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Your Ref

Date: 9<sup>th</sup> March 2022

Dear Councillor,

**Finance and Management Committee**

A Meeting of the **Finance and Management Committee** will be held at **Council Chamber**, Civic Offices, Civic Way, Swadlincote, DE11 0AH on **Thursday, 17 March 2022 at 18:00**. You are requested to attend.

Yours faithfully,



Chief Executive

To:- **Labour Group**

Councillor Pearson (Chair), Councillor Rhind (Vice-Chair) and Councillors Richards, Southerd and Taylor.

**Conservative Group**

Councillors Ackroyd, Bridgen, Lemmon, Redfern and Watson.

**Independent Group**

Councillors Fitzpatrick and Roberts

**Non-Grouped**

Councillor Wheelton



## **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** CADLEY PARK (URBAN COUNTRY PARK) FUNDING **5 - 10**
- 7** TREE, WOODLANDS, AND HEDGEROW MANAGEMENT POLICY **11 - 53**
- 8** CORPORATE PLAN 2020-24 PERFORMANCE REPORT (2021-2022 QUARTER 3– APRIL TO 31 DECEMBER) **54 - 100**
- 9** GENERAL FUND REVENUE MONITORING 2021-22 **101 - 121**
- 10** HOUSING REVENUE ACCOUNT REVENUE FINANCIAL MONITORING 2021-22 **122 - 130**
- 11** COLLECTION FUND 2021-22 **131 - 138**
- 12** CAPITAL FINANCIAL MONITORING 2021-22 **139 - 150**
- 13** TREASURY MANAGEMENT UPDATE 2021-22 **151 - 170**

<b>14</b>	<b>LAND IN SWADLINCOTE</b>	<b>171 - 181</b>
<b>15</b>	<b>COMMITTEE WORK PROGRAMME</b>	<b>182 - 189</b>

**Exclusion of the Public and Press:**

- 16** 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.
- 17** To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.  
Details
- 18** RE-GRADING OF POST - BUILDING SERVICES MANAGER
- 19** ORGANIC WASTE CONTRACT
- 20** TRANSPORT OPERATOR LICENCE, PROPOSED CHANGES TO DEPOT AND STAFFING ARRANGEMENTS
- 21** FUTURE SERVICE DELIVERY AND EMPLOYMENT MODELS UPDATE

<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 6</b>
<b>DATE OF MEETING:</b>	<b>17 MARCH 2022</b>	<b>CATEGORY: RECOMMENDED</b>
<b>REPORT FROM:</b>	<b>ALLISON THOMAS STRATEGIC DIRECTOR - SERVICE DELIVERY</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>HANNAH PEATE ACTIVE COMMUNITIES AND HEALTH MANAGER AND CHRISTOPHER WORMAN PARKS AND GREEN SPACES MANAGER</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>CADLEY PARK (URBAN COUNTRY PARK) FUNDING</b>	
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: (FM08)</b>

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## **1.0 Recommendations**

- 1.1 That the Committee approves the updated funding package for Cadley Park (Urban Country Park) project adjacent to William Nadin Way.
- 1.2 That the Committee approves the acceptance of the Sport England Grant that supports the finances to deliver Cadley Park (Urban Country Park) project
- 1.3 That the Committee approves a permanent name for Cadley Park (Urban Country Park) as detailed within the report.

## **2.0 Purpose of the Report**

- 2.1 To update the Committee on the progress of the development of the Cadley Park (Urban Country Park) project adjacent to William Nadin Way.
- 2.2 To update and seek approval from the Committee on the funding package for the project.
- 2.3 To seek approval from the Committee to formally accept a £149,300 Sport England grant (which forms part of the overall funding package), to facilitate the delivery of the cycle elements of Cadley Park (Urban Country Park) project adjacent to William Nadin Way.
- 2.4 To seek approval for permanent name for Cadley Park (Urban Country Park) as detailed within the report.

