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Our Ref: DS
Your Ref:

Date: 5th June 2019

Dear Councillor,

Finance and Management Committee

A Meeting of the **Finance and Management Committee** will be held in the **Council Chamber**, on **Thursday, 13 June 2019 at 18:00**. You are requested to attend.

Yours faithfully,



Chief Executive

To:- **Conservative Group**

Councillor Watson (Chairman), Councillor Fitzpatrick (Vice-Chairman) and Councillors Angliss, Billings, Mrs. Brown, Ford, MacPherson and Roberts

Labour Group

Councillors Dr. Pearson, Rhind, Richards, Southerd and Taylor

AGENDA

Open to Public and Press

- 1 Apologies and to note any Substitutes appointed for the Meeting.
- 2 To note any declarations of interest arising from any items on the Agenda
- 3 To receive any questions by members of the public pursuant to Council Procedure Rule No.10.
- 4 To receive any questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 5 Reports of Overview and Scrutiny Committee
- 6 CORPORATE PLAN 2016-21 PERFORMANCE REPORT **4 - 24**
- 7 CORPORATE EQUALITIES ANNUAL REPORT 2018-19 AND ACTION PLAN 2019-20 **25 - 43**
- 8 ANNUAL HEALTH AND SAFETY REPORT 2018-19 AND ACTION PLAN 2019-20 **44 - 55**
- 9 COMMENTS, COMPLIMENTS, COMPLAINTS & FREEDOM OF INFORMATION REQUESTS **56 - 61**
- 10 THE FAIR FUNDING REVIEW **62 - 83**
- 11 COMMITTEE WORK PROGRAMME **84 - 89**

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 any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 14** LAND IN MELBOURNE
- 15** PREMISES AT WOODVILLE ROAD, OVERSEAL
- 16** DIRECT ACQUISITION OF FOUR BUNGALOWS IN REPTON
- 17** LAND DEAL TO DELIVER AFFORDABLE HOUSING AT ORCHARD STREET, NEWHALL
- 18** HUMAN RESOURCES SERVICE – FIXED TERM APPOINTMENT
- 19** BAD AND DOUBTFUL DEBTS

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 6
DATE OF MEETING:	13th JUNE 2019	CATEGORY: DELEGATED
REPORT FROM:	LEADERSHIP TEAM	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (01283 595811) Kevin.stackhouse@southderbyshire.gov.uk	DOC: S/council performance/corporate plan 2016 – 2021/performance reporting 2018 19/quarter 4
SUBJECT:	CORPORATE PLAN 2016-21: PERFORMANCE REPORT (YEAR END 2018/19)	
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: FM 13

1.0 Recommendations

- 1.1 That the Committee considers progress against performance targets set out in the Corporate Plan.
- 1.2 That the Risk Register and Action Plan for the Committee's services are reviewed.

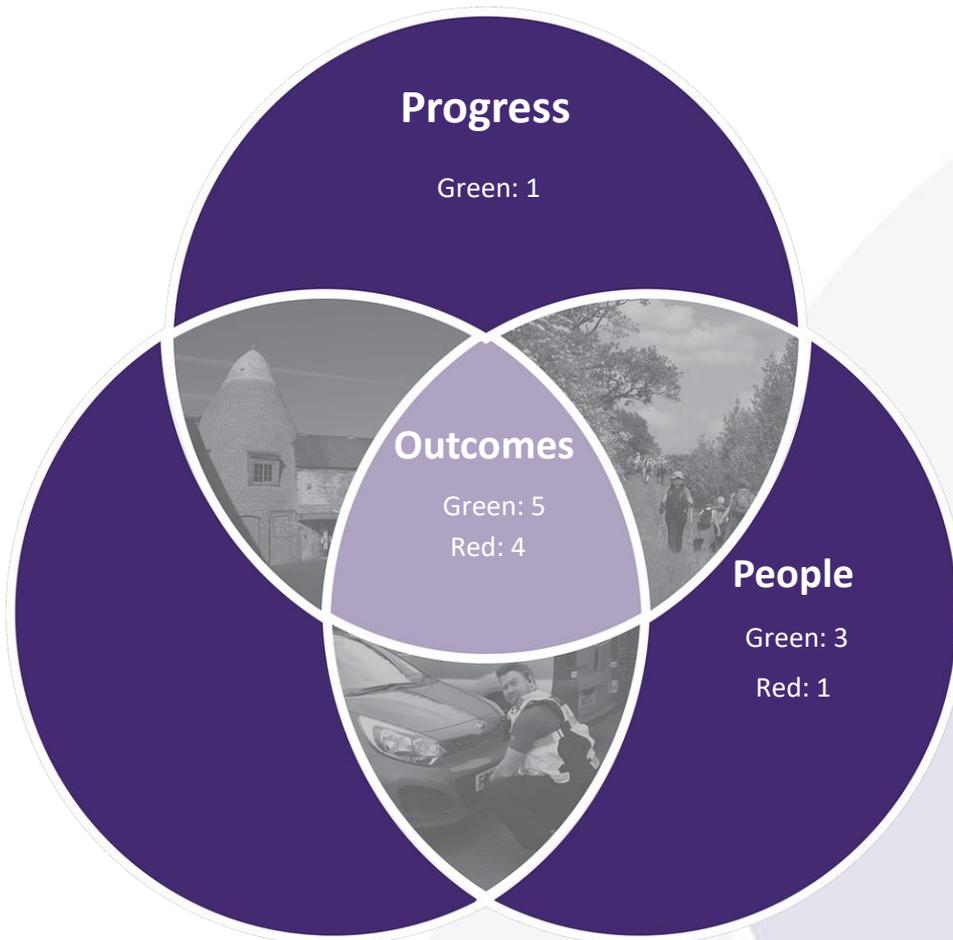
2.0 Purpose of Report

- 2.1 To report progress against the Corporate Plan for the year end performance under the themes of People, Place, Progress and Outcomes.

3.0 Detail

- 3.1 The Corporate Plan 2016 – 2021 was approved following extensive consultation into South Derbyshire's needs, categorising them under four key themes: People, Place, Progress and Outcomes. The Corporate Plan is central to the Council's work – setting out the vision and values for South Derbyshire and defining priorities for delivering high-quality services.
- 3.2 This Committee is largely responsible for overseeing the delivery of successful Outcomes. These are as follows:
 - Maintain financial health
 - Achieve proper Corporate Governance
 - Maintain customer focus
 - Be aware of and plan for financial, legal and environmental risks
 - Promote and enable active democracy
 - Enhance environmental standards
 - Maintain a skilled workforce
 - Promote inclusion

- 3.3 Of the 14 measures and projects under the jurisdiction of the Finance and Management Committee, nine are showing green and five are red.



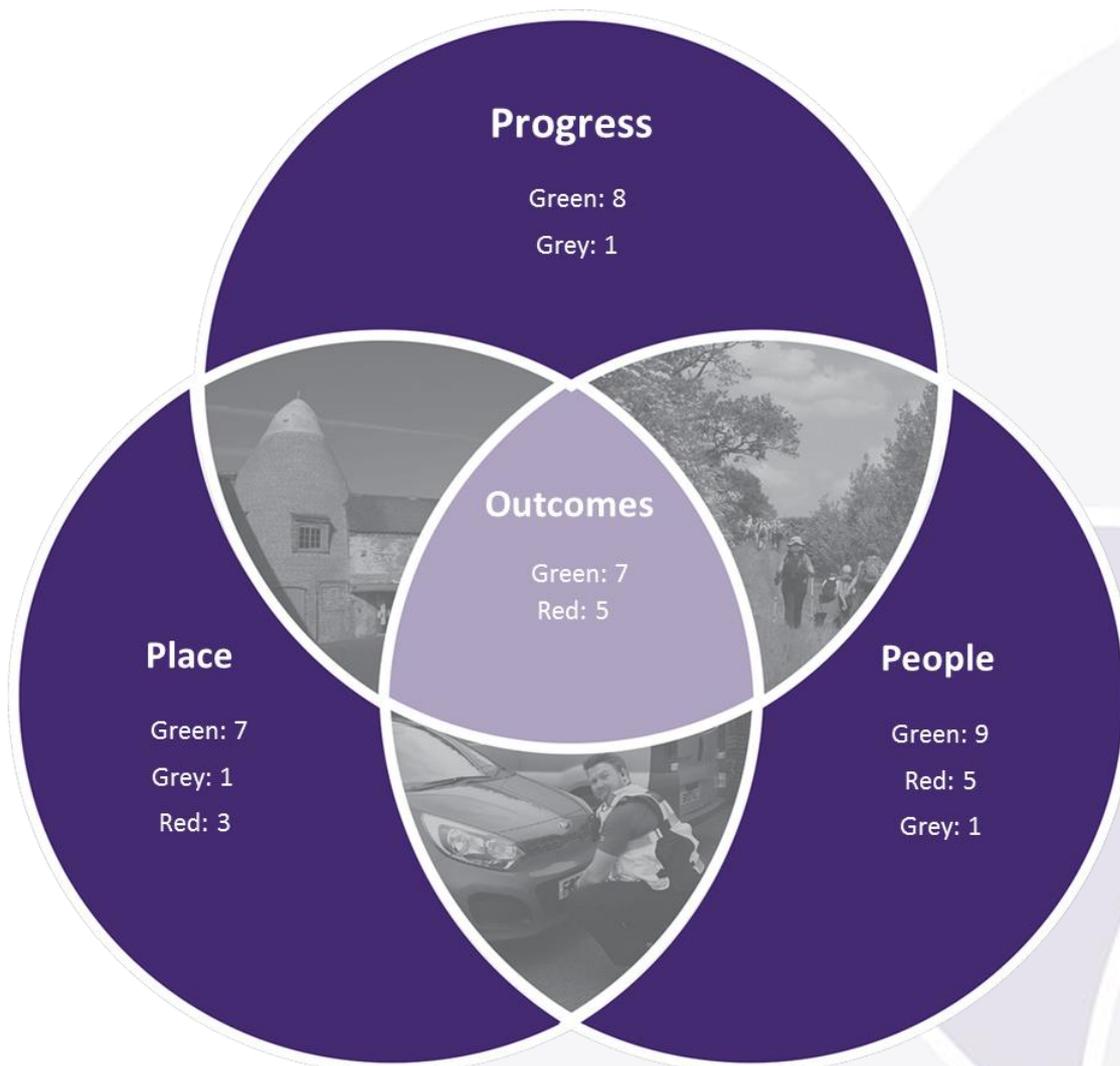
- 3.4 More information can be found in the Performance Board in **Appendix A**. A detailed breakdown of performance for Finance and Management is available in the Success Areas and Performance Action Plan documents (**Appendices B and C respectively**).

Risk Registers

- 3.5 The Risk Registers for the Committee's services are detailed in **Appendices D, E and F**. This includes the registers and risk mitigation plans for the Corporate Resources and Chief Executive's Directorate, together with the Council's Strategic Risk Register. These were amended from quarter two reporting onwards to make it easier to understand and to enable a consistent format for assessing and reporting risk across Policy Committees.
- 3.6 Each risk has been identified and assessed against Corporate Plan aims and are considered to be the most significant risks to the Council in achieving its main objectives. The Risk Registers detail a matrix to show how each identified risk has been rated. The Action Plan describes each risk, as well as mitigation measures in place and planned actions to minimise the likelihood of the risk occurring and/or its impact. The Action Plan also indicates whether the rating of a risk has changed since the previous quarter. The Committee is asked to review and challenge the risks identified.

4.0 Overall Council performance – Year End 2018/19

Of the 47 Council projects/measures, there are 31 green, three grey and 13 red at the end of 2018/19.



5.0 Financial and Corporate Implications

5.1 None directly.

6.0 Community Implications

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

7.0 Appendices

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

Theme	Ref	Key Aim	Strategic Measure / Project	Q4 target	Q4 performance	Year performance	Detail
Outcomes	O1	Maintain financial health	O1.1 Identify £1m of budget savings and additional income by March 31, 2023	O1.1 Detailed spending review and update projections for New Homes Bonus and Business Rates income following growth analysis.	As reported to Finance and Management Committee on 10 January 2019.		As reported to Finance and Management Committee on 10 January 2019.
Outcomes	O1	Maintain financial health	O1.2 Maximise rental income. Rent arrears as a % of rent due.	O1.2 Rent arrears as a % of the rent due. Target <2.5%.	2.26%	2.26%	We collected a cash amount of £6,032,872 from current tenants this year which is £129,074 more than 2017/18. Based on the latest benchmark position this result places us in Upper Quartile performance.
Outcomes	O2	Maintain proper corporate governance	O2.1 An unqualified opinion in the Annual Audit Letter. Annual target. F&M	O2.1 An unqualified opinion in the Annual Audit Letter. Annual target. F&M	Performance for the year previously reported.		As reported to Full Council on 20th September 2018, the Auditor gave a qualified, "except for" conclusion on the Council's Value for Money arrangements for 2017/18. - Action Plan submitted in Quarter 2
Outcomes	O3	Enhance environmental standards.	O3.1 Uphold strong environmental management standards.	O3.1 Implement the approved environmental management option.			ISO14001 recertification received in Nov 2018. Work is nearly complete in meeting all of the minor non-conformities and observations made during the audit
Outcomes	O4	Maintain a skilled workforce.	O4.1 The average working days lost per employee.	O4.1 less than 8 days per year (2 days per quarter). To be broken down into short and long term sickness absence.	2.93 days (1.69 days long term, 1.24 days short term). Target - 2 days.	11.38 days (6.82 days long term, 4.56 days short term). Target - 8 days.	See Action Plan
Outcomes	O4	Maintain a skilled workforce.	O4.2 Use the decision-making methodology identified by the Local Government Association review.	O4.2 Commence Local Government Association Peer Review	Review to be completed during 2019/20	Review of Councils' Management structure has been approved and implemented. The LGA review has been rescheduled and will be undertaken in October 2019.	See Action Plan
Outcomes	O5	Maintain customer focus.	O5.1 Expand services in the Customer Contact Centre and maintain facilities for face to face enquiries where required	O5.1 80% of telephone calls answered within 20 seconds.	76.60%	77.60%	See Action Plan - 77.60% was average achieved over the year
Outcomes	O5	Maintain customer focus.	O5.2 Expand services in the Customer Contact Centre and maintain facilities for face to face enquiries where required	O5.2 Call abandonment rate of less than 8% (Number of visitors to Civic Offices to be recorded).	8% (7997 customers visited)	7% (31,986 customers visited)	Abandoned rate target was reduced from 10%< to 8% < for 2018/19. This has still been achieved averaging 7% for the year
Outcomes	O5	Maintain customer focus.	O5.3 To gather customer satisfaction data in a cost effective way and use the data to manage and improve services	O5.3 Implement the new satisfaction data collection method. Submit report to H&CS Committee sharing the STAR Survey results and key actions. Incorporate into Corporate Action Plan for 2019/20			The STAR survey was completed and has been reported to members. A new forum for tenants was held during Quarter 4 from which a new Tenant Involvement Strategy will emerge during the first two quarters of 2019/20
Outcomes	O5	Maintain customer focus.	O5.4 To provide a value for money service that fully meets the needs of our tenants and delivers high levels of customer satisfaction	O5.4 Implement outcomes of review following committee.			See Action Plan - The Final Report and action plan was received from HQN during Quarter 4 and will be reported to Members during Quarter 1 of 2019/20
Outcomes	O6	Minimise business risks and realise the benefits of technological opportunities.	O6.1 Build IT infrastructure resilience to support change and minimise business risks.	O6.1 Q2-4 Support channel shift and mobile working projects.			New servers were procured before the end of the quarter with delivery expected Quarter 1 2019/20.
Outcomes	O6	Minimise business risks and realise the benefits of technological opportunities.	O6.2 Agree and deliver business change programme to support core objectives.	O6.2 Q2-4: Delivery of digital transformation, business improvement, service reviews and corporate transformation projects. Q4 Establish programme for 2019-2020 to help mitigate £1m estimated Medium Term Financial Plan revenue shortfall.			Business Cases are being completed for several core ICT systems to invest in hosted platforms. Current projects, including Planning and Land Charges system replacement are running according to schedule.
People	PE1	Enable people to live independently	PE1.1 % Of residents satisfied with the quality of their new home	PE1.1 >90%	100%	90%	The target has been achieved in spite of issues with current repairs contractors and contract supervision. We now have new contractors in place for cleaning services and repairs.
People	PE1	Enable people to live independently	PE1.2 Average time taken to re-let Council homes (excluding major voids)	PE1.2 <21 days.	53.3	40.8	See Action Plan
People	PE1	Enable people to live independently	PE1.3 Average length of time for current voids	PE1.3 <21 days.	99	99	See Action Plan
People	PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	PE2.1 Total number of tenancy audits completed.	PE2.1 250 Quarterly target	279	2215	See Action Plan
People	PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	PE2.2 Number of successful introductory tenancies	PE2.2 97%.	100%	97%	Improvements made to the rent recovery processes have supported this performance indicator.
People	PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	PE2.3 Average time for processing new Benefit claims.	PE2.3 <18 days.	18.5 days	17.5 days	Redesign of methodology necessary as indicator now adversely affected by Department of Work and Pensions (DWP) Universal Credit processing over which SDDC has no control. Performance however remains in national upper quartile .

