diversity Impact

Not applicable in the context of the report. Equality impact Assessments will be undertaken on a project by project basis.

6.3 Social Value Impact

Not applicable in the context of the report. Assessments will be undertaken on a project by project basis.

6.4 Environmental Sustainability

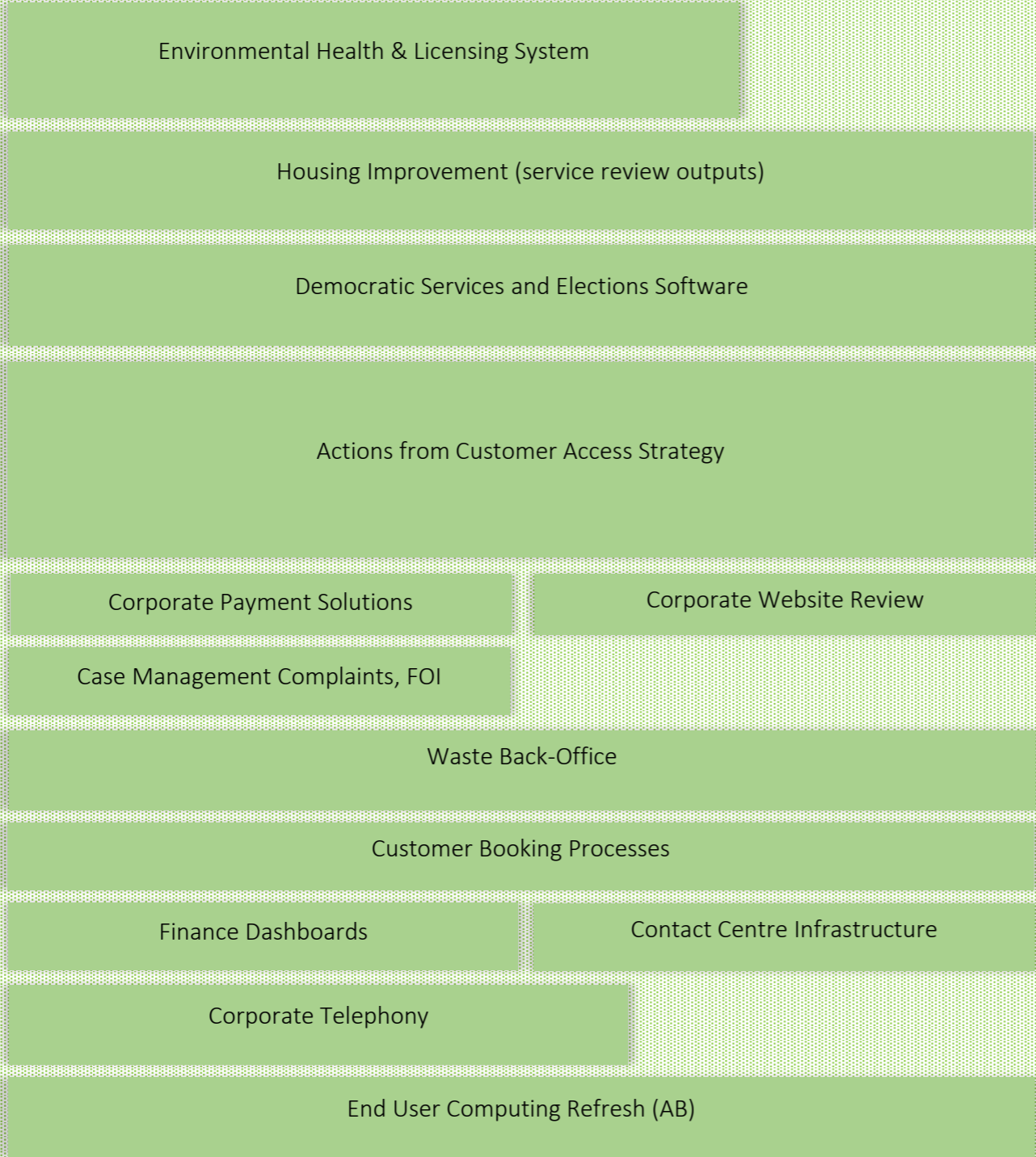
Not applicable in the context of the report. Assessments will be undertaken on a project by project basis.

2024/25

2025/26

2026/27

2027/28



Mid-term review

Projects in second term to be determined with Leadership Team, based on priority need and supporting Council strategies such as MTFs, People and Transformation

Digital and Customer Project Delivery Roadmap

Our services have the right resources and are modern, responsive, efficient and effective.