## **3.0 Executive Summary**

- 3.1 The Cadley Park (Urban Country Park) project will bring to fruition the Council's ambition to deliver a new 'Urban Country Park' within the Swadlincote area. Providing an environment which encourages and facilitates active travel, engagement in active environments and a rich biodiverse nature area for the local population of Swadlincote and the wider District to enjoy, connecting existing and new communities together.

- 3.2 Overall capital funding for the project of £1,106,900, comprises a combination of Section 106 funding, Capital Fund, Sport England, and Commuted sums. There is also a sum set aside for site activation. There are further commuted sums for site maintenance, with more anticipated as the overall site develops.
- 3.3 The project was approved at Planning Committee on the 8 March 2022.
- 3.4 If approved at this Committee, the successful contractors will be appointed and can be mobilised and be on site within a month. With an anticipated completion date of October 2022 to launch and be open for public use.
- 3.5 Cadley Park will provide connectivity from existing to new housing communities, connect the National Cycle route 63 to the town centre and lead it across the site towards East Staffordshire. The project will also support the delivery of the County's proposed Local Cycling and Walking Infrastructure Plan, the Key Cycle Network (KCN) and the Districts Local Cycle Network (LCN) that has previously been presented to the Council's Overview and Scrutiny Committee.
- 3.6 The project is supported by a wide range of partners including the National Forest Company, local primary and secondary schools, Active South Derbyshire, Sustrans, Active Derbyshire, leisure providers, British Cycling and Sport England.

#### **4.0 Detail**

- 4.1 The Cadley Park (Urban Country Park) project will bring to fruition the Council's ambition to deliver a new 'Urban County Park' within the Swadlincote area. Providing an environment which encourages and facilitates active travel, engagement in active environments and a rich biodiverse nature area for the local population of Swadlincote and the wider District to enjoy, connecting existing and new communities together.
- 4.2 Cadley Park (Urban Country Park) will be 3.89 hectares in size and will form part of a partially realised masterplan for the redevelopment of a former coalfield site.
- 4.3 The Cadley Park site is set in the surrounding context of a proposed 'Urban County Park', including car park, restaurant, visitor centre and golf course, all of which will support increasing dwell time and shows the co-location of welfare facilities and a wide-ranging leisure mix. This creates a destination for the Swadlincote Urban Core, enables cross pollination of facilities and ensures the site will become a significant destination for the local area. It will be a place where people can start, stop, stay, and explore.
- 4.4 The Urban Park is located close to established housing in Newhall, new housing on the former coalfield site and a planned revamped community football facility at Oversetts Road. The Oversetts Road site will also provide welfare facilities for Cadley Park, where individuals can purchase refreshments and access toilet facilities and parking for those who are unable to access the site via active travel means. This location has influenced the planned choice and mix of facilities for the site with links to these adjacent features via cycle paths and trails being a critical element of both this project and the overall masterplan.
- 4.5 The Council has worked with consultants, Turner & Townsend, who have been supporting the in-house project team in the continued development and delivery of the project. The consultants have provided technical expertise in landscape architecture, design, cost management, environmental management, and project management services throughout the life of the project. The finalised overview plans of the design for Cadley Park can be found within [Planning Application: DMPA/2021/1072](#).
- 4.6 The finalised plans illustrate the park boundaries and the facility mix of cycle features, pedestrian walkways, natural play, and environmental and biodiversity resources as well as its connectivity to the wider site and community.

Key cycle features include:

- Circular family route for cycling / scooting
- Pump track
- Learn to ride zone

Additional features include:

- Cycle paths and footpaths for active travel to, from and across the park providing connectivity to the facility mix and local town centre.
- A 'Wild Play' LEAP (Local Equipped Area for Play)
- Public Art
- Signage, way-markers and noticeboards
- Wildflower meadows
- Green corridors
- Habitat creation.