People	PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	PE2.4 Average time for processing notifications of changes in circumstances.	PE2.4 <8 days.	4.1 days	6,4 days	Target met and performance remains in national upper quartile. However review of methodology required to avoid any potential negative impact of Universal Credit
People	PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	PE2.5 Successful roll out of Universal Credit in South Derbyshire.	PE2.5 Q4 Monitor progress and impact on throughputs, rent arrears and resources.			All targets met. Multi-agency welfare reform user group successfully established. Transitioning support arrangements to Citizens Advice effective from April 2019. Managed migration of remaining Housing Benefit cases to commence following DWP trial scheme in 2019
People	PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	PE2.6 Deliver the Pilot Hospital Avoidance Scheme	PE2.6 Q4 Launch Hospital Discharge scheme in South Derbyshire and sign and seal lease agreements			See Action Plan
People	PE3	Use existing tools and powers to take appropriate enforcement action.	PE3.1 Number of empty home intervention plans for dwellings known to be empty for more than two years.	PE3.1 ≥4	5	12	Of the 12 interventions, seven of the properties are confirmed as now being reoccupied, two are currently for sale, two have been sold and one is being redeveloped
People	PE4	Increase levels of participation in sport, health, environmental and physical activities.	PE4.1 Throughput at Etwell Leisure Centre, Green Bank Leisure Centre and Rosliston Forestry Centre.	Target for Rosliston = 45,000. Target for leisure centres - 172,108.	Rosliston 55,622 Visitors Leisure Centre participations 278,799	Leisure Centres 1,089,816 participations - Rosliston 213,389 visitors	Record numbers at both leisure centres and Rosliston Forestry Centre helped by good weather.
People	PE4	Increase levels of participation in sport, health, environmental and physical activities. H&CS	PE4.2 Delivery of the Physical Activity, Sport and Recreation Strategy.	PE4.2 Q4 Increase number of volunteers through Active South Derbyshire.			The number of volunteers / group members who have undertaken some form of training through Active South Derbyshire (ASD) offer has almost doubled for 2018-19. Volunteers have also increased in a range of areas including community groups and organisation, those supporting Get Active in the Forest and those through ASD are engaging through partners such as CVS. Environmental education project volunteering hours delivered over the course of the year equates to 862 hours.
People	PE5	Reduce the amount of waste sent to landfill.	PE5.1 Household waste collected per head of population (kg)	PE5.1 <100kgs.	92.27	413.85kg	
People	PE5	Reduce the amount of waste sent to landfill.	PE5.2 % of collected waste recycled and composted.	PE5.2 >45%	40%	45%	As reported previously, the exceptional dry spell resulted in less material for composting.
People	PE6	Develop the workforce of South Derbyshire to support growth.	PE6.1 Deliver the RISE project to help young people to flourish and achieve their potential.	PE6.1 Q4 Critically evaluate project and reach. Set action plan for 2019/20		Work progressed but in a slightly different direction than that originally anticipated	Raising Aspirations (RISE) project developed, awards event held and work to date has identified a need for further research and information to help inform the forward trajectory of the project. Q4 Social mobility work being further extended with partners and future actions within RISE to be determined following this.
Place	PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	PL1.1 Total number of affordable dwellings delivered.	PL1.1 >150 for the year.	45	219	During Q4, six units were delivered under shared ownership, 23 were affordable rent and 16 were social rent.
Place	PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	PL1.2 Number of new homes added to the HRA (this indicator incorporates new builds and also acquired properties into the HRA).	PL1.2 Proxy	0	0	Six units at Lullington Road are due to be completed by the end of June. This site was delayed due to Weston Power Distribution re: the relocation of the power supply. Two units at Aston On Trent are due to exchange contracts at the end of April and a further four units have been secured at Milton Road, Repton.
Place	PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	PL1.3 Relevant documents adopted	PL1.3 Submission of Local Green Spaces Document to the Planning Inspectorate			See Action Plan
Place	PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	PL1.4 Number of decisions made in time over number of decisions made	PL1.4 Target - 90%	85%	89%	See Action Plan
Place	PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	PL1.5 Maximise delivery of housing units	PL1.5 Q4 Report to E&DS committee on progress of housing delivery			Annual Monitoring Report reported to Environment and Development Services Committee on the 13th January 2019. Ongoing interventions, monthly update meeting with case officers held to review this situation.
Place	PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	PL1.6 Proportion of good quality housing development schemes (defined using Build for Life criteria) approved.	PL1.6 Target - 90%.		89% (8/9 schemes)	See Action Plan
Place	PL3	Help maintain low crime and anti-social behaviour (ASB) levels	PL3.1 Downward trend in fly-tipping incidents.	PL3.1 Target <688	171 (target <173)	642 (target <688)	At year end there has been a 9.3% reduction in fly tipping compared to 2017/18 and a 15.4% reduction compared to 2016/17
Place	PL3	Help maintain low crime and anti-social behaviour (ASB) levels	PL3.2 Number of ASB incidents in Swadlincote Centre (reported as a rolling figure)	PL3.2 <400 incidents per quarter	337	337	Due to cold winter weather, few major issues in the Town Centre during Quarter 4. Plans are being worked on to be more proactive to combat likely increase in anti-social behaviour brought about by the warmer weather in Spring and Summer.
Place	PL4	Connect with our communities, helping them feel safe and secure.	PL4.1 Review and update existing plan. Develop and deliver action plan.	PL4.1. Q4 Deliver online safety campaign as part of Safer Internet Day 2018. Review Partnership Plan and develop action plan for 2019/20.			Plan reviewed, refreshed and published. Safer internet packages sent to all schools in District and social media campaign completed. Minor changes made to the plan including updating the Chair of the Community Safety Partnership (CSP), updated the Derbyshire operational and community risks. Provided overview of action taken by the CSP over the last 12 months and provided a performance report with statistics.
Place	PL5	Support provision of cultural facilities and activities.	PL5.1 Promote participation in cultural activities and provide quality facilities to support communities.	PL5.1 Q4 Progress construction of new Stenson Community Facility	Handover of centre from developer scheduled for end of April. Preparations for fitting out prior to opening in hand.	Progress made on all key facilities and activities	Core cultural facilities and activities progressed or delivered as required including key events and build of Stenson Fields Community Centre.

Place	PL6	Deliver services that keep the District clean and healthy.	PL6.1 Invest additional resources in street scene services and maintain and improve standards as the District grows.	PL6.1 Q3 and Q4 New performance monitoring in place.			Additional performance measures in place. % of grounds maintenance cuts completed in accordance with Service standard. % of fly tips removed within 48 hours. LEQS undertaken by Keep Britain Tidy. Provisional targets of 85% for fly tips and 90% for grounds maintenance have been set.
Progress	PR1	Work to attract further inward investment.	PR1.1 Net additional commercial/employment floor space created	PR1.1 Number of Square metres (proxy). E&DS		-25,020 m2	This is an annual figure that reflects the loss of some units to housing developments. There is a lot of additional floorspace in recent consents but this indicator only looks at completions.
Progress	PR2	Unlock development potential and ensure the continuing growth of vibrant town centres.	PR2.1 Undertake a five-year progress review of strategy	PR2.1 Q4 Implement committee decisions.			Approval granted to progress initiatives including: Town benchmarking - annual monitoring of key indicators and views; and, the creation of a new Community Safety Enforcement Warden post focused on the town centre.
Progress	PR2	Unlock development potential and ensure the continuing growth of vibrant town centres.	PR2.2 Vacant premises in Swadlincote, Hilton and Melbourne .	PR2.2 - Proxy To be reported twice a year.		100%	Melbourne: vacant units: three, = 5.5%; Swadlincote: vacant units: eight, = 6.3%; Hilton: vacant units: one, = 7.14%
Progress	PR2	Unlock development potential and ensure the continuing growth of vibrant town centres.	PR2.3 Pursue the development of transport solutions for a West Link (Swadlincote, Newhall, Ashby, Melbourne, East Midlands Airport) in collaboration with East Midlands Enterprise Gateway	PR2.3 - Seek approval for involvement and potential investment from Elected Members and set project milestones accordingly.			Approval granted by F&M Committee. Interested operators have submitted proposals to the East Midlands Enterprise Gateway partnership. Points of further detail and clarification are currently being pursued to identify the funding gap.
Progress	PR3	Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists.	PR3.1 Promote entrepreneurial opportunities to improve employability skills and raise awareness of self-employment.	PR3.1 Q4 Develop and implement a workshop for educational institutions to explore setting up a tourism business/activity as part of Tourism week.			Fourteen students from William Allitt School visited the Hilton Hotel at St George's Park as part of Tourism Week to learn about careers in the sector, visiting the departments and meeting the staff. The students were able to attend the morning staff briefing which they found particularly interesting.
Progress	PR5	Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	PR5.1 Food businesses which have a Food Hygiene Rating score of five.	PR5.1 >83%.	85.20%	85.20%	At the year end the proportion of businesses with a five rating is the highest it has ever been
Progress	PR5	Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	PR5.2 Registered food businesses active in the District	PR5.2 ≥810.	842	842	
Progress	PR5	Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	PR5.3 Guidance offered to businesses or people thinking of starting a business (through the South Derbyshire Business Advice Service).	PR5.3 Target Q4 40.	82	266	82 advisory sessions were undertaken in Quarter 4 and a total of 266 in 2018/19. 'Thinking of Starting a Business?' workshop held in Swadlincote attracted 38 participants. 'New roads to Japan - forging better business links through the Toyota-Derbyshire Partnership' event held with Japan Local Government Centre.
Progress	PR5	Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	PR5.4 Deliver the Community Partnership Scheme and award capital funding totalling £250k to meet local need.	PR5.4 Q4 Hold third grant panel. Submit report of successful applicants to Committee.			15 Projects funded over the course of the year. Smallest project funded was £1,980 and several received the maximum grant of £25,000. All £250,000 allocated to Capital Projects across the District. Committee reports detailing funded recommended projects completed after each Panel

Appendix B



Multi-agency

Universal Credit (UC)

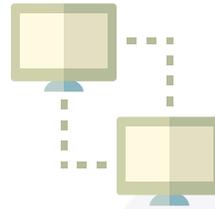
Multi-agency Welfare Reform user group successfully established.



7,997

Visitors

Number of face-to-face visitors helped at the Civic Offices during quarter four.



IT services

Infrastructure

New servers procured to strengthen ICT and technological platforms.



6.4 days

Target - <8 days

Time to process a change in Benefit circumstances was an average 7.8 days.



Rent

Amount collected

£6,032,872 collected from current tenants this year, which is £129,074 more than in 2017/18.

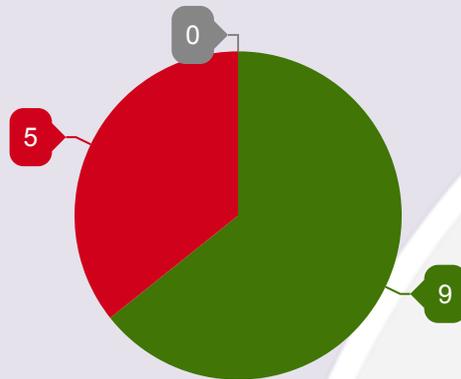


15

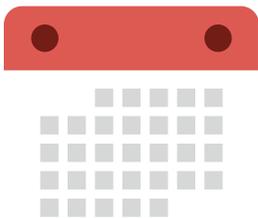
Projects helped

£250,000 allocated under the Community Partnership Scheme to projects across the District.

Performance Overview



Green (64.29%) Red (35.71%) Grey (0%)



17.5

Target - <18 days

New claims processed in an average of 17.5 days, which is an Upper Quartile result.



7%

Target - <8%

Number of calls abandoned. Target for 2017/18 was <10%.



2.26%

Target - <2.5%

Rent arrears as a percentage of rent due. This is an Upper Quartile result.



£1 million

Financial management

As reported to F&M committee in January, £1m budget savings and income achieved.

Appendix C

There are four actions for Finance and Management

Theme - Outcomes

Action - O4.1 The average working days lost per employee

Target vs performance - Less than two days per quarter, an outturn of an average of 2.93 days per employee (made up of 510 days long term and 373 days short term).

Trend (compared to last year) - The number of working days lost to sickness absence for the year 2018/19 was on average 11.38 days per employee an improvement on an average of 11.63 days per employee in 2017/18.

Background – Strengthen measures and support employees to reduce absence due to sickness/ill health

Key actions underway

An internal working group of employer and employee representatives, led by the Strategic Director (Service Delivery), are meeting to consider a range of measures to address the current levels of absence. The focus for the group has been stated as 'improving attendance' with an emphasis centred around the highest incidences of sickness absence such as those related to mental health and musculoskeletal along with reviewing existing employment procedures to provide a rounded view of actions to be progressed.

An action plan has been developed and contact has been made with different partners to identify initiatives to be progressed. Training has been provided in Mental Health First Aid with four people now available as points of contact; Mental Health Awareness for Managers with 17 attendees and another course scheduled for May 2019; general Mental Health Awareness attended by 24 employees; Body MOT's for 20 front line workers have been provided along with mandatory training in attendance management and health and safety. Further training has been scheduled in suicide awareness and a coaching network for managers to support them in the role dealing with mental health in the workplace. In addition, a review of the Attendance Management Procedure has been completed and formal consultation with the Trade Unions commenced. There is a dedicated site on the intranet containing supporting materials and resources around mental health and employee wellbeing. The Five Ways to Wellbeing campaign (5WTWB) is also being promoted internally with support from the Health Partnership Manager and Derbyshire County Council. National initiatives are also being promoted such as Mental Health Awareness Week and



11.38

The average
working days lost
per employee

**Target <8
days**

Dementia Awareness (May 2019).

Opportunities/risks

Sickness absence will lead to disruptions in service delivery and affect individual and team performance. Whilst employees are still paid during a period of absence (although this can reduce in periods of longer absence) extra costs can be incurred to cover the duties of absent colleagues.

Having effective practices and processes in place to manage the health and well-being of the workforce promotes a positive workforce environment and early, preventative action to improve levels of performance and attendance at work.



**Target -
Commence
Local
Government
Association
Peer Review**

Theme - Outcomes

Action – O4.2 Use the decision-making methodology identified by the Local Government Association review.

Target vs performance – Commence Local Government Association Peer Review, not achieved

Background – The Local Government Association (LGA) has been employed to conduct an independent review of the Council's existing management structure and arrangements. Representatives from the LGA completed interviews and submitted initial proposals to the Chief Executive in quarter one of 2018/9. These were considered by the Chief Executive and Leadership Team with a report approved by Finance and Management Committee on November 29, 2018 for consultation with employees and Trade Unions. A final report to implement a new Senior Management Structure was approved by Finance and Management Committee on February 14, 2019.

Key actions underway

Assimilation interviews have been completed for the Heads of Service posts as detailed in the report approved by Elected Members on February 14th with any vacant posts now being advertised externally. The new Heads of Service commenced employment in the new roles with effect from April 1, 2019.

Due to the additional time taken to complete the Senior Management Review, the LGA Peer Review has had to be rescheduled and will be undertaken in October 2019.

Opportunities/risks

The Decision Making Accountability process is designed to further improve the services we deliver to our residents and communities and to develop a Council which is fit for the future. The aim is to ensure the Council continues to have organisational structures which are effective and provide clear roles that are efficient in their use of management resources. This includes strengthening management accountabilities, processes and ways of working so the Council is best placed up to meet future challenges. The LGA Peer Review will provide the

Council with an independent assessment of the new structure and how effective it should be in dealing the targets set down in the Corporate Plan.



Theme – Outcome

Action – O5.1 Expand services in the Customer Contact Centre and maintain facilities for face to face enquiries where required

Target vs performance Target > 80% for all calls answered within 20 seconds
Performance for Q4 = 76.6%. Year performance = 77.60%.

Trend (compared to last quarter) - Q3 target met achieving 81.3%.

Background - January and March are always extremely busy months for Customer Services.

In early January, we receive a high volume of calls due to the Christmas closure period and in mid- January, a high volume of Council Tax reminders are issued, again resulting in a high volume of calls.