Our customer and digital transformation plans are delivered meaning customers can connect with us and use our services easily.

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 10
DATE OF MEETING:	25 APRIL 2024	CATEGORY:
REPORT FROM:	STRATEGIC DIRECTOR (SERVICE DELIVERY)	OPEN:
MEMBERS' CONTACT POINT:	JASON DHESI jason.dhesi@southderbyshire.gov.uk	DOC:
SUBJECT:	MRI SOFTWARE	
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE:

1.0 Recommendations

- 1.1 That Members approve the additional budgetary provision for year 2025 to 2026 of £70,000 to facilitate the extension of the current Housing ICT contracts.

2.0 Purpose of the Report

- 2.1 This Report outlines the need to align the contract lengths of the current ICT system to enable a single system to be procured for the service from 2026 onwards and seeks approval for the budgetary requirements.

4.0 Executive Summary

- 4.1 The report seeks agreement to the extension of the term of the license agreements for the suite of MRI software modules to ensure they all end at the same time in 2026. This will provide for a specification to be drawn up and used for the re-tendering of the housing services core ICT systems to ensure they are fit for purpose and represent value for money.

5.0 Detail

ICT systems

- 5.1 The current ICT systems used in the Housing Service are predominantly based on MRI software, which is an acknowledged market leader in housing software solutions. The MRI software systems are being upgraded on an ongoing basis by the acquisition of additional specialist MRI software modules. However, in the absence of an overall 'road map' this process remains open ended with the potential to continue to acquire further modules with greater functionality without reference to the size and shape of the service and value for money that it needs to achieve. To overcome this the Housing Service needs to produce a specification of its needs, including the necessary integration and automation with the Council's corporate systems, which can be used to procure the tools its needs to deliver the services it requires from within the budgets available.

- 5.2 In order to ensure stability and resilience it is important the implementation of the systems already acquired is completed. Currently the repairs and maintenance module of MRI is being implemented with the system expected to go live later this year.
- 5.3 To facilitate the use of a specification to test the market and to regularise the procurement arrangements in the future, the various software licenses need to be aligned so that the specification referred to above can be used to properly test the market for an optimum software solution, the process for which can then be timed to coincide with the end of all the MRI licenses in 2026, Jigsaw and Orchard. To achieve this, it is intended that the two MRI modules contracts be extended beyond April 2025 for a further 12 months to align them with other software systems at an additional cost of approximately £70,000 plus any inflationary increases. This then allows the G-Cloud Framework to be used to procure a new Housing IT system for April 2026. It is considered that this timeframe will allow sufficient time to finish the implementation of the existing repairs software systems, give time for the completion of a software specification, procurement of the system and then implementation by April 2026.

6.0 Financial Implications

- 6.1 The extension of the current MRI Mobile Working and Tenant Portal modules beyond March 2025 will require additional budgetary provision in the HRA of approximately £70,000 and is subject to the rate of inflation.
- 6.2 MRI is the HRA's core ICT system, budgets for all other modules currently used is provided for in the HRA Medium Term Financial Plan.
- 6.3 At present the budget position in the HRA Medium Term Financial Plan for 2025/26 is predicted to be a surplus balance of £347,000 this is subject to the impact from the Housing Services Review and the 30-year Business Plan.

7.0 Corporate Implications

Employment Implications

There are no direct employment implications contained in this report.

Legal Implications

The proposed contract extensions are compliant with the Council's Contract Standing Orders.

Corporate Plan Implications

The content of this report directly contributes to the aims within the Council Plan.

Risk Impact

The implementation of the actions dealt with in the report will assist in mitigating the risks associated with the performance of the Housing Service.

8.0 Community Impact

There are no direct community impact implications contained in this report.

Equality and Diversity Impact

There is no direct impact on any equality and diversity issues in this report.

Social Value Impact

There is no direct impact on any social value issues within this report.

Environmental Sustainability

There are no direct environmental sustainability impacts within this report.

9.0 Conclusions

- 9.1 The current ICT system contracts need to be extended to enable the licence periods to be aligned, the requirements properly specified for the future and procured to allow for future market testing and therefore the additional budgetary provision is required.