March is always the busiest time of year due to annual billing of Council Tax and Benefit assessments.

As well as the above, there has been long-term sickness in Customer Services with two staff members, as well as short-term sickness. A member of the team also transferred to work in Revenues on February 1.

Key actions underway

We have now recruited and the new member of staff started work on March 3. Training is currently underway.

Opportunities/risks

There is still a potential risk due to movement to Revenues following re-structure and we may have to back-fill with a temporary worker. However, once new staff are fully trained the risk should be minimal.

We are still looking to improve processes by further use of new technology such as webchat and through the integration of systems, as well as exploring homeworking for staff.

77.6%

80% of telephone calls answered within 20 seconds.

Target <80%



0

PE2.6 Hospital Avoidance Scheme - Pilot

Theme - People – Enabling People to Live Independently.

Action - PE2.6 Hospital Avoidance Scheme - Pilot

Target vs performance - The scheme was planned to launch January 2019. Progress has been made in terms of initial meetings, project approvals and

Deliver the Pilot Hospital Avoidance scheme across Derbyshire. Saving the NHS bed days and cost (£).

progress reports to Derbyshire County Council including the creation of a ring fenced budget to support the set up and first years delivery. However, the units still need to be identified and refurbished. The practical tasks associated with the setup of the scheme are not on track.

Trend (compared to last quarter) - Progress is being made and all parties are committed to delivering this scheme. However, establishing the scheme has been time consuming and there has been limited capacity to move this project forward, which has now been addressed in Quarter 1 of the current year.

Target 2

Background - The Hospital Avoidance scheme was approved back in July 2018 and is directly aligned to the principles of the Better Care Funding (BCF) requirements to keep people living in their homes for longer and preventing non-elective admissions and Delayed Transfers of Care (DTC) from hospital. The scheme is primarily managed by Adult Care which leases the two units and pay rent to the Council on a quarterly basis. Adult Care works in conjunction with the Discharge Team at Derby and Burton Hospitals and decide which patients would benefit from this type of respite accommodation. The Council's role is to facilitate the lease of the two units, maintain the furnished properties and provide housing related support (up to 10 hours per week). This includes re-housing advice, benefits, signposting and liaison with other Council departments to enable the patient returns home.

Key actions underway

- Identification of two suitable Council properties during Q1 to utilise for the scheme (Occupational Therapist to confirm suitability on behalf of Adult Care).
- Ring fenced £100k budget set aside in the Capital Programme to fund the refurbishment cost and the uplift in salary required to provide the housing related support. This will be carried over to 2019/20 – (following approval at BCF Board in April 2019).
- Meetings held with Public Health and Adult Care to agree the referral process and joint working protocol arrangements with a view to going live in July 2019.

Opportunities/risks

This is the first Hospital Avoidance scheme to be piloted in Derbyshire (there are two schemes operating in Nottinghamshire) and there is the potential to create a template scheme for other Local Authorities to follow in the future. With the health and housing links now more established, it creates an opportunity for the Council to influence the wider health and wellbeing agenda by focusing on housing interventions as a return on investment for health by creating considerable savings (in this case for non-elective admissions £1,100 and acute bed days saved £350 per day). By calculating the savings at the end of each quarter a quantitative figure can be presented to the BCF Board and used to justify the ongoing scheme costs.

In terms of risk, the key identified risks to the Council are outlined below:

- The scheme being underutilised by Adult Care / Health or oversupply if

- other providers are creating similar schemes.
- Future funding arrangements if BCF does not continue in its current format.
 - Delays associated with creating the Service Level Agreement / Lease Agreement with Adult Care.
 - Reputational risk if the Council does not deliver the scheme.
-

CHIEF EXECUTIVE’S RISK REGISTER (AS AT Q4 2018/19)

Appendix D

Risk	Rating and Current Position	Risk Treatment	Mitigating Actions	Change since last Quarter
CE1. Failure of tourism partnerships leading to an adverse impact on businesses in visitor economy.	Likelihood is unlikely and impact is moderate.	Tolerate the current situation and keep under review.	<ul style="list-style-type: none"> • Proactive engagement in partnerships and with individual partners • Commitment of officer time and resources to partnership activities • Monitoring of projects and performance 	No change to rating or treatment.
CE2. Failure of the South Derbyshire Partnership, leading to non-delivery of the community’s vision and priorities set out in the Community Strategy	Likelihood is unlikely and impact is moderate.	Treat the risk through continuous action and review.	<ul style="list-style-type: none"> • Proactive support for partnership • Commitment of officer time and resources to partnership facilitation • Engagement of partners in policy making and project design and delivery 	No change to rating or treatment.
CE3. Failure of Sharpe’s Pottery Heritage & Arts Trust, leading to a loss of service to visitors and residents through the Tourist Information Centre.	Likelihood is medium and impact is moderate.	Treat the risk through continuous action and review.	<ul style="list-style-type: none"> • Officer advice and support available to Trust <ul style="list-style-type: none"> • Member involvement in Trust Board • Monitoring of services and performance, including Service Level Agreement and Work Programme 	No change to rating or treatment.
CE4. Poor quality performance data.	Likelihood is unlikely and impact is moderate.	Treat the risk through continuous action and review.	<ul style="list-style-type: none"> • Reviewed quarterly as part of the performance reporting process. • Methodology statements compiled and continually monitored and updated <ul style="list-style-type: none"> • Annual data quality audit undertaken. 	No change to rating or treatment.
CE5. Failure of joined up Council approach to effectively manage the election process and canvassing.	Likelihood is unlikely and impact is moderate	Treat the risk through continuous action and review.	<ul style="list-style-type: none"> • Elections Project Team in place and meets regularly with representatives from all services involved. • Arrangements in place for local election on 2nd May and European elections on the 23rd May. 	New risk

CHIEF EXECUTIVE'S RISK MATRIX (as at Q4 2018/19)

Likelihood		Impact			
		1 Minor	2 Moderate	3 Significant	4 Catastrophic
4 High					
3 Medium		CE3			
2 Low					
1 Unlikely		CE1, CE2, CE4 and CE5			

- CE1 Failure of tourism partnerships leading to an adverse impact on businesses in visitor economy.
- CE2 Failure of the South Derbyshire Partnership, leading to non-delivery of the community's vision and priorities set out in the Community Strategy
- CE3 Failure of Sharpe's Pottery Heritage & Arts Trust, leading to a loss of service to visitors and residents through the Tourist Information Centre.
- CE4. Poor quality performance data.
- CE5. Failure of joined up Council approach to effectively manage the election process.

CORPORATE RESOURCES RISK REGISTER (AS AT Q4 2018/19)

Appendix E

Risk	Rating and Current Position	Risk Treatment	Mitigating Actions	Change since last quarter
<p>1 Universal Credit (UC) – the implementation of UC could have an impact on resources in Benefits and Customer Services.</p>	<p>Currently being rolled out but impact on local resources currently limited.</p> <p>The potential impact could be greater from the next stage of implementation, but this has now been delayed by the Government.</p>	<p>Treat the risk through continuous action and review.</p>	<p>The impact of welfare reform to date has been incremental and has not had any significant impact directly on staffing resources. The impact is currently being managed within existing resources and this includes supporting claimants and signposting them to Citizens Advice.</p> <p>UC was rolled out to all new claimants in South Derbyshire from November 2018. The roll out for existing claimants was expected to commence in July 2019 and be fully implemented by December 2023 for all working age claimants. The Government is currently in the process of suspending this timetable pending a pilot to migrate 10,000 people from “legacy benefits” onto UC as a “test and learn approach”.</p> <p>It is considered that a full roll-out of UC would likely reduce the amount of housing benefit claims being processed. In this case, it is anticipated that spare capacity will be utilised to support claimants as they switch to and manage UC. Staff levels will be kept under review.</p>	<p>No change to rating or treatment.</p>
<p>2 Fraudulent activities – the possibility of fraud being undetected.</p>	<p>National studies show fraud leads to a significant loss of resources within the Public Sector as a whole. The likelihood is considered high due to fraud being detected locally.</p>	<p>Treat the risk through continuous action and review.</p>	<p>Public agencies such as the DWP and HMRC increasingly share data with local authorities on a real time basis. This allows compliance checks to take place to spot and eliminate the potential for fraud and error in a timely manner.</p> <p>The Council works in partnership with other Derbyshire authorities who share a software package that enables data matching in Council Tax and Business Rates.</p> <p>Single Person Discount checks on Council Tax are also</p>	<p>No change to rating or treatment.</p>

			<p>regularly undertaken.</p> <p>In addition, the Council has a Shared Service Arrangement with Derby City Council which delivers a dedicated Fraud Unit. This Unit is resourced to prevent and detect fraud across all services, including raising awareness amongst Council Officers.</p> <p>The performance of the Fraud Unit is measured and reported to the Finance and management Committee on a quarterly basis.</p> <p>Their Annual Work Programme is considered and approved by the Audit Sub-Committee.</p>	
<p>3 The Directorate is responsible for providing a procurement service. Given the specialised and regulatory nature, there is a risk of not having resources to enable good quality advice and support for Services.</p>	<p>The Council does not have its own procurement department but currently has access to support and advice so the likelihood is considered low.</p>	<p>Treat the risk through continuous action and review</p>	<p>The Council is part of a Shared Service Arrangement with other Derbyshire Agencies. The Service commenced in January 2018 for a three year term. As per the Service Level Agreement, performance is monitored on an ongoing basis.</p>	<p>No change to rating or treatment.</p>

STRATEGIC RISK REGISTER (UPDATED AS AT Q4 2018/19)

Appendix F

Risk	Rating and Current Position	Risk Treatment	Mitigating Actions	Change since last Quarter
<p>1 Funding - a reduction in core spending power.</p>	<p>There have been on-going reductions in national resources but receipts are increasing locally through the New Homes Bonus and Council Tax. There is some uncertainty regarding the future allocation of the New Homes Bonus from 2020/21 and the Retention of Business Rates. The Government is currently consulting on a Fair Funding Review, the outcome of which is due to be implemented from April 2020.</p>	<p>Treat the risk through continuous action and review.</p>	<p>The Medium Term Financial Plan (MTFP) was updated, considered and approved by the Committee in February 2019. Overall, there continues to be a relatively healthy financial position into the medium-term. Longer-term budget savings may be required although General Reserves are currently adequate to finance projected deficits and known financial risks are being provided for in the MTFP.</p>	<p>No change to rating or treatment.</p>
<p>2 The economy - the impact of the national economic situation locally.</p>	<p>Currently, the local economy is relatively strong and growing. A rise in interest rates would have a low impact due to the Council's debt structure and would increase returns on current investments. However, the impact of the UK leaving the EU on local development and business, together with the Council's Treasury Management operations, remains uncertain.</p>	<p>Tolerate the current situation and keep under review.</p>	<p>It is considered that the Council is undertaking as much action as is reasonably possible at this stage to mitigate any risk, but the position is being kept under review.</p> <p>On-going budgets for income from planning fees, land charges, etc. together with the New Homes Bonus and Council Tax receipts are set at levels below current actuals, leaving some room for the effect of any significant downturn in the local economy.</p> <p>The MTFP is not reliant on interest rates increasing from the current level to generate revenue. Any increase would be a direct benefit to the Budget.</p> <p>A significant amount of Debt is at fixed interest rates and is affordable within the Housing Revenue Account's financial plan. The Council's investments are being kept</p>	<p>No change to rating or treatment.</p>

			<p>under review pending the final Exit Deal from the EU.</p> <p>The Council's Property Strategy has focused on ensuring the Council's assets are being positioned to react to local investment opportunities, including land assembly and joint ventures. The redevelopment of Cadley Park is progressing as planned.</p> <p>There is on-going dialogue through the Derby and Derbyshire Economic Prosperity Board to access funding and with developers to look at alternative options for regeneration in Swadlincote. Funding through the One Public Estate has been secured.</p> <p>Additional resources have been generated from the 100% Business Rates Retention Pilot in 2018/19 and this is being set-aside to support future economic regeneration.</p>	
<p>3 Technology and data - keeping pace with developments together with the management and security of data.</p>	<p>ICT Strategy in place with on-going development. The Council is PSN (Public Sector Network) and GDPR compliant. However, some technological opportunities are being missed and there is reputational damage and a possible fine should a data breach occur.</p>	<p>Treat the risk through continuous action and review</p> <p>Aspects of this risk are also transferred as they are insured perils with the Council's Insurers.</p>	<p>Investment continues to be made in upgrading the ICT infrastructure and network to ensure PSN compliance. An annual independent audit is undertaken each year to test the Council's compliance with PSN.</p> <p>An annual internal audit review tests the robustness of systems and the infrastructure with recommendations to strengthen the ICT environment being monitored by the Audit Sub-Committee.</p> <p>Regular training and briefings given to Elected Members and Officers to raise awareness of data and security issues. An E-learning package has been rolled out for Council Officers.</p> <p>The Council's Data Protection Officer has been appointed by the Council who reports directly to the Leadership Team on matters concerning Information Governance.</p> <p>Following previous malware virus attacks, additional measures have been implemented to restrict Internet access to certain sites, together with implementing</p>	<p>No change to rating or treatment</p>

			<p>additional monitoring controls to detect and prevent virus attacks.</p> <p>Resources have been set-aside for Business Change with ICT a fundamental part of that change. Projects to migrate to a new Microsoft platform, greater use of digital technology, together with an upgrade of devices, are all projects currently in progress.</p>	
<p>4 Business continuity - arising from the loss of the main Civic Offices, ICT capability, together with a major displacement of the workforce or a fuel shortage, etc.</p>	<p>A live issue continues to be the potential impact of a “No Deal Brexit” on the Council’s Services.</p>	<p>Treat the risk through continuous action and review.</p> <p>Aspects of this risk are also transferred as they are insured perils with the Council’s Insurers.</p>	<p>Business continuity and Emergency Plans are in place and regularly reviewed in accordance with the Civil Contingencies Act. Regular meetings and training exercises take place with other agencies in Derbyshire.</p> <p>An ICT Disaster Recovery (DR) solution is in place off-site. Data is also backed-up and stored in a secure off-site facility outside of the immediate region.</p> <p>Provision for home-working and remote access is in place. Comprehensive insurance in place with insurers providing support to secure temporary accommodation if required.</p> <p>As regards a “No Deal Brexit” Council Officers have attended multi-agency meetings in Derbyshire and the wider East Midlands to assess the potential impact and planned actions with other agencies. The Council has also convened meetings of its Business Continuity Group to review the immediate effect on the Council and planned actions. The situation is being kept under review.</p>	<p>No change to rating or treatment</p>
<p>5 Capacity and resilience - recruitment, retention and development of the workforce and dealing with additional demand for services.</p>	<p>There are some issues in specific areas but this is not universal or in larger service areas. Resources set-aside and being invested to expand service provision and develop the workforce.</p>	<p>Treat the risk through continuous action and review.</p>	<p>During 2018/19, there have been restructures in Revenues and Benefits, Financial Services, Planning Services, together with Legal/Democratic Services. These restructures have provided additional resources and capacity in these particular services.</p> <p>A restructure of the Council’s Senior Management was implemented on 1 April 2019. The aim of the new structure is to create resilience in service provision with the creation of new Head of Service posts, including</p>	<p>No Change to rating or treatment</p>

			<p>two new posts to focus on Organisational Development, together with Community and Cultural services.</p> <p>The restructure has also combined resources to from a centralised Business Change team to support business transformation across the Council.</p> <p>The proposals also aim to strengthen recruitment and retention of senior staff.</p>	
<p>6 Voluntary and community sector - a reduction in resources for partners who deliver services with or on behalf of the Council.</p>	<p>Evidence that this is occurring with CVS and Citizens Advice having core funding reduced.</p>	<p>Tolerate the current situation and keep under review.</p>	<p>It is considered that the Council is undertaking as much action as is reasonably possible at this stage to mitigate the risk.</p> <p>The Council's current grant funding has been maintained and been increased in 2019/20 by 2% for all supported organisations.</p> <p>Spending can be refocused to meet external funding requirements and is project-based.</p> <p>Dedicated officer time in place to support the voluntary sector and local organisations. Council Officers currently working with Sharpe's.</p> <p>CVS have undertaken research into the impact of the services it delivers across the district and this information will inform the targeted delivery of services moving forward.</p>	<p>No change to rating or treatment.</p>
<p>7 Terrorism and potentially violent situations – as a public body there is a potential for the Council and its workforce to become a target.</p>	<p>From time to time, members of the workforce do face individual threats in the course of undertaking their duties.</p>	<p>Treat the risk through continuous action and review.</p> <p>Aspects of this risk are also transferred as they are insured against.</p>	<p>Lone working systems in place which have recently been enhanced by the implementation of a 'Solo-Protect.' system.</p> <p>A Potentially Violent Persons Policy and Risk Register is in place.</p> <p>Alarms and warning system in place in Civic Offices.</p> <p>Following receipt of a suspect package which was dealt with at the time, an investigation was undertaken by an Page 23 of 29 expert and the Council has implemented the suggested recommendations to amend its operational procedures.</p>	<p>No Change to rating or treatment.</p>

8 Statute and regulation – the failure to meet requirements.	There is no recent evidence to suggest any significant issues; the impact would depend on the nature of the failure.	Treat the risk through continuous action and review.	This applies to many Council services. In general, the necessary skills and resources are in place to ensure that the Council meets its statutory duties. In addition, the Council's Constitution, policies and procedures aim to support strategic and regulatory delivery.	No change to rating or treatment.
9. Health and Safety – the potential to contravene regulations through bad practice.	Due to the continuing focus on Health and Safety, the likelihood of a major incident is low, but the impact could be significant.	Treat the risk through continuous action and review	<p>The Council employs a corporate Health and Safety Officer.</p> <p>An on-going training programme is in place for all staff and in particular for parts of the workforce where there is a greater risk of an incident.</p> <p>Accidents and near misses are logged, reported and reviewed corporately and any major incidents are investigated to review procedures.</p> <p>Risk assessments are regularly undertaken and procedures updated when necessary.</p>	No change to rating or treatment.
10. Managing the environmental impact of incidents across the District.	There is no recent evidence to suggest any significant issues, the likelihood of any environmental impact is low but the impact could be significant.	Treat the risk through continuous action and review.	<p>The Council has plans in place through Emergency Planning to manage the environmental impact of any incidents across the District. This includes flooding, air/water pollution, weather related incidents and contaminated land.</p> <p>In October 2018, the Council was accredited to the prestigious international ISO14001 standard for the tenth year in a row.</p>	No change to rating or treatment.

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 7
DATE OF MEETING:	13th JUNE 2019	CATEGORY: DELEGATED
REPORT FROM:	LEADERSHIP TEAM	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (01283 595811) Kevin.stackhouse@southderbyshire.gov.uk	DOC:
SUBJECT:	CORPORATE EQUALITIES ANNUAL REPORT 2018/19 AND ACTION PLAN 2019/20	
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE:

1.0 Recommendations

- 1.1 That Elected Members approve, for publication, the Corporate Equalities Annual Report for 2018/19. This is attached in Appendix A.
- 1.2 That Members approve the Corporate Equalities and Safeguarding Action Plan for 2019/20, attached in Appendix B.

2.0 Purpose of Report

- 2.1 To seek approval for the Corporate Equalities Annual Report 2018/19. This will be published on the Council's website.
- 2.2 To approve the Corporate Equalities and Safeguarding Action Plan for 2019/20.

3.0 Detail

- 3.1 The Equality Act 2010 places a duty on public bodies such as the Council to consider the needs of all individuals in its day-to-day work when developing policies, delivering services and in relation to its own employees.
- 3.2 The Act includes the Public Sector Equality Duty. Those subject to the Equality Duty must, in the exercise of their functions, have due regard to the need to:
 - eliminate unlawful discrimination;
 - advance equality of opportunity between people who share a protected characteristic and those who do not;
 - foster good relations.
- 3.3 To demonstrate compliance, the Council must publish relevant and appropriate information. This can be evidenced in a variety of ways, such as the minutes of a meeting or the publication of data, providing it is accessible to the public.

3.4 The publication of the Corporate Equalities Annual Report (Appendix A) shows the impact of the Council's approach to employment on its staff and how service users are affected by its policies and practices.

3.5 A number of case studies have been included in the Corporate Equalities Annual Report to showcase our work.

3.6 **Activities planned for 2018/19**

The Council will continue to deliver activities in line with its Equalities Policy.

These are described in Appendix B but include:

- Delivering the Armed Forces Covenant obligations;
- Taking an improved approach to tenant involvement following the STAR survey results;
- Continuation of the homelessness and Welfare Reform work;
- Publishing the Pay Gender Gap and devising an action plan to address findings.
-

4.0 **Financial Implications**

4.1 There are no direct financial implications associated with this report.

5.0 **Corporate Implications**

5.1 The Council's commitment and approach to having due regard to the Equality Duty is set out in its Policy Statement and Corporate Equalities Annual Report.

6.0 **Community Implications**

6.1 In supporting our vision of making 'South Derbyshire a better place to live, work and visit,' the Council has a number of 'values' that lie at the core of everything it does. These help us to make a difference for both our employees and our communities within South Derbyshire.

6.2 The Council wants all of its communities to be strong places of togetherness and belonging. This is again demonstrated in the Corporate Equalities Annual Report.

7.0 **Appendices**

Appendix A – Equalities and Safeguarding Annual Report 2018/19

Appendix B – Equalities and Safeguarding Action Plan 2019/20



**South
Derbyshire**
District Council

Corporate Equalities Annual Report 2018/19



Introduction

The Equality Act 2010 places a duty on public bodies such as South Derbyshire District Council to ensure they consider the needs of individuals in their day-to-day work when developing policies, delivering services and in relation to their own employees. The Act includes the Public Sector Equality Duty, which replaced the former duties relating to race, disability and gender equality.

Public Sector Equality Duty

The Equality Duty was developed in order to harmonise the equality duties and to extend them across all protected characteristics. Those subject to the Equality Duty must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

Having 'due regard' is an important part of the duty and means consciously thinking about the three aims of the Equality Duty as part of the decision-making process.

The Act states that meeting different needs involves taking steps to take account of disabled people's disabilities. It describes fostering good relations, tackling prejudice and promoting understanding between people from different groups. It states that compliance with the duty may involve treating some people more favourably than others.

Specific Equality Duties

In addition to the general duties outlined above, 'specific duties' have been introduced to help public bodies achieve the aims of the general duties. Under the specific duties, we must:

- Publish information to demonstrate compliance with Equality Duty annually
- Adopt and publish equality objectives that must be reviewed at least every four years. This was last undertaken in April 2016.

How this report is organised

This report is designed to highlight what we have done to meet the Equality Duty during 2018/19 and to demonstrate how we have continued to play our part in helping to make society fairer by tackling discrimination and providing equality for all.

The first section (page three) demonstrates how we have met the Equality Duty. Some of the work is ongoing. The second section (page 10) looks at the progress we have made in relation to meeting our equality objectives.

Information in relation to our employees can be found in our Workforce Profile.

1. Public Sector Equality Duty

This section of the report demonstrates how we are meeting or have met the Equality Duty in 2018/19.

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity
- Foster good relations

Eliminating discrimination, victimisation and harassment

Area covered	Supporting information
<p>Governance arrangements and local ‘champions’</p>	<p>In order to take forward issues within the Council and the local community we maintained the practice of having Elected Member champions for equalities and diversity and safeguarding.</p> <p>Corporate Equalities and Safeguarding Group (CESG) - Chaired by the Strategic Director (Corporate Services), the group includes the Elected Member champions and service level representatives.</p> <p>The main focus of the CESG is to ensure the Council meets its duty under the Equality Act 2010 and to champion the authority’s work relating to this. Its aims include:</p> <ul style="list-style-type: none"> ▪ Monitor the Annual Equalities and Safeguarding Action Plan as approved by the Finance and Management Committee; ▪ Co-ordinate the Annual Equalities Report to satisfy the requirements of the Equality Act 2010; ▪ Review safeguarding incidents as reported by the Council’s Safeguarding Officer; ▪ Share information across the Council regarding equalities, fairness and safeguarding; ▪ Consider and act on any matters arising from other forums and external agencies regarding equality and safeguarding matters; ▪ Ensure that relevant legislative changes and new initiatives are implemented across the Council as required; ▪ Receive and consider information on the Council workforce and propose actions to address areas of under representation or inequality. <p>During 2018/19 the Terms of Reference for the group were reviewed and changes made to reflect the work of the group against a backdrop of new legislation and responsibilities. They will be reviewed every two years.</p>

<p>Promoting and maintaining high standards of conduct by Elected Members and employees</p>	<p>We require all:</p> <ul style="list-style-type: none"> ▪ election candidates to sign a compact which includes a commitment to reject all forms of discriminatory violence, harassment and unlawful discrimination ▪ staff who recruit for the Council to take part in training covering equalities ▪ employees to treat others with respect and not discriminate unlawfully against any person ▪ contractors to abide by our Equalities Statement as a minimum. <p>We have developed policies and procedures to tackle discrimination, victimisation and harassment.</p> <p>For instance:</p> <ul style="list-style-type: none"> ▪ providing training in relevant policies and procedures for staff and Elected Members. In 2018/19, 38 people attended Equalities and Fairness Training ▪ standards of conduct and all relevant equalities policies and procedures are covered in inductions for new employees ▪ recording and monitoring all reports of harassment. <p>In 2018/19 as part of a conscious effort to show that we treat customers, suppliers and each other appropriately, the Council formulated an Ethics Statement that sets out our morals, known as ethics when they apply to behaviour at work.</p>
<p>Comments, complaints and compliments</p>	<p>We receive a variety of comments, complaints and compliments each year in relation to our services. We regularly monitor these to help improve our services and put right any mistakes we have made.</p> <p>During 2018/19, there were six (3) comments, 97 (88) complaints and 132 (159) compliments (2017/18 figures shown in brackets).</p> <p>Analysis of the complaints shows that none allege unfair treatment or discrimination. All are in relation to the services provided.</p>
<p>Safeguarding</p>	<p>Our responsibilities for ‘safeguarding’ are set out in our Safeguarding Children, Young People and Vulnerable Adults Policy.</p> <p>During 2018/19:</p> <ul style="list-style-type: none"> ▪ Six Safeguarding training sessions were organised and attended by a total of 136 delegates. ▪ The Safer South Derbyshire Partnership took “Your Choice” into all four South Derbyshire secondary schools. This covers both knife crime and hate crime. ▪ 33 staff from the Active Communities and Health Partnership attended Safeguarding training provided by an external supplier.

Safer South Derbyshire Partnership

The Safer South Derbyshire Partnership is a statutory partnership formed under the Crime and Disorder Act 1998.

All of the priorities within the Safer South Derbyshire Partnership Plan are delivered in accordance with the overarching principles as set out in the Derbyshire Strategic Threat and Risk Assessment. Within the plan, one of the Priorities is Protecting Those Most at Risk.

Eliminating discrimination, victimisation and harassment case study Our Ethics Statement



As part of a conscious effort to show that we treat customers, suppliers and each other appropriately, the Council now has an Ethical Statement that sets out our morals, known as ethics when they apply to behaviour at work.

We work with private, public and non-profit sectors to provide a range of services to the community and everyone involved can expect high standards of behaviour from Officers.

As an organisation the Council respects, applies and complies with the law, supports human rights and equal opportunity, protects the environment, achieves operational excellence and works for the benefit of the community.

Aligned with the Employee Code of Conduct, the Ethics Statement is based on a number of key principles and sets out standards of conduct that meet these principles and statutory provisions applicable to government activities.

The Ethics Statement provides clear guidelines on what is expected of us. It is based on a number of key principles and sets out standards of conduct that meet these principles.

The key principles are: Integrity, Accountability, Leadership, Respect, Selflessness, Honesty, Impartiality and Openness.

A poster showing our Ethical Standards has been created and copies have been displayed on noticeboards around Council buildings.

The Ethics Statement is available to everyone on the intranet and an article on the online news service was published to make everyone aware of this.

Eliminating discrimination, victimisation and harassment case study

MENTAL HEALTH AWARENESS

As a Council we want our employees to have as many opportunities and as much advice and support as possible to help to keep a healthy body and mind and we want to ensure that if they are affected by mental health issues that they are not being discriminated against.

The Council recognises it is a most important issue and is making progress with initiatives to raise awareness, become more competent in dealing with mental health issues and providing the right culture for employees to have the confidence to come forward to openly disclose any support they may need.

To support this, various initiatives have been put in place to support staff, such as training, access to counselling support and wellbeing activities.

A section on the Council's intranet, Better Online, has been created to provide information to staff on subjects including ways to improve their wellbeing and how they can contact a trained Mental Health First Aid colleague to gain additional support and information.

A series of documents has been made available, including ones on how to manage and reduce stress and a list of counselling services. Information on easy steps that can be taken in order to improve how people feel each day have been provided through a Five Ways to Wellbeing initiative.

A Mental Health Awareness course for Managers was held at the Civic Offices in 2018/19. The full-day session was designed to provide knowledge and skills for managers/team leaders and supervisors to recognise the signs of mental health in the workplace and provide appropriate support for employees. It covered ways to:

- Increase understanding and knowledge of mental health and the role that managers play;
- Ensure managers are aware of your legal and statutory obligations in relation to mental health conditions;
- Build confidence in taking positive action to support employees with mental health issues to remain at work or return at the earliest opportunity.

Training was also provided to enable staff to become Mental Health First Aiders. As a result, the Council now has four trained members of staff from around the organisation to whom employees can chat about their mental health in complete confidence.

The course covered ways to build confidence in taking positive action to support employees with mental health issues.



Advancing Equality of Opportunity

Area covered	Supporting information
<p>Corporate policies, vision and values</p>	<p>Our Corporate Plan 2016 - 2021 sets out plans and priorities for delivering local services. One of the key outcomes centres on equality and diversity.</p> <p>The South Derbyshire Partnership is committed to planning for the kind of future our communities want. During 2017/18 the Partnership refreshed its strategy, with an event staged to enable people to find out more about the partnership’s work, its achievements and plans for the future. It will be reviewed again in 2020.</p> <p>Our Equalities Statement outlines our ongoing commitment to advancing equalities and fairness while celebrating the diversity of South Derbyshire.</p>
<p>Other policies, plans and strategies</p>	<p>During 2018/19 we have developed a Slavery and Human Trafficking Statement and staff guidance on Modern Day Slavery has been produced.</p> <p>Key staff from the Council’s Housing and Environmental Health teams have been on training provided by Derbyshire County Council.</p>
<p>Making services accessible to all</p>	<p>Section 165 and Section 167 of the Equality Act 2010 came into force on April 6, 2017 and aims to prevent discrimination against wheelchair users by private hire drivers.</p> <p>Section 167 gives us the power to make a list of wheelchair accessible vehicles so that wheelchair users are made aware of the accessibility of private hire vehicles within South Derbyshire.</p> <p>The current list of wheelchair accessible vehicles that we licence is available on our website.</p>
<p>Making our website comply with Equalities needs and requirements</p>	<p>Our current website was launched in October 2017.</p> <p>It is coded to nationally accepted accessibility standards:</p> <p>WACG guidelines - Level AAA W3C / WAI testing methodology for HTML5</p> <p>It also has several clearly marked, additional features to support those with visual impairments.</p> <p>These features have been introduced as a result of extensive research, usability testing, data analysis and online feedback.</p>

Advancing equality of opportunity case study

SPRINGBOARD

During 2018/19, 22 of South Derbyshire District Council's (SDDC) employees from throughout the organisation with colleagues from elsewhere in Derbyshire successfully completed the Springboard Programme.

Springboard is designed to help women take more control over their career development by identifying practical and realistic steps that they want to take and then building the skills and confidence to take them.

The women from SDDC attending came from a mixture of posts within the organisation, including admin assistant and manager. They were joined for the four full-day workshops of the programme by nine members of staff from the Peak District National Park Authority (PDNPA).



Each of the workshops, run at Oakland Village in Swadlincote, has been led by Vanessa Boon, Founder MD of Energise - people development & diversity, and has also included a guest speaker, either from SDDC, PDNPA or from an external organisation.

Alongside the guest speakers, the workshops have involved motivational trainer inputs, activities in pairs and working in small groups. Subjects covered included setting goals, the influence of stereotypes, assertiveness and networking. The workshops themselves provided an opportunity to network with other women.

On completing the programme, all SDDC delegates were presented with their certificates by Allison Thomas, Strategic Director (Service Delivery) and Theresa Reid, Head of Human Resources at the Peak District National Park Authority gave the PDNPA staff their certificates.

Feedback from those who attended was very positive. One said: “The course opened my eyes and made me appreciate more my fellow female colleagues more than I realised.

“I have found myself taking more of an interest in other people and giving praise and compliments more than I would have.

“I really enjoyed the inspirational speakers at each session and something I will take with me from the course is to network more, volunteer for more things, to ask 'stupid' questions, push myself out of my comfort zone as often as I can and believe in myself!”

Another commented: “The course has allowed me to reflect on my past choices and given me the confidence to develop my career.

“The course has perhaps shown me more that today is the most important day to make a change not tomorrow or next week. I believe this course has given me the confidence to expect more of myself and the world around me.”