10.0 Background Papers

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 11
DATE OF MEETING:	25 APRIL 2024	CATEGORY: DELEGATED
REPORT FROM:	STRATEGIC DIRECTOR (CORPORATE RESOURCES)	OPEN
MEMBERS' CONTACT POINT:	DEMOCRATIC SERVICES 01283 59 5722/5889	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
Work Programme for the Municipal Year 2023/24**

Work Programme Area	Date of Committee Meeting	Contact Officer (Contact details)
Corporate Plan 2020-24: Performance Report (2022-2023 Quarter 4 – (1 April to 31 March)	08 June 2023	Clare Booth Corporate Performance & Policy Officer (01283) 595788
Consultation of Customer Access Strategy 2023-2026	08 June 2023	Catherine Grimley Head of Customer Services (07979149583)
Treasury Management Annual Report	20 July 2023	Charlotte Jackson Head of Finance Charlotte.jackson@southderbyshire.gov.uk
Final Revenue Budget Out-turn 22-23	20 July 2023	Charlotte Jackson Head of Finance Charlotte.jackson@southderbyshire.gov.uk
Final Capital Out-turn 22-23	20 July 2023	Charlotte Jackson Head of Finance Charlotte.jackson@southderbyshire.gov.uk
Corporate Plan 2020-24: Performance Report (2023-2024 Quarter 1 – (1 April to 30 June)	24 August 2023	Clare Booth Corporate Performance & Policy Officer (01283) 595788
Q1 Quarterly Budget Monitoring Report	24 August 2023	Charlotte Jackson Head of Finance Charlotte.jackson@southderbyshire.gov.uk

Q1 Treasury Management Report	24 August 2023	Charlotte Jackson Head of Finance Charlotte.jackson@southderbyshire.gov.uk
Comments, Compliments, Complaints and Freedom of Information Requests 01 October 2022 to 31 March 2023	24 August 2023	Tracy Bingham Strategic Director (Corporate Resources) Tracy.bingham@southderbyshire.gov.uk
Budget Setting Approach 2024/25	05 October 2023	Charlotte Jackson Head of Finance Charlotte.jackson@southderbyshire.gov.uk
Long Term Lease of Shardlow Allotments to Shardlow and Great Wilne Parish Council (Exempt)	05 October 2023	Sean McBurney Head of Cultural and Community Services Sean.mcburney@southderbyshire.gov.uk
Write off: Council Tax Business Rates Benefit Overpayment (Exempt)	05 October 2023	Catherine Grimley Head of Customer Services Catherine.grimley@southderbyshire.gov.uk
Sharpe's Pottery Heritage and Arts Trust (Exempt)	05 October 2023	Mike Roylance Head of Economic Development Mike.roylance@southderbyshire.gov.uk
Regrade of Post – Project Officer Environment (HO132) (Exempt)	05 October 2023	Paul Whittingham Head of Housing Paul.whittingham@southderbyshire.gov.uk
Outstanding Internal Audit Recommendations	05 October 2023	Tracy Bingham Strategic Director (Corporate Resources) Tracy.bingham@southderbyshire.gov.uk

Devolution Retrofit Funding	05 October 2023	Craig Lodey Low Carbon Homes Manager Craig.lodey@southderbyshire.gov.uk
IT Protocol	05 October 2023	Anthony Baxter Head of Business Change, Digital & ICT Anthony.baxter@southderbyshire.gov.uk
Q2 Quarterly Budget Monitoring Report	23 November 2023	Charlotte Jackson Head of Finance Charlotte.jackson@southderbyshire.gov.uk
Q2 Treasury Management Report	23 November 2023	Charlotte Jackson Head of Finance Charlotte.jackson@southderbyshire.gov.uk
Draft Consolidated Budget 2024-25	23 November 2023	Charlotte Jackson Head of Finance Charlotte.jackson@southderbyshire.gov.uk
Corporate Plan 2020-24: Performance Report (2023-2024 Quarter 2 – (1 July to 30 September)	23 November 2023	Clare Booth Corporate Performance & Policy Officer (01283) 595788
Service Base Budget 2024-25	11 January 2024	Charlotte Jackson Head of Finance Charlotte.jackson@southderbyshire.gov.uk
Council Tax Base 2024-25 and Surplus for 2023-24	11 January 2024	Charlotte Jackson Head of Finance Charlotte.jackson@southderbyshire.gov.uk