Fostering good relations

Area covered	Supporting information
Signposting to support groups, voluntary organisations and other partners for help and assistance	<p>Our website includes a page dedicated to volunteering to raise awareness of support groups and voluntary organisations that provide advice and support to different sections of the community.</p> <p>External links are also provided to a talking newspaper and books to enable people who are blind, have a visual impairment or find it difficult to hold a book to enjoy newspapers and reading material in an accessible format.</p>
Community Engagement	<p>Community Engagement encourages individuals to make a real contribution to the decisions that affect their homes and communities.</p> <p>Involvement means that customers are able to provide us with a valuable source of feedback, which improves services.</p>
Social cohesion and celebrating diversity	<p>We:</p> <ul style="list-style-type: none"> ▪ raise awareness ▪ promote understanding ▪ get actively involved in local and national activities, events, campaigns, festivals and commemorations <p>We develop and hold arts and recreational initiatives with our partners to celebrate and promote diversity through mediums including dance, music and sport. Examples include Orchard Day celbHolocaust Memorial Day tree.</p>
Communities Forum	<p>Together with South Derbyshire CVS, we established the Communities Forum to address equality and diversity issues.</p> <p>Membership includes voluntary sector organisations and interest groups who represent individuals discriminated against because of their gender, sexual orientation, ethnicity, religion, age, physical or mental disability.</p> <p>The forum provides training and advice sessions for voluntary and community groups and provides them with opportunities to network.</p>
Understanding our diverse communities	<p>We access Census and other socio-economic demographic data to inform our work.</p> <p>We publish information about the make-up of our communities, such as area profiles, plans and strategies, and highlight any inequalities or issues to be addressed.</p>

Fostering good relations case study Safer Homes

Safer Homes South Derbyshire is a free service to improve security and make sure older (aged 60+), disabled or vulnerable people who live in South Derbyshire feel safe in their homes.

The operative plays a significant role in fostering good relations with residents, both through the work of this project and as a result of assisting with other community projects such as Bike Marking and providing Van Alarms at events with the police.

He has helped put up signage including ones relating to nuisance motorbikes in anti-social behaviour (ASB) hotspot areas and has leaflet-dropped in areas where a distraction burglary has occurred.

Safer Homes was set up and is managed by the Safer South

Derbyshire Partnership. It works to improve security in the homes of victims of crime, the elderly (over 60) and vulnerable by installing additional door and window locks and other safety equipment free of charge. Free crime prevention advice is also given out.

It is operated on a day-to-day basis by South Derbyshire CVS.

2018/19 saw an increase in the number of visits with 53 more carried out than in 2017/18. There were 416 visits in 2018/19 compared with 366 in 2017/18, representing an increase of 15%.

The feedback from service users has been excellent, clearly demonstrating that this project fosters good relations as well as meeting our Equality Objective of “Protect and support the most vulnerable”.

Comments received include one from a service user from Swadlincote who said: “I think it is a very good service, thank you very much. It will help me feel safer at night.”

Another, from Hilton, said: “I am so impressed with the service I received, it is lovely to feel safe in my home.”

A client from Aston-on-Trent added: “The worker arrived on time and proved extremely helpful in terms of sound advice and installation of security equipment.

“I am very satisfied and can/will highly recommend to others.”



“Very friendly representative. Fitted the door chain quickly and cleanly. Gave lots of advice. Will recommend your services to our friends.”

Safer Homes service user

2. Equality Objectives

This section of the report demonstrates how we are meeting or have met our Equality Objectives in 2018/19.

Our Equality Objectives were identified through consultation with residents and partners and are set out in the Council's Sustainable Community Strategy 2009 - 2029, an overarching policy framework for our Corporate Plan.

They are:

Objective 1: Provide accessible services which reflect the needs of South Derbyshire residents.

Objective 2: Protect and support the most vulnerable, including those affected by financial challenges.

Objective 3: Enable people to live independently.

Objective 1: Provide accessible services which reflect the needs of South Derbyshire residents	
Area covered	Supporting information
Community Engagement	<p>We have a group of tenants involved in various aspects of housing service delivery. During the year we introduced a task and finish approach to involvement at the request of the involved tenants.</p> <p>During 2018/19:</p> <ul style="list-style-type: none"> • We sent out the STAR Survey (Survey of Tenants and Residents) to all our tenants to find out what they think about us. • Young people from across South Derbyshire have been involved in community work to raise their awareness of the importance of community spirit. • Working in partnership with our Publications Panel of tenants, we produced and published Housing Services' Annual Report. • We ran community and consultation projects.
Sports, leisure and recreational activities	<p>We ensure our sports and leisure provision reflects the needs of 'protected' groups and our Sport and Health Strategy aims to support the delivery of local and national objectives, including:</p> <ul style="list-style-type: none"> • Young people participation and volunteering • Adult participation and volunteering • Reaching communities - addressing local needs

Objective 1: Provide accessible services which reflect the needs of South Derbyshire residents

Housing allocations and homelessness

We have a statutory responsibility to manage and review the housing waiting list.

We allocate all our properties through '[choice-based lettings](#)'.

Everyone applying for a place on our waiting list is put into a priority band depending on need. If potential tenants see a property they are interested in, they are allowed to 'bid' for it. The 'bidder' with the greatest housing need is allocated the property.

We work with partners to provide advice and assistance for a wide variety of issues and to prevent homelessness. We raise awareness of other organisations that can help and provide links to them from our website.

Our Homelessness Prevention Strategy sets out how we're working to reduce and prevent homelessness.

The Housing Advice and Options Team provides free information, assistance and specialist advice to landlords, tenants and owner occupiers to help prevent homelessness.

The team can:

- negotiate with friends and family on behalf of residents to enable them to stay where they are for longer while we help them to find something more suitable
- provide debt counselling services with independent financial advisors
- negotiate with residents' landlords if they have arrears
- see whether residents are eligible for mortgage advice
- help tenants to find a rented property in the private sector, in some cases we can help with a deposit
- help residents to apply for social housing
- help single people to access hostel accommodation
- provide practical help and support if a resident needs to leave home because of violence or abuse.

The number of people on the housing register at 31st March 2019 was 701 (644 in the previous year).

We have accommodated many applicants throughout the year in our own stock, which is brought to a 'fit to let' standard before being offered to potential new tenants.

Assistance is also provided to people in finding accommodation in the private sector through our Housing Options service and Home Swapper schemes.

Objective 2: Protect and support the most vulnerable, including those affected by financial challenges

Area covered	Supporting information
Dementia Action Alliance	We are a member of the South Derbyshire Dementia Action Alliance (DAA) . Its actions this year have included helping deliver a programme of activities for Dementia Awareness Week.
Universal Credit	<p>Universal Credit, one of the changes to the Benefits system under the Welfare Reform bill, was added to the agenda of the Corporate Equalities and Safeguarding Group agenda as a standing item.</p> <p>With rollout starting in November 2018, a plan for raising awareness and offering support was drawn up and a multi-agency Welfare Reform group was created.</p> <p>Actions to have come out of that include running a drop-in advice and support session event in partnership with the Department for Work and Pensions and Trident Reach.</p>
Safer Places scheme	The Safer Places scheme, supported by the leading national charity MacIntyre , aims to keep vulnerable adults safe if they feel scared, threatened or are in trouble while out and about.

Protect and support the most vulnerable case study Benefit enquiry

Our Customer Services team members have all attended safeguarding courses and are very familiar with appropriate action if they have any concerns about visitors to the Civic Offices.

This proved extremely useful in 2018/19, particularly in a case where an elderly male customer approached reception to ask for help with Benefit forms. When the team member explained what he needed to do, he said he “could not cope” and was “very depressed and felt suicidal”.

The receptionist immediately made a safeguarding referral but could not get the case out of her mind.

She talked to her manager about the case and the two of them approached the Council’s Safeguarding Officer for advice. He suggested that knowing the area in which the resident lived, they could try to identify his GP surgery.

Phone calls were made, and they managed to speak to his doctor. The surgery said they would contact the man concerned immediately.

He has since returned to the Civic Offices to thank our team for their support and understanding.

Objective 3: Enable people to live independently

Area covered	Supporting information
<p>Adapting homes</p>	<p>We offer a range of locally determined ‘discretionary’ grants or provide assistance through loans and equity release products or a combination of both. Details on providing housing assistance are contained in our Private Sector Housing Policy documents.</p> <p>Residents who have problems managing their home because they have a disability can access various types of help, such as making minor adaptations to their homes. For instance, grab rails, stair rails and lever taps can be fitted to help around the home. See the case study on Page 15 for an example.</p> <p>If the property is rented from us minor adaptations can be requested directly. Homeowners or tenants who rent from private landlords need to contact Social Services.</p> <p>For major adaptations, residents can apply for a Disabled Facilities Grant to help pay for the works, such as installing a stair lift and widening doorways.</p> <p>If a home cannot be reasonably adapted, there is an option to consider moving to a more suitable property, where a Disabled Relocation Grant may be available to help with costs involved.</p>
<p>Supported housing schemes</p>	<p>Supported housing schemes consist of flats, bed sits and bungalows, which have:</p> <ul style="list-style-type: none"> • Access to the services of an off-site Careline Support Coordinator (CSC) • Their own private facilities <p>Supported housing is designed for people who are:</p> <ul style="list-style-type: none"> • Of pensionable age • Nearing pensionable age and whose circumstances would benefit from the services offered within sheltered housing • Able to live independently but would benefit from the services provided by the scheme <p>Careline is located at Oakland Village in Swadlincote. CSCs offer support and advice and act on residents’ behalf to get help from other organisations, such as Social Services.</p> <p>CSCs can help with other housing issues such as repairs and maintenance and tenancy issues.</p>

Case study: Enable people to live independently

Housing adaptations

Our Housing Adaptations Team works to support as many tenants as possible to live independently in their homes for as long as possible.

It provides adaptations and other aids to those who are elderly, disabled, physically impaired, have long-term medical conditions or who have other needs and would benefit from aids to help in their day-to-day lives.

There are plenty of examples of how their work helps people to continue to live independently, here is just one.

Council Flat adaptation for a disabled tenant

The Housing Adaptations team had a referral from a Community Care Worker (CCW) requesting that a stair lift and level access shower be provided for a resident at her flat in Woodville.

When they attended a joint meeting on site, it was apparent that the tenant was very anxious about the proposed changes.

After the initial visit, Housing Services' Technical Officer went above and beyond and not only issued drawings and a specification for the works but offered additional information and advice.

He took photographs of completed adaptations at other properties to provide the resident with a better understanding of what to expect and provided practical advice about what would happen whilst the work was underway.

The officer also liaised with contractors and ensured that the resident was kept informed about when the works would be completed, visited her flat to see how the work was progressing, and that she was satisfied so far.

When the adaptation was completed, the officer visited for a final time to make sure that the works had been completed in line with the specification, and the job was signed off.



Disabled Facilities Grants are made available to help pay for alterations that assist with getting into or around the home such as ramps, stairlifts and level access showers.

The Disabled Facilities Grant is available for owner/occupiers, private tenants, Council tenants and housing association tenants.

Aim	Action	Lead Officer	Completion
Protect and support the most vulnerable, including those affected by financial challenges	Plan and deliver a campaign around Mental Health Awareness Week. Provide training in mental health awareness/suicide awareness for managers and staff.	HR Health Partnership Manager Communications Team	May 2019
Eliminate discrimination, victimisation and harassment	Make Modern Day Slavery guidance available to staff and deliver training/updates	Communities Manager	June 2019
To meet the requirements of the Public Sector Equality Duty. Monitor and report progress	Produce and publish the Corporate Equalities Annual Report	Strategic Director (Corporate Resources)	June 2019
Protect and support the most vulnerable, including those affected by financial challenges	Continuation of the homelessness and Welfare Reform work	Housing Services Customer Services	March 2020
Foster good relations	Deliver the Armed	Communities	March 2020

	Forces Covenant obligations		
Eliminate discrimination, victimisation and harassment	Publish the Pay Gender Gap and devise an action plan to address findings; consider extension of reporting to cover other protected characteristics such as ethnic origin, disability etc.	HR	January 2020
Enable people to live independently	Continuation of mental health housing support worker and of Better Care Funded work - disabled facilities grants etc.	Housing/ Strategic Housing	March 2020
Eliminate discrimination, victimisation and harassment	Introduce and promote SignLive	Customer Services	December 2019
Foster good relations	Develop improved approach to tenant involvement following the STAR survey results	Housing	December 2019
Eliminate discrimination, victimisation and harassment	Carry out a review of flexible working offered and design of job roles	HR	March 2020

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 8
DATE OF MEETING:	13th JUNE 2019	CATEGORY: DELEGATED
REPORT FROM:	STRATEGIC DIRECTOR (CORPORATE RESOURCES)	OPEN
MEMBERS' CONTACT POINT:	TONY GUEST, HEALTH & SAFETY OFFICER (01283 595872) antony.guest@southderbyshire.gov.uk	DOC:
SUBJECT:	ANNUAL HEALTH AND SAFETY REPORT 2018/19 AND ACTION PLAN 2019/20	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: FM 17

1.0 Recommendations

- 1.1 That the key health and safety achievements and performance for the year ending 31 March 2019 are noted.
- 1.2 That the Health and Safety Action Plan for 2019/20 as detailed in Appendix 2 is approved.

2.0 Purpose of the Report

- 2.1 To provide an overview of the Council's health and safety performance for 2018/19 and detail the approach taken in enabling managers and employees to understand and fulfil their health and safety duties and responsibilities.
- 2.2 The Health and Safety Action Plan proposed by the Health and Safety Committee for 2019/20, is attached at **Appendix 2** and sets down the priorities for this year.

3.0 Detail

- 3.1 In June 2018, this Committee approved the Health and Safety Action Plan for 2018/19 that set out a number of actions to continually improve and enforce the importance of good health and safety management practice at work.
- 3.2 Progress against the Action Plan is reviewed monthly by the Strategic Director (Corporate Resources) and the Health and Safety Committee that meets quarterly. Two Elected Members as Health and Safety Champions, Councillor P Watson and Councillor S Taylor, were members of the Health and Safety Committee for 2018/19.
- 3.3 Professional support and advice for managers, employees and partners of the Council is provided by the Health and Safety Officer who is part of the Organisational Development and Performance Unit.

4.0 Main Achievements

4.1 Actions under the agreed Health and Safety Action Plan were progressed as scheduled unless otherwise agreed.

Incident reporting

4.2 The consistent monitoring, investigation and taking appropriate actions following any incident/accidents within the Council are one of the key requirements for good health and safety practice. Any incident that results in an employee being unable to work for seven consecutive days, results in a fatality and/or specified injuries (such as fractures, amputations) are classed as a 'RIDDOR' and are reported to the Health and Safety Executive (HSE) which is the government agency that deals with health and safety matters nationally. (*RIDDOR stands for Reportable Injuries, Diseases and Dangerous Occurrence Regulations*).

4.3 As well as reporting those that result in an injury to an employee or member of the public, it is also important to record any 'near misses'. These help to identify any potential risks to others and enable managers to review and update existing work practices.

4.4 As required by the HSE, incident/accident reporting has focused on work related incidents. This approach was adopted by the Council from April 2016 and shows a decrease in the number of recorded incidents overall. However there has been an increase in incidents over the last three years as summarised below.

- Year 2018/19 - 33 Incidents
- Year 2017/18 - 25 Incidents
- Year 2016/17 - 20 Incidents
- Year 2015/16 - 56 Incidents (*reporting criteria changed*)

4.5 Using this method enables a clear focus on actions that can be taken to improve working practices, where additional training is required or different resources/equipment can be used.

4.6 The total number of work related incidents for the year 2018/19 was 33 of which three were RIDDOR reportable. These are shown in **Appendix 1**. It should be noted that these figures include five work related near misses and exclude non work related incidents as noted above.

RIDDORs

4.7 There were three RIDDOR reportable accidents during the year.

- One staff member working at height, accidentally operating safety harness causing body impact against a tree.
- Two members of staff getting a sudden illness resulting in temporary unconsciousness.

4.8 All incidents were fully investigated with actions, including personal welfare consultations, refresher training and reinforcement of safe systems of work, were taken to reduce any identified risks. Further details are provided in **Section 6**.

RoSPA Gold Achievement Award

- 4.9 For the ninth year in a row the Council achieved the Royal Society for the Prevention of Accidents (RoSPA) Gold Award. This provides industry recognition of the robust and effective health and safety management framework and arrangements that are in place.

Training

- 4.10 The proven method for establishing and maintaining a positive health and safety culture is to provide training for staff and managers. The Council continued an extensive portfolio of health and safety training courses in subjects such as Basic Health and Safety Awareness, Manual Handling, Risk Assessment for Assessors, Fire Warden Procedures and a range of tool box talks primarily aimed at front line workers. Three senior officers, including two members of the Leadership Team, completed the NEBOSH HSE Certificate in Health and Safety Leadership Excellence. Further details on training will be provided in the Training and Development Annual Report.

Inspections and Workplace Audits

- 4.11 Workplace inspections and audits have been continued with a particular focus on high risk areas such as the Depot. Following its relocation, support has been provided to ensure that access and egress to the site is being appropriately managed, traffic management arrangements are being observed and that the storage of fleet and equipment are being appropriately arranged. In addition, work has been completed at Rosliston Forestry Centre when it became the management responsibility of the Council from April 2018. This included a review of existing work practices and risk assessments prior to the transfer and then through the transition period to ensure that any new procedures or revisions to existing arrangements were appropriately managed and implemented.
- 4.12 Work has also been progressed to create a central record of inspections/audits using the Assessnet Health and Safety IT system used by the Council. These have been completed in a small number of low risk office based service areas and will be extended into other areas over the coming year. The benefits from this approach include being able to track and update actions, share generic templates and automated reminders for managers to complete further inspections or progress with agreed actions. This approach will continue to embed responsibility for health and safety matters at a service level and with the support of the Health and Safety Officer ensure that regular inspections are completed, which was a recommendation from the Council's insurers.
- 4.13 Information from incidents/accidents and workplace inspections and audits will continue to be shared with the Health and Safety Committee to enable them to review the effectiveness of and monitor progress towards actions that are implemented.

Other significant achievements included:

- Completed the roll-out of a new IT based lone worker system, SoloProtect. This provides protection for employees who either lone work, have to visit sites or deal with situations that could present a risk to their personal safety and other front line workers who provide a first point of face to face contact

for members of the public. As part of this project over 60 employees have been trained and have access to a device. This was supported through the development of local procedures that provide for a clear escalation route, including the response from emergency services, in order to respond to situations where an employee's personal safety is at severe risk.

- Implemented a corporate approach to share information across the Council in a legally compliant manner in relation to potentially violent members of the community. This ensures that appropriate measures can be taken by employees before any services are delivered to people on the list such as visits in pairs, support from the Police etc.
- Developed and rolled out an eLearning training course on Display Screen Equipment (DSE) for all staff that uses a computer at work. This has identified a number of interventions that are required across all service areas and these are being addressed with the support of an external partner during the coming year.
- Supported the review of security arrangements at the Civic Offices following the discovery of a suspicious package leading to a number of actions to change the existing arrangements for handling and scanning letters and packages.
- Supported the review of the condition of the walkways on the Delph following a number of reported incidents.
- Reviewed the evacuation procedures and trained new fire wardens.
- Providing professional advice for the review of Corporate and Service Health and Safety Policies and Procedures.

Professional Support

4.14 Throughout the year, advice and support is provided across all service areas with the completion and review of risk assessments, incident/accident investigations and the implementation of appropriate control measures, use of the IT Health and Safety System (Assessnet) and the development of bespoke training and toolbox talks.

4.15 In addition, the Health and Safety Officer:

- Undertook a number of fire risk assessments on Council owned properties.
- Reviewed the provision of Personal Protective Equipment (PPE) for the Safer Neighbourhood Warden Team following an incident and their role in supporting members of the Police.
- Supported internal training courses for employees alongside the Council's insurers.

5.0 Incident/Accident Analysis

5.1 The Health and Safety Officer is responsible for producing management information on the number of incidents/accidents occurring, as well as carrying out investigation and reporting to the HSE where required.

- 5.2 Statistics are collated and reported to the Health and Safety Committee on a quarterly basis. This Committee reviews the incidents/accidents to identify any trends and makes recommendations on any actions or learning that needs to be implemented.
- 5.3 The Strategic Director (Corporate Resources) chairs the Health and Safety Committee. The Elected Member Champions for Health and Safety, Officers from across the Council, along with Trade Union Health and Safety representatives also attend the meeting.
- 5.4 An annual trend analysis of all incidents/accidents has been produced for April 2018 – March 2019 with a comparative analysis provided for the previous year 2017 - 2018. Further analysis on the work related incidents for the current year are included at **Appendix 1**.
- 5.5 In the year (April 2018 – March 2019) there were 33 incidents/accidents, three of which were reported to the HSE, as RIDDOR reportable incidents. This represents an increase of eight from the previous year where 25 accidents/incidents occurred, but with a decrease (compared to four) in RIDDORs.
- 5.6 It should be noted that the changes are now attributable to reporting work related incidents only which can significantly vary with lower statistics. Whilst the number of incidents has increased over the past three years there are no significant trends although it has been identified that the highest rate of cause is now manual handling and not slips, trips or falls. As noted in this report, it is proposed to continue to provide toolbox talks and remind employees of the importance of adopting safe work practices and to ensure they use the correct lifting equipment or seek support where appropriate.
- 5.7 There was a lower total of work related incidents, 33 compared to 37 non-work related incidents. This is a similar position as reported in 2017/18. Work related accidents/incidents are shown in **Appendix 1**.

Health and Safety Action Plan for 2019-2020

- 5.8 The Plan for 2019/20 details a number of actions for the year to continually improve health and safety performance (**Appendix 2**). As well as continuing with training and a review of health and safety policy other initiatives include:
- To complete a review of the new lone worker arrangements (SoloProtect) and identify actions to ensure that the Council obtains the most efficient and effective use of the system
 - To amend and update the Corporate Lone Worker Policy in line with the outcome of the review.
 - Appoint an external partner to complete on-site workstation assessments for Display Screen Users (DSE) and provide new equipment or further training in the correct use of DSE and workstations.
 - To support the review of the corporate arrangements for sharing information on potentially violent persons list.

- To support the review of security arrangements at the Civic Offices and in particular with the safe handling of post and other packages.
- To review and refresh mandatory training courses for basic health and safety awareness and deliver bespoke toolbox training sessions for front line workers in manual handling.
- To develop the functionality of the IT health and safety system to include more services areas with workplace audits and the option to move to electronic reporting of incidents/accidents.
- To provide support for the provision of health and wellbeing activities for the workforce.

6.0 Financial Implications

6.1 None. All resources are contained within existing budgets.

7.0 Corporate Implications

Employment Implications

- 7.1 Having effective health and safety arrangements promotes better working methods and early, preventative action to protect the health and well-being of the workforce.
- 7.2 In relation to the current and potential workforce, this includes positive consideration towards any workplace adaptations or resources that can support an individual with health and/or medical conditions as well as pregnant employees.

Legal Implications

7.3 The Health and Safety at Work Act 1974 is the primary legislation and sets down the minimum requirements for health and safety practice that should be observed by the Council.

Corporate Plan Implications

7.4 The approach and arrangements detailed in this report underpins and supports all the key themes under the Corporate Plan and in particular the People theme.

Risk Implications

7.5 The HSE can impose a number of sanctions against any employer who breach or otherwise fail to comply with Health and Safety Legislation. This can range from improvement notices through to extensive fines which not only cause financial implications but also damage the employer's reputation. Most importantly, it can have a direct and life changing impact on the workforce or recipient of any services provided by the Council. The effective management of health and safety is therefore recognised as a key risk and the detail in this report sets down how the Council is managing and improving their approach to health and safety.

8.0 Community Implications

8.1 The Council has a responsibility for providing a safe work environment for its employees and any members of the public, contractor or visitor receiving services

or accessing buildings or areas managed or owned by the Council. The arrangements detailed in this report outline how this responsibility is managed.

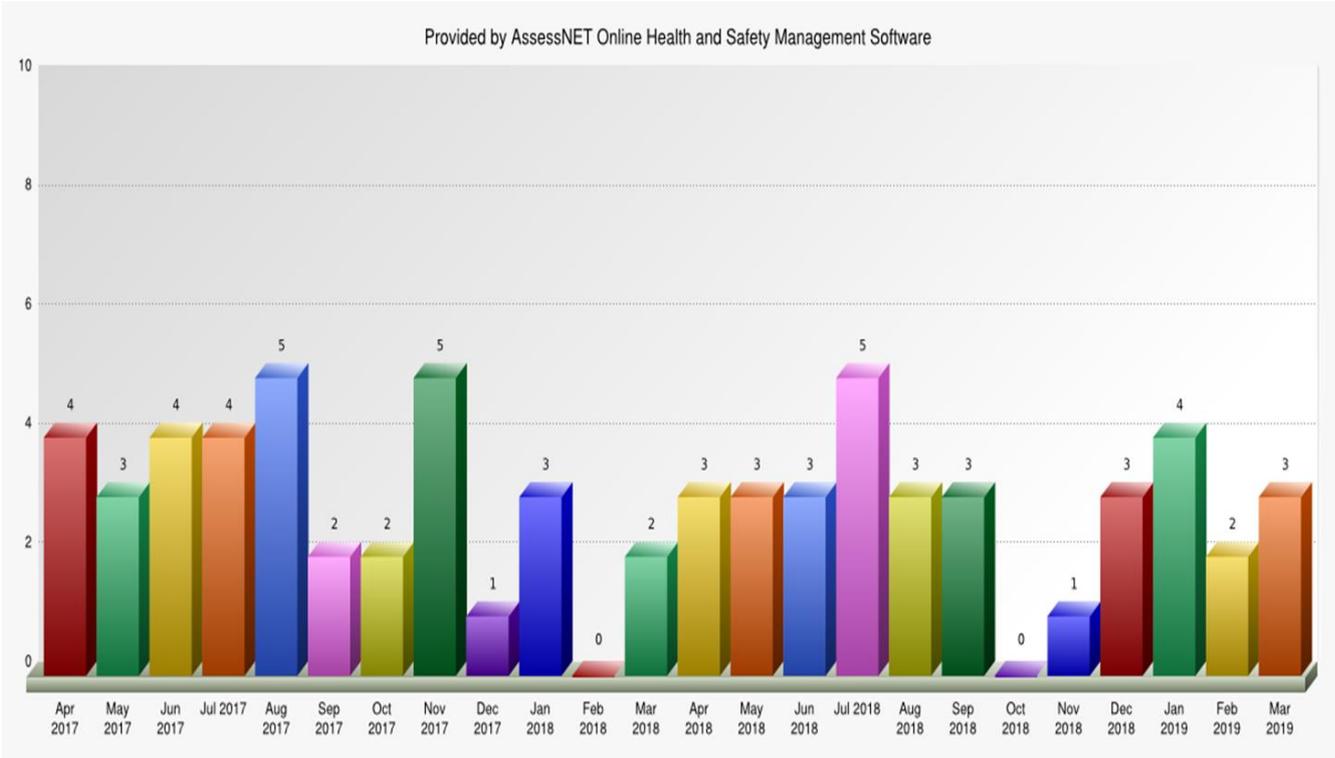
9.0 Background Papers

9.1 Health and Safety Annual Report 2017/18

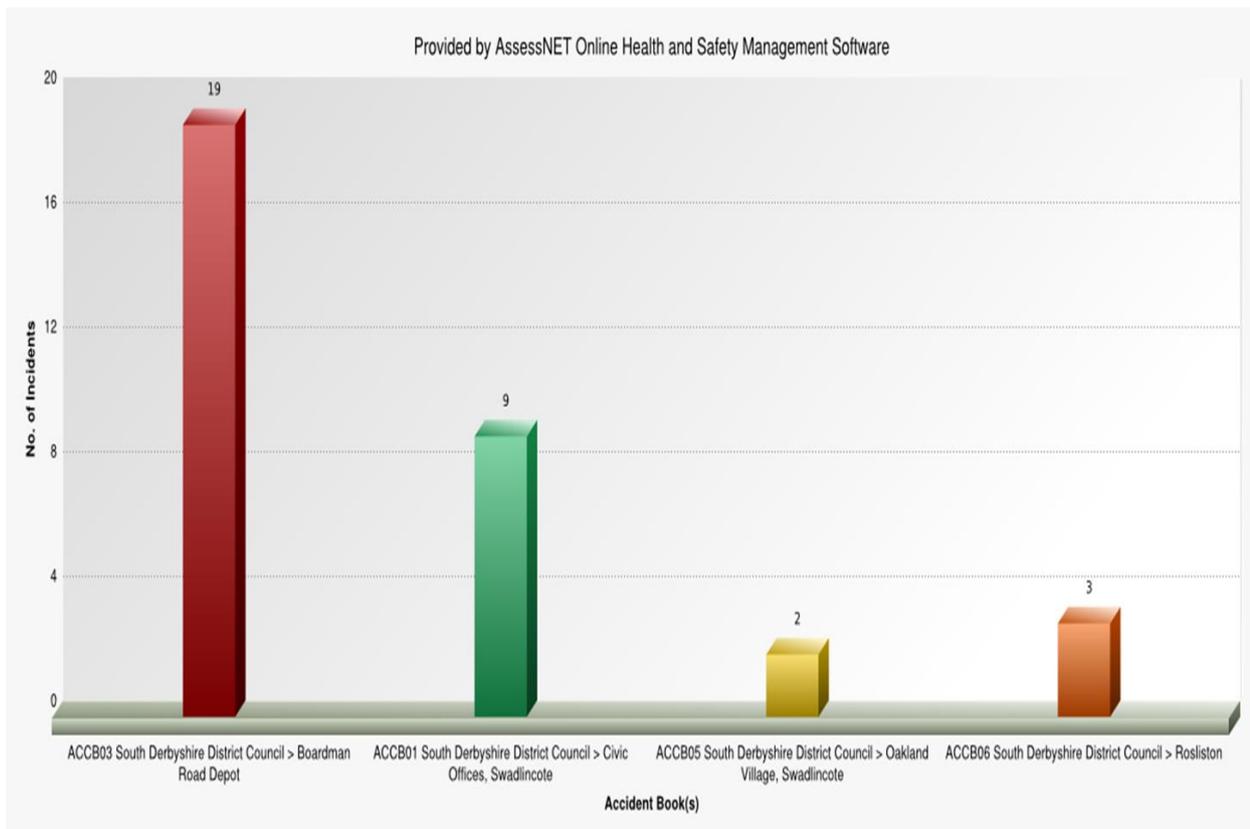
Accident Statistics for 2018-19

For the year April 2018 – March 2019, there were 33 work related accidents/incidents, three of which were reported to the HSE, as RIDDOR reportable. Previously [years up to April 2015] figures have included both work and non-work related accidents which resulted in a higher number of recorded incidents.

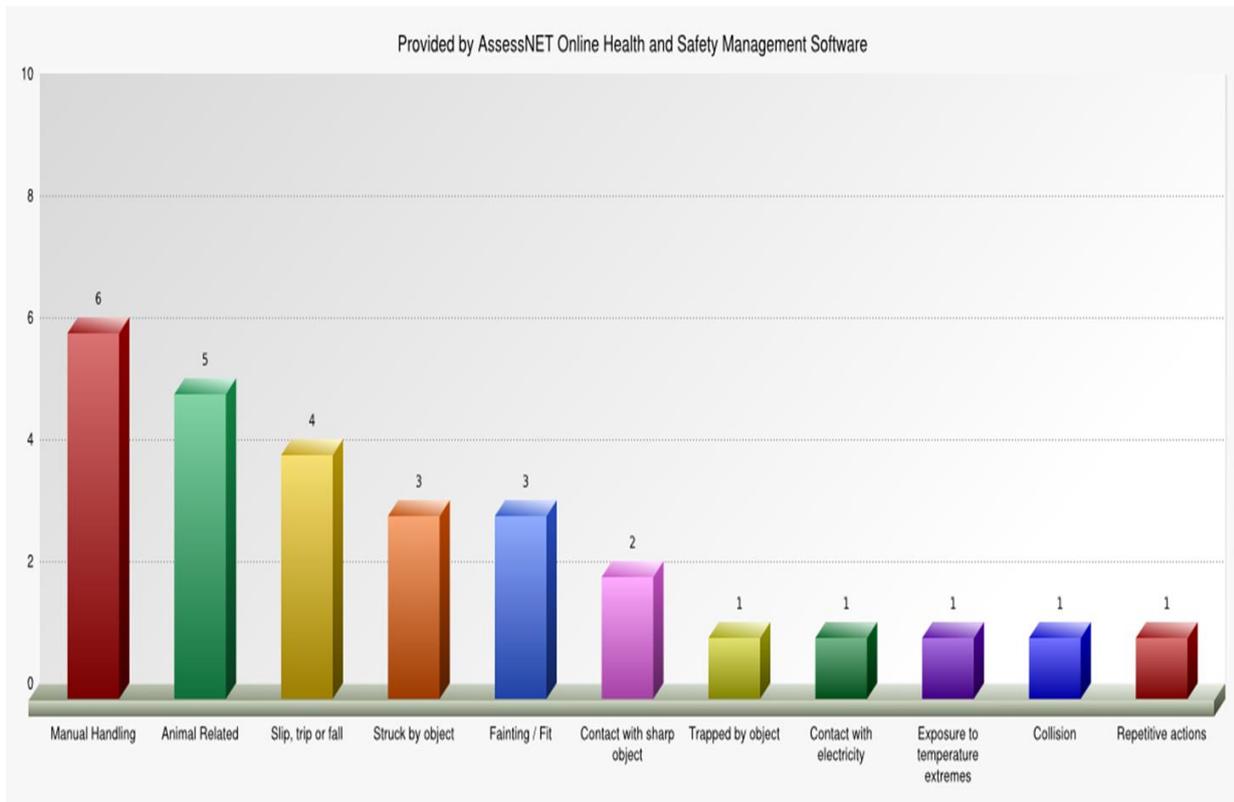
Graph 1 below illustrates the breakdown of all **work related** accidents/incidents by month and compares the number of accidents in the last two financial years. Having moved to the new format of reporting work related accidents/incidents, the trend has evened itself out over the past two years. However July & August still have the highest incidence rates and that is attributable to the summer schemes involving a high number of participants and varied activities. Note the graph does include near misses (five in total).