Leisure Management Contract Procurement (exempt)	11 January 2024	Sean McBurney Head of Cultural and Community Services Sean.mcburney@southderbyshire.gov.uk
CTS Banded Scheme	15 February 2024	Catherine Grimley Head of Customer Services Catherine.grimley@southderbyshire.gov.uk
Comments, Compliments, Complaints and Freedom of Information Requests 1 April 2023 to 30 September 2023	15 February 2024	Tracy Bingham Strategic Director (Corporate Resources) Tracy.bingham@southderbyshire.gov.uk
Capital Strategy, Treasury Management Strategy & Prudential Indicators	15 February 2024	Charlotte Jackson Head of Finance Charlotte.jackson@southderbyshire.gov.uk
Final Proposed Revenue Budget and Capital Programme 2024/25	15 February 2024	Charlotte Jackson Head of Finance Charlotte.jackson@southderbyshire.gov.uk
Local Plan Budget	15 February 2024	Steffan Saunders Head of Planning and Strategic Housing Steffan.saunders@southderbyshire.gov.uk
Legal and Democratic Services Resources (FMC1) (exempt)	15 February 2024	Charlotte Jackson Head of Finance Charlotte.jackson@southderbyshire.gov.uk
Corporate Resources Directorate Resources (FMC2) (exempt)	15 February 2024	Charlotte Jackson Head of Finance Charlotte.jackson@southderbyshire.gov.uk

Chief Executive Management Structure (FMC3) (exempt)	15 February 2024	Tracy Bingham Strategic Director (Corporate Resources) tracy.bingham@southderbyshire.gov.uk
Review of Communications Team (exempt)	15 February 2024	Fiona Pittam Head of Organisational Development and Performance Fiona.pittam@southderbyshire.gov.uk
Q3 Quarterly Budget Monitoring Report	14 March 2024	Charlotte Jackson Head of Finance Charlotte.jackson@southderbyshire.gov.uk
Q3 Treasury Management Report	14 March 2024	Charlotte Jackson Head of Finance Charlotte.jackson@southderbyshire.gov.uk
Medium Term Financial Strategy	14 March 2024	Charlotte Jackson Head of Finance Charlotte.jackson@southderbyshire.gov.uk
Sundry Debtor Write Offs (Exempt)	14 March 2024	Charlotte Jackson Head of Finance Charlotte.jackson@southderbyshire.gov.uk
Acquisition of Two Bungalows in Repton	14 March 2024	Eileen Jackson Strategic Housing and Development Manager Eileen.jackson@southderbyshire.gov.uk
Arts Melbourne(Exempt)	25 April 2024	Mike Roylance Head of Economic Development Mike.roylance@southderbyshire.gov.uk

Transformation 2020-2024 Review and Summary of Next Transformation Activities	25 April 2024	Anthony Baxter Head of Business Change and ICT Anthony.baxter@southderbyshire.gov.uk
Market Supplement Policy and Market Supplement Procedure	25 April 2024	Fiona Pittam Head of Organisational Development and Performance Fiona.pittam@southderbyshire.gov.uk
Levelling Up Fund (Exempt)	25 April 2024	Mike Roylance Head of Economic Development Mike.roylance@southderbyshire.gov.uk
Economic Development and Growth Service (Exempt)	25 April 2024	Mike Roylance Head of Economic Development Mike.roylance@southderbyshire.gov.uk
Environmental Health & Licensing software procurement	25 April 2024	Matt Holford Head of Environmental Services Matt.holford@southderbyshire.gov.uk
Discretionary Rate Relief application	25 April 2024	Catherine Grimley Head of Customer Services Catherine.grimley@southderbyshire.gov.uk
Benefits restructure proposal (Exempt)	25 April 2024	Catherine Grimley Head of Customer Services Catherine.grimley@southderbyshire.gov.uk
BCF Update (Exempt)	25 April 2024	Eileen Jackson Strategic Housing and Development Manager Eileen.jackson@southderbyshire.gov.uk

Customer Access Strategy	June 2024	Catherine Grimley Head of Customer Services Catherine.grimley@southderbyshire.gov.uk
Environmental Services Commercialisation Plan Review	July 24	Matt Holford Head of Environmental Services Matt.holford@southderbyshire.gov.uk
Climate and Environmental Action Plan Review	July 24	Matt Holford Head of Environmental Services Matt.holford@southderbyshire.gov.uk
Empty Homes Policy & Strategy	August 2024	Matt Holford Head of Environmental Services Matt.holford@southderbyshire.gov.uk
Proposed Policy for Paying Market Supplements	TBC	Fiona Pittam Head of Organisational Development & Performance Fiona.pittam@southderbyshire.gov.uk
Environmental Services Commercialisation Plan review	TBC	Matt Holford Head of Environmental Services Matt.holford@southderbyshire.gov.uk
Sustainable Energy Viability and Options Appraisal	March 2025	Matt Holford Head of Environmental Services Matt.holford@southderbyshire.gov.uk