Graph 2 shows the rates of accidents/incidents for the year by Council area. As shown, more have occurred to employees based at the Boardman Road Depot where the higher risk services are provided. This is a swing from previous years where the majority of reported incidents occurred at the Civic Offices. This will be monitored to identify if there are any underlying causes for the increase in incidents at this site. Note the graph does include the number of near misses [five].



Graph 3 shows the type of work related accidents/incidents that occurred during the year. The highest types are manual handling followed by animal related and slips, trips & falls. Note that the graph does not include the number of near misses (five).



HEALTH AND SAFETY ACTION PLAN 2019/2020

Appendix 2

Health and Safety framework	Proposed actions and initiatives	Status R-Red A-Amber G-Green	Target	Comments
Policy and Procedure	1.0 Reviews 1.1 Statement of Intent (Annual review) 1.2 Lone Worker Policy 1.3 Emergency evacuation procedures 1.4 Display Screen Equipment 1.5 Working at Heights	A A A A A	April 2019 May 2019 Sept 2019 Dec 2019 Feb 2020	
Training	2.0 Training Programme 2.1 Deliver mandatory training programme 2019 - 2020 2.2 Review content of training materials for Basic Health and Safety Awareness 2.3 Provide specific training in manual handling for occupations where identified as a risk 2.4 Review training materials and provide tool box talks to front line and other staff as required 2.5 Deliver H&S training for Playscheme staff 2.6 Toolbox talk on accident reporting 2.7 Training for staff at Rosliston in H&S awareness, Manual handling and risk assessment	A A A A A A A	Mar 2020 Aug 2019 Mar 2020 Mar 2020 July 2019 Aug 2019 Oct 2019	
Workplace Audits and Inspections	3.0 Review corporate approach 3.1 Review use of Assessnet and identify other service areas to be added on to the system 3.2 Support Managers with adding workplace inspections and then overseeing actions and training 3.3 Audit and inspection of higher risk areas – Depot, Unit 4, Playscheme and Rosliston 3.4 Review accident statistics 2018/19 and identify any common trends for further audit or inspection	A A A A	Sept 2019 Dec 2019 Jan 2020 Aug 2019	

HEALTH AND SAFETY ACTION PLAN 2019/2020

Appendix 2

Reports	4.0 Reports 4.1 Submit annual health and safety report for 2019/20 4.2 Produce management information for H & Safety Ctte and other bodies as required.	A	June 2019	
		A	Jun/Sep/ Dec19 Mar 20	
ROSPA	5.0 RoSPA submission 5.1 2019 submission due 5.2 Register for 2020 and plan submission	A	10 th June 19	
		A	Dec 2019	
Lone working IT solution (Soloprotect) and Corporate Warning Register	6.0 Implement solution 6.1 Review use of system and propose actions regarding deployment of badges 6.2 Provided additional training for new users as required 6.3 Develop internal comms regarding revised corporate lone working system 6.4 Complete review of entries on Warning Register	A	May 2019	
		A	June 2019	
		A	July 2019	
		A	August 2019	
DSE Assessments	7.0 Develop solution 7.1 Appoint external partner to support assessments 7.2 Agree and complete first schedule of assessment 7.3 Identify corporate solutions for common risks (desk risers) 7.4 Provide training and advise on maintenance and content of data entered on to system	A	April 2019	
		A	Sept 2019	
		A	Oct 2019	
		A	Mar 2020	
Assessnet	8.0 Maintain system 8.1 Maintain Accident module and report RIDDORs 8.2 Develop approach towards electronic reporting of accidents 8.3 Ongoing development of accident module to record ongoing investigations	A	March 2020	
		A	Dec 2019	
		A	April 2019	
Health & Safety Management Framework	9.0 Miscellaneous 9.1 Support well-being initiatives 9.2 Annual health surveillance programme for HAVS 9.3 Review existing arrangements for the provision of eye test vouchers	A	March 2020	
		A	Jan 2020	
		A	March 2020	

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 9
DATE OF MEETING:	13th JUNE 2019	CATEGORY: DELEGATED
REPORT FROM:	STRATEGIC DIRECTOR (CORPORATE RESOURCES)	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (595811) kevin.stackhouse@southderbyshire.gov.uk	DOC: s:\cent_serv\complaints\committee reports\working papers for June 2019\Complaints and FOI report for June 2019
SUBJECT:	COMMENTS, COMPLIMENTS, COMPLAINTS & FREEDOM OF INFORMATION REQUESTS 01 OCTOBER 2018 TO 31 MARCH 2019	REF: KS/SH/CS/FR
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: FM11

1.0 Recommendations

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

2.0 Purpose of Report

This report provides:

- 2.1 A summary of official comments, compliments, complaints and Freedom of Information (FOI) requests received by the Council for the period 1 October 2018 to 31 March 2019 can be found at:
<https://www.southderbyshire.gov.uk/about-us/open-data-and-transparency>. Figures for the corresponding period in 2017/18 are given for comparison purposes.

3.0 Executive Summary

Comments, Compliments and Complaints

- 3.1 The comments, compliments and complaints procedure is designed to encourage people to give informal feedback on our services.
- 3.2 3 comments, 41 compliments and 39 complaints have been received between 1 October 2018 to 31 March 2019.

- 3.3 The number of complaints received in the second half of the financial year has decreased compared to the corresponding period of 2017/18, and the number of compliments received has also decreased.
- 3.4 Members are informed via e-mail (enclosing a copy of the original complaint) when a complaint is received relating to their ward. This is for information purposes only.

Freedom of Information

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

Publication Scheme

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

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

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

http://www.southderbyshire.gov.uk/council_and_democracy/data_protection_and_freedom_of_information/default.asp

- 3.7 A total of 392 Freedom of Information requests have been received from 1 October 2018 to 31 March 2019. This is an increase of 31 over the corresponding period for 2017/18.

4.0 Background

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

http://www.southderbyshire.gov.uk/council_and_democracy/complaints/comment_compliment_or_complaint_form/default.asp

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

5.0 Detail

Comments

- 5.1 3 comments were received over the past six months. Any comments received are carefully considered and, if appropriate, are investigated under the complaints procedure.

Department	1 October 2017 – 31 March 2018	1 October 2018– 31 March 2019
Planning Services	1	
Environmental Services	1	
Cultural Services		1
Corporate Services		1
Various Departments		
Derbyshire County Council		1
Total	2	3

Compliments

- 5.2 The table below compares the number of compliments received for the second half of 2017/2018 against the second half of 2018/2019. Compliments generally relate to the quality of the service provided and/or actions of individuals.

Department	1 October 2017 – 31 March 2018	1 October 2018– 31 March 2019
Customer Services	6	2
Environmental Services	18	27
Planning Services	1	1
Housing Services	171	6*
Community Services	3	0
Corporate Resources	0	0
Policy and Communications	0	0
Cultural Services	0	5
Total	199	41

* Housing questionnaires have not been received for the second half of the year

Complaints

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

	1 October 2017 – 31 March 2018	1 October 2018– 31 March 2019
Resolved at Stage 1	40	34
Stage 1 still ongoing	0	0
Resolved at Stage 2	6	4
Stage 2 still ongoing	1	0
Withdrawn	4	1
Total received	51	39

5.4 The 39 complaints received can be broken down as follows:-

Department	1 October 2017 – 31 March 2018	1 October 2018– 31 March 2019
Planning Services	7	10*
Housing Services	13	8
Customer Services (including Revenue)	6	5*
Environmental Services	16	7
Community Services	4	0
Legal and Democratic Services	4	5
Corporate Services	1	2
Property Services	0	0
Finance Services	0	0
Cultural Services	0	2
Total	51	39

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

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

Department	2015/16	2016/17	2017/18	2018/19
Planning Services	15	6	7	16*
Housing Services	21	17	10	24
Customer Services (including Revenue)	15	4*	6*	13*
Environmental Services	10	7	9	26*
Community Services	2	1*	2	0
Legal and Democratic Services	6	4	2	7
Finance & Property Services	1	0	1*	1
Corporate Services	3	1*	1	2
Derbyshire County Council	1	0	0	0
Licensing	0	1	0	0
Client Services	0	2	0	0
Communications	0	0	0	1*
Cultural Services	0	0	0	7
Total	74	43	38	97

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

5.6 Managers dealing with the complaint are asked to complete a questionnaire following each complaint. This provides details of actions taken and improvements made as a consequence of a complaint.

5.7 If a complaint cannot be resolved at Stage 2 of our procedure, it can be taken to the Local Government Ombudsman for independent consideration. These complaints are the subject of a separate annual report.

Freedom of Information Requests

- 5.8 Although the Freedom of Information Act 2000 creates a general right of access to information, it also sets out information that we do not have to make available for specific reasons. This is information, which, if published, might prejudice the health, safety or security of the Council, our staff, systems, services or property.
- 5.9 We make as much information available as possible without charging for it. We do however reserve the right to levy a reasonable charge where the information request is extensive and would require more than 2 days' staff time to satisfy the request.
- 5.10 The Council deals with hundreds of routine requests for information every day by phone and by letter. These are referred to as "business as usual requests". We will deal with these in the normal way. However, information that is not readily available and that has to be prepared or extracted is handled differently. We are entitled to make a charge for this kind of information.
- 5.11 Requests for information under Freedom of Information have to be processed within 20 working days. However, requests for details under the Freedom of Information Act can be turned down if they fall within certain exemption criteria.
- 5.12 The table below compares the Freedom of Information requests received for the second half 2017/2018 against the second half of 2018/2019.

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

	1 Oct 2017 – 31 March 2018	1 Oct 2018 – 31 March 2019
Total Number of Requests Received	361	392
Less passed to other organisations	-52	-65
Less those withdrawn	-4	0
Less exemptions/partial exemptions	-22	-8
Total Requests Answered	283	319
Number replied to within 20 statutory days	260	301
Number replied to after 20 statutory days	23	18
Percentage replied to within 20 statutory days	92%	94%
Percentage replied to after 20 days	8%	6%

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

Department	1 October 2017 – 31 March 2018	1 October 2018– 31 March 2019
Environmental Services	55*	59*
Planning Services	26*	25*
Legal & Democratic Services	19*	28*
Financial Services	12*	11*
IT Services	17*	21*
Customer Services	69*	79
Housing Services	47*	28*
Organisational Dev.	13*	23*
Community Services	13*	11
Passed to 3 rd Parties	52	65*
Corporate Resources	12*	18
Property Services	9*	8*
Procurement	4*	0
Communications	6*	0
Cultural Services	5*	13
Economic Development	2*	3

* Same request has involved several Services.

6.0 Financial Implications

6.1 None directly stemming from this report.

7.0 Corporate Implications

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

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

8.0 Community Implications

8.1 None.

9.0 Background Papers

None.

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 10
DATE OF MEETING:	13th JUNE 2019	CATEGORY:
		DELEGATED
REPORT FROM:	STRATEGIC DIRECTOR (CORPORATE RESOURCES)	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (01283 595811) Kevin.stackhouse@southderbyshire.gov.uk	DOC: u/ks/budget 2021/fair funding review/F&M update 13 June 19
SUBJECT:	THE FAIR FUNDING REVIEW	
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: FM 08

1.0 Recommendations

- 1.1 That the response to the Technical Consultation on the Relative Needs and Resources of Local Authorities is noted.
- 1.2 That a further report is submitted to the Committee to provide an update on the implications for the Council following approval by the Government of the final funding formula.

2.0 Purpose of the Report

- 2.1 To provide details on the Government's proposals to amend the basis of measuring the relative needs and resources of local authorities as part of the Fair Funding Review. It is currently envisaged by the Government that this will provide a new funding formula which will be used to allocate resources to local councils from 1 April 2020.

3.0 Detail

Background

- 3.1 The use of formulas to distribute financial resources to local authorities has been used since its inception in the 19th century. However, the basis on which distribution takes place has been subject to periodic review.
- 3.2 The current funding baselines for local authorities in England are based on an assessment of their relative needs and resources. The methodology behind this assessment was first introduced over ten years ago and has not been updated since the introduction of the 50% Business Rates Retention System in 2013/14.
- 3.3 Whilst this approach has ensured that councils, which have grown their business rates since this time above their baseline, have benefitted from the additional income generated, it also means that underlying levels of need have not been updated since the 2013/14 Financial Settlement.

- 3.4 In addition, a desire to fully capture every aspect of need has led to increasingly large numbers of variables being included in the formula, many of which, it is considered, have a relatively minimal impact on the overall distribution of funding.
- 3.5 The current situation has been backed up by independent research. In order to address concerns that the current formula is unfair, out-of-date and too complex, the Government has undertaken a review (*the Review*) of relative needs and resources to develop a more robust and up-to-date approach to distributing funding to councils.
- 3.6 The independent research, which reported to a House of Commons Select Committee, concluded that a simplified needs formula, based on a smaller number of cost drivers could achieve outcomes that were a good approximation of those of a more complex system. Therefore, the Review has focussed on local authority cost drivers and the resources available locally to fund them.
- 3.7 Following the independent research, there was a call for evidence in 2017. This preceded a consultation which concluded in March 2018. Having considered the outcomes of the consultation, the Government set out in principle:
- The structure of the needs assessment – the number and type of formulae needed.
 - The key cost drivers that should be included.
 - The basis on which the relative importance (or weighting) is applied to each cost driver.

Measuring Relative Need

- 3.8 The relative needs of local authorities are determined through the funding formula which incorporates relevant demographic data, designed to predict the relative demand councils face when delivering different services. In order to reflect that some cost drivers are more significant than others in determining a council's need to spend, each cost driver is weighted in the formula.
- 3.9 The relative need of shire districts is currently measured as shown in the following table. This also shows the indicators proposed under a new "**Foundation Formula**":

Formula Component	Main Indicators	Current	Proposed
Currently Environmental, Protective and Cultural Services	Resident population – basic amount per person	√	√
	Density	√	x
Proposed <i>Foundation Formula</i>	Sparsity	√	x
	Visitors	√	x
	Net Commuters	√	x
	Deprivation	√	x
Fixed Costs	£350,000 per authority	√	x

Area Cost Adjustment	Labour costs	√	√
	Business Rates payable	√	√
	Rent Costs (new)		√
	Journey Times (new)		√
Flood Defence	Geographical variables (major watercourses)	√	√
Coast Protection	Geographical variables (coastline)	√	√
Capital Costs	Historic Debt	√	√

- 3.10 The indicators are mainly based on data independently collected and assessed by the Office of National Statistics (ONS). The measures are converted into mathematical formulae which are designed to allocate a finite pot of money between shire districts relative to each other.
- 3.11 Once the needs of councils have been established through the above formula, the Government then assess how much resource (mainly through Council Tax) can be raised locally to meet costs. Again, this is measured on a relative basis.
- 3.12 It is important to note that the funding mechanism does not determine absolutely the amount of funding required, it only allocates the funding provided centrally by the Government for local authorities.
- 3.13 In its simplest terms, the total amount is then split between the different types of authority, i.e. upper tier and lower tier, with the indicators in the above table allocating the lower tier share between districts/boroughs.

Settlement Funding Assessment (SFA)

- 3.14 The outcome of the needs and resources assessment is a SFA for each council. This is the Baseline Funding Level split between Revenue Support Grant (RSG) and Redistributed Business Rates. In South Derbyshire's case, the Council's SFA is not high enough to qualify for the RSG element (*Note: the calculation and allocation of the New Homes Bonus is determined separately*).
- 3.15 The Baseline is a fixed amount determined prior to the start of each financial year and equates to the Government's funding. However, if business rates receipts are higher than the Baseline, this is largely kept by the local authority. If actual receipts fall below the Baseline, some protection is afforded by the Government through a "safety net".
- 3.16 The Business Rates Retention System itself is subject to other parameters. The Government are due to make additional proposals for resetting the Rates Baseline in accordance with the move towards 75% retention. In addition, the allocation of the New Homes Bonus remains subject to review.

A New Foundation Formula

- 3.17 The major change proposed by the Government is the introduction of a Foundation Formula. This would be based on a standard amount paid per resident (or per capita basis). Current indicators for density, sparsity, visitors, commuters and deprivation will be deleted.
- 3.18 The Government's reason for this change is to simplify the basic Formula and make it more transparent. The Government also reference the independent research which concluded that factors such as the effects of deprivation only account for a small proportion (0.4%) of a local authority's cost base.
- 3.19 The other main change is the deletion of a standard amount of £350,000 per authority towards fixed costs regardless of its size, known as the "*cost of being in business*" i.e. effectively statutory and democratic costs.

Area Cost Adjustment (ACA)

- 3.20 The other main element in the current formula is the Area Cost Adjustment. This adjusts the needs assessment to reflect differences between authorities in local labour rates, together with business rates payable.
- 3.21 The Government are proposing to retain an ACA and to add two new indicators, i.e. local rent costs and journey times. The journey times' indicator is designed to be a new method of measuring the sparsity or rurality of an area.

Available Resources

- 3.22 As highlighted previously, the Government's proposals also contain provisions to change the way in which the Formula measures the ability to raise funding locally through Council Tax receipts, i.e. the Local Tax Base. This is then offset against the Needs Assessment.
- 3.23 The current formula is based on average rates rather than actual rates locally and includes:
- Band D Council Tax Rate
 - Council Tax Collection Rate
 - Council Tax Discounts awarded under local schemes
 - The split in the local Council Tax bill between the District and the County Council
- 3.24 The Government's proposals contain provisions to move away from average rates to actual rates at an individual authority level.
- 3.25 In addition, the Government are proposing to include other income streams in the calculation of available funding and in particular, surplus receipts from car parks.

Technical Consultation

- 3.26 Following the release of the Local Government Financial Settlement for 2019/20 in December 2018, the Government issued a technical consultation on their proposals. The consultation ended on 22 February 2019.
- 3.27 During the consultation process, the Society of District Council Treasurers (SDCT) of which this Council is a Member engaged a consultant specialist to examine the potential impact of the Government's proposals on district councils in order to provide an informed response back to the Government.
- 3.28 The consultation asked for responses to 16 questions covering the needs and assessment formula, together with transitional arrangements designed to limit the impact of large annual changes to funding between authorities. Not all questions were applicable to district/borough councils. The SDCT identified 7 where it was deemed possible to estimate the effect on shire districts.
- 3.29 The specialists provided illustrations for each authority. This was based on certain assumptions but they broadly recalculated the actual settlement figures for 2019/20 on the Government's proposals as detailed above.
- 3.30 Clearly, this can only provide an illustration and will ultimately depend on overall proposals in a final settlement. Although exact figures cannot be calculated, the illustrations do at least indicate the potential "direction of travel" for future funding.
- 3.31 The modelling for the Council is detailed in the following table.

Indicative Impact of Proposed Changes to the Funding Formula

Factor		SDDC Change (%)	District Average (%)	Reason
Changes to the Cost Base				
Exclude Deprivation	A	5.8	3.5	The Council does not currently benefit from this measure and its exclusion would benefit the Council.
Exclude Visitors and Net Commuters	A	0.4	0.6	As above.
Exclude Fixed Amount	A	-1.3	-1.2	£350,000 currently guaranteed would be removed.
Exclude all 3 Variables above	A	5.1	3.1	Moving to a purely population based formula with an Area Cost Adjustment that measures the Council's rurality more favourably, benefits the Council's position overall. Districts gain overall.
Changes to the Assessment of the Tax Base				
Include Actual Council Tax Discounts awarded and not a uniform rate	B	1.8	2.1	The number of local residents receiving Council Tax support is less than the national average. Therefore, the reduction in the Council Tax base is lower in comparison, although it is less than the average for all districts.
Include Actual Band D Council Tax rather than the national average	B	-7.8	6.6	The Council would gain as its current level of Council Tax is below the national average and more significantly lower compared to other districts, which overall, would potentially lose funding.
Include Actual Council Tax Collection Rates rather than the national average	B	1.1	0.8	The Council would lose as its collection rate is above the national average.
Use Actual tax split between District and County rather than the national average	B	-11.2	1.7	As using actual Band D rates, the Council's share of the bill for all Derbyshire is low for a district compared to the national average and so the Council gains under this proposal.
Use projected tax base growth over 5 years rather than an actual base	B	-0.1	-1.5	A marginal gain, as the Council's Tax Base has historically increased significantly year-on-year, generally in line with projections. Many districts would gain overall as tax bases are not increasing as quickly and this proposal would allow projected income to be taken into account.

Impact on the Annual Change in Funding				
Include Retained Business Rates in the transition baseline	C	-16.9	-9.9	Although this factor shows the Council qualifying for transitional protection, this assumes that overall resources for the Council would reduce and at a faster rate compared to other districts.
Include New Homes Bonus in the transition baseline	C	-27.5	-10.6	As above.
Include funding to offset negative RSG in the transition baseline	C	0.1	-1.9	A marginal loss as this does not currently apply to the Council.

A: Positive percentages are better as this indicates a greater share of assessed need.

B: Negative percentages are better as this indicates a smaller relative tax base and therefore a smaller reduction in funding.

C: Negative percentages are better as this indicates a greater reduction in overall funding so greater eligibility for transitional protection

Overall Implications

- 3.32 Effectively, this is an academic process at this stage. However, overall, if these proposals were implemented, it would be more positive for the Council when resources are allocated in future settlements. Indeed, if the Funding Settlement for 2019/20 had been allocated on these proposals, the Council would have received more funding, all other things being equal.
- 3.33 The move towards a “per capita” basis allocation and the introduction of journey times to measure sparsity, would appear to benefit the Council and indeed district councils overall. As the Council’s resident population continues to grow, this would be recognised to a greater extent compared to the current formula.
- 3.34 However, this change would disadvantage other classes of authority and in particular County Councils; this could lead to representations against the proposals from these authorities.

Car Park Income

- 3.35 The issue of including surplus income from car parks in the calculation of available resources is an interesting proposal. This would not affect the Council directly as clearly the Council do not charge for parking.
- 3.36 However, where authorities generate large surpluses, they could receive less funding (all other things being equal) as the formula would assume that they had access to greater resources locally to meet their needs. Consequently, this could mean that other authorities (including this Council) would gain relatively, assuming that the overall resources allocated remained unchanged.

Transitional Arrangements

- 3.37 To-date, the Government have made it clear that if the allocation of funding is to undergo such a fundamental change, they will implement a transitional protection scheme alongside the changes. This will alleviate large swings in funding allocations between authorities in one year.
- 3.38 As previously highlighted, it is the level of overall resources allocated for district councils that is the major concern. Although the modelling around the transitional arrangements are positive for the Council and protection would be awarded, this seems to indicate that resources will reduce for the Council in the medium-term and at a much faster rate compared to other District Councils.
- 3.39 This implies that the baseline for Retained Business Rates will be increased meaning that the Council will retain less income compared to that in 2019/20 and that funding for the New Homes Bonus will be reduced.
- 3.40 The current Medium-Term Financial Plan (MTFP) for the Council assumes an overall reduction in Retained Business Rates and the New Homes Bonus between 2019/20 and 2023/24.

Response to the Consultation

- 3.41 Based on this analysis, the Chief Finance Officer submitted a response to the technical consultation and this is attached to the report. The response reflected

support where the proposals favoured the Council but was more guarded where this was less so.

- 3.42 The response also urged the Government to provide some early reassurances regarding the future of the New Homes Bonus and that allocations earned in previous years should be protected.

Next Phases

- 3.43 The Government are due to respond to the consultation shortly. It is then expected that the Government will provide final proposals ahead of the next Spending Review in the autumn. At this point, it is expected that authorities will have a further opportunity to respond as funding figures are made available.

- 3.44 In the meantime, the Commons Housing, Communities and Local Government Select Committee, announced in March, that they had launched a new inquiry into local government finance ahead of the Spending Review.

- 3.45 The Chair of the Committee commented:

“We have launched this inquiry to understand the impact of the current arrangements for funding local government services and the effect this has in different areas with different challenges and demands, the total local funding and how this is calculated.

We will also investigate how the Government arrives at its spending decisions and what mechanisms are in place to assess local need.

Our aim is to provide constructive recommendations that can feed into the upcoming spending review to provide a fair and effective funding system to support the provision of local services”.

- 3.46 There have been calls to delay the Fair Funding Review. At this stage, the Government have made no further announcements.

4.0 Financial Implications

- 4.1 None at this stage. The effect on the Council’s Budget and MTFP, when known, will be reported later in the Year.

5.0 Corporate Implications

Employment Implications

- 5.1 None

Legal Implications

- 5.2 None

Corporate Plan Implications

- 5.3 The response to the consultation is designed to protect the Council's financial position ("*Maintaining Financial Health*") by pressing for a fair share of central resources.

Risk Impact

- 5.4 The outcome from the Fair Funding Review is a key risk on the Council's Strategic Risk Register. The potential impact has been built into the MTFP.

6.0 Community Impact

Consultation

- 6.1 None required

Equality and Diversity Impact

- 6.2 Not applicable in the context of the report

Social Value Impact

- 6.3 Not applicable in the context of the report

Environmental Sustainability

- 6.4 Not applicable in the context of the report

7.0 Background Papers

- 7.1 None

Consultation response pro-forma

A review of local authorities' relative needs and resources: Technical consultation

If you are responding to this consultation by email, please reply using this questionnaire pro-forma, which should be read alongside the consultation document.

You should save the pro-forma on your own device, from which you can complete the survey at your own pace, and submit by email when you are ready.

There are 16 questions in this form (some with sub-questions). You do not have to answer every question should you not wish to. The comment boxes will expand as you type, should you need more space.

Should you wish to attach further evidence or supporting information, you may attach and send this via email, along with the pro-forma.

Consultation response pro-formas should be returned by email to:

NeedsAndResources@communities.gov.uk

Alternatively if you wish to respond in writing, the relevant contact details can be found on page 5 of the main consultation document.

Your opinions are valuable to us. Thank you for taking the time to read the consultation document and respond.

Your Details (Required details are marked with an asterisk (*))

Full Name*

Organisation*

Address*

Address 2

Town/City*

Postcode*

Country

Email address*

Phone Number

Consultation response pro-forma

Are the views expressed on this form an official response from a:

Combined Authority

Fire and Rescue Authority

Greater London Authority

London Borough

Metropolitan District

Parish or Town Council

Shire County

Shire District

Unitary Authority

Local Authority Association or Special Interest Group

Other Local Authority Grouping

Local Authority Officer

Local Authority Councillor

Member of Parliament

Other Representative Group

Business

Business Organisation

Valuation Organisation

Voluntary Organisation

Member of the Public

Consultation response pro-forma

Relative needs

Question 1

Do you have views at this stage, or evidence not previously shared with us, relating to the proposed structure of the relative needs assessment set out in this section?

Yes

No

Don't know

Please specify

Question 2

What are your views on the best approach to a Fire and Rescue Services funding formula and why?

No comment

Please specify

Consultation response pro-forma

Question 3

What are your views on the best approach to Home to School Transport and Concessionary Travel?

No comment

Please specify

Question 4

What are your views on the proposed approach to the Area Cost Adjustment?

No comment

Please specify

Consultation response pro-forma

Relative resources

Question 5

Do you agree that the Government should continue to take account of non-discretionary council tax discounts and exemptions (e.g. single person discount and student exemptions) and the income forgone due to the pensioner-age element of local council tax support, in the measure of the council tax base?

Yes

No

Don't know

If so, how should we do this?

Question 6

Do you agree that an assumptions-based approach to measuring the impact of discretionary discounts and exemptions should be made when measuring the council tax base?

Yes

No

Don't know

If so, how should we do this?

Consultation response pro-forma

Question 7(a)

Do you agree that the Government should take account of the income forgone due to local council tax support for working age people?

Yes

No

Don't know

Question 7(b)

What are your views on how this should be determined?

No comment

Please specify

Consultation response pro-forma

Question 8(a)

Do you agree that the Government should take a notional approach to council tax levels in the resources adjustment?

Yes

No

Don't know

Question 8(b)

What are your views on how this should be determined?

No comment

Please specify

Consultation response pro-forma

Question 9

What are your views on how the Government should determine the measure of council tax collection rate in the resources adjustment?

No comment

Please specify

Question 10

Do you have views on how the Government should determine the allocation of council tax between each tier and/or fire and rescue authorities in multi-tier areas?

Yes

No

Don't know

Please specify

Consultation response pro-forma

Question 11

Do you agree that the Government should apply a single measure of council tax resource fixed over the period between resets for the purposes of a resources adjustment in multi-year settlement funding allocations?

Yes

No

Don't know

Additional comments

Question 12

Do you agree that surplus sales, fees and charges should not be taken into account when assessing local authorities' relative resources adjustment?

Yes

No

Don't know

Additional comments

Consultation response pro-forma

Question 13

If the Government was minded to do so, do you have a view on the basis on which surplus parking income should be taken into account?

Yes

No

Don't know

Please specify

Consultation response pro-forma

Transitional arrangements

Question 14(a)

Do you agree with the proposed transition principles?

Yes

No

Don't know

Please specify

Question 14(b)

Should any other principles be considered by the Government in designing of transitional arrangements?

No comment

Please specify

Consultation response pro-forma

Question 15

Do you have views on how the baseline should be constructed for the purposes of transition?

Yes

No

Don't know

Please specify

Question 16

Do you have any comments at this stage on the potential impact of the proposals outlined in this consultation document on persons who share a protected characteristic? Please provide evidence to support your comments.

No comment

Please specify

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 11
DATE OF MEETING:	13th JUNE 2019	CATEGORY: DELEGATED
REPORT FROM:	STRATEGIC DIRECTOR (CORPORATE RESOURCES)	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (EXT 5811) Kevin.Stackhouse@southderbyshire.gov.uk	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 – 13 June 2019
Work Programme for the Civic Year 2019/20**

Work Programme Area	Date of Committee Meeting	Contact Officer (Contact details)
Corporate Plan 2016 to 2021: Performance for the 2018/19	13 June 2019	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Equalities and Safeguarding Annual Report 2018/19	13 June 2019	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Health and Safety Annual Report 2018/19	13 June 2019	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Compliments, Complaints and Freedom Information Requests October 2018 to March 2019	13 June 2019	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
The Fair Funding Review	13 June 2019	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)

Budget Out-turn and Final Accounts 2018/19	25 July 2019	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Treasury Management Annual Report 2018/19	25 July 2019	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Corporate Plan 2016 to 2021: Performance Report for Quarter 1 2019/20	29 August 2019	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbyshire.gov.uk (01283 595811)
Budget and Financial Monitoring 2019/20	29 August 2019	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Treasury Management Performance 2019/20	29 August 2019	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Update on the Council's Medium Term Financial Plan	10 October 2019	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
A Review of Earmarked Reserves	10 October 2019	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
A Review of the Local Council Tax Reduction Scheme	10 October 2019	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbyshire.gov.uk (01283 595811)

Corporate Plan 2016 to 2021: Performance Report for Quarter 2 2019/20	28 November 2019	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Budget and Financial Monitoring 2019/20	28 November 2019	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Treasury Management Performance 2019/20	28 November 2019	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Compliments, Complaints and Freedom Information Requests April to September 2019	28 November 2019	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Update on the Fair Funding Review (<i>provisional</i>)	28 November 2019	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Service Base Budget Proposals 2020/21	9 January 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Budget Report 2020/21, including Consolidated Budget Proposals and Medium Term Financial Plan to 2025	9 January 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)

Council Tax Premium on Long Term Empty Properties	9 January 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Financial Budget Proposals 2020/21 and Financial Plan to 2025	13 February 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Treasury Management Strategy 2020/21 and Prudential Indicators	13 February 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Proposed Local Council Tax Reduction Scheme 2020/21	13 February 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Discretionary Business Rates Relief Scheme	13 February 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Corporate Plan Performance	19 March 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Budget and Financial Monitoring 2019/20	19 March 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)

Treasury Management Performance 2019/20	19 March 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Service Plans 2020/21	30 April 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)