- 4.7 The full implementation of some of these additional features are aspirational and form part of the overall long-term vision and masterplan, which will be realised in later phases of the park development as and when additional funding is secured.
- 4.8 The original full aspirational vision, driven by the original brief given to the consultants, was costed at close to £1.7m. However, this vision and cost was value engineered to the present scheme (£1,106,900) which retains the key elements of the initial brief, whilst future-proofing the design to ensure it allows for expansion of the cycle features and introduction of other additional features at a later stage based on use, demand and/or availability of additional funding.
- 4.9 In relation to the management and maintenance, the consultants brief was to consider this as part of the design from the outset and the proposals reflect high quality robust features intended to last and require minimal, modest upkeep. Routine maintenance such as litter collection and general grounds maintenance will be undertaken by the Council's ground's maintenance team, although the new park will have a natural feel with low maintenance landscape features. There are sufficient commuted sums to cover the first 10-15yrs of anticipated management and maintenance. When surrounding housebuilding is sufficiently complete and occupied (which it is currently anticipated under two years) then further commuted sums, that will be specifically ringfenced for the site, will be released.
- 4.10 The project was approved at Planning Committee on 8 March 2022.
- 4.11 Part of the planned attraction of the cycling features and the park in general, is their location within and adjacent to interesting environmental features such as the watercourses, sympathetic tree planting and wildflower areas.
- 4.12 Following a successful bid into the British Cycling Places to Ride process Sport England has awarded the Council a grant of £149,300 towards the project, which will form part of the overall funding package of the park including capital costs and some costs towards activation of the site once completed.
- 4.13 The Sport England grant is crucial in being able to successfully deliver this new, additional park with Swadlincote urban core. The grant will support the development of a family cycle route, pump track and learn to ride zone within the park which has been an aspiration for the Council for many years.
- 4.14 Various Committees have previously approved S106 funding and a Capital bid (8 October 2020) towards the costs of delivering Cadley Park (Urban Country Park) project.
- 4.15 Delays to the deliverability of the park have been by-in-large due to the impact of the pandemic. However, more recently due to technical matters relating to Great Crested Newts, which officers have resolved via District Level Licence (DLL) application and

approval from Natural England. This has incurred additional expenditure of £11,400 and is included within section 5.1.

- 4.16 Cadley Park will provide connectivity from existing to new housing communities, connect the National Cycle route 63 to the town centre and lead it across the site towards East Staffordshire. The project will also support the delivery of the County's proposed Local Cycling and Walking Infrastructure Plan, the Key Cycle Network (KCN) and the Districts Local Cycle Network (LCN) that has previously been presented to scrutiny committee.
- 4.17 The project is supported by a wide range of partners including the National Forest Company, local primary and secondary schools, Active South Derbyshire, Sustrans, Active Derbyshire, leisure providers, British Cycling and Sport England.
- 4.18 The current project is known Cadley Park (Urban Country Park), which is adjacent to the Cadley Park development. Therefore, officers seek approval for a permanent name for the new park. Considering this year is also Her Majesty's the Queens Platinum Jubilee year, members may wish to consider such names as;
- Cadley Park
  - Cadley Jubilee Park
  - 70 Park
  - Queen's Green
  - Queen's Park
  - Jubilee Park
  - Platinum Park
  - Elizabeth Park
  - Queen Elizabeth Park\*

*\*Noting that that if members wished to name it Queen Elizabeth Park, formal permission may be needed.*

- 4.19 If the recommendations are approved by this Committee the appointed contractors can formally be instructed, mobilised, and begin work on-site within a month. This would provide an anticipated completion date of October 2022 and be open for public use.

## **5.0 Financial Implications**

- 5.1 The overall current project costs are £924,641.66 which includes an estimated 6.9% increase in construction fees due to market conditions.
- 5.2 The spend to date on the project totals £127,235.
- 5.3 The funding package below allows for project contingency fund of approximately.17% and any surplus sums will revert to maintenance costs for the park, if not needed in the capital phase of the project.
- 5.4 The funding package for this project is:

Capital Funding	£391,560
S106	£366,040
Sport England	£149,300
Commuted Sums	£200,000
<b>Total:</b>	<b>£1,106,900</b>

- 5.5 Committees have previously approved the funding to this project through S106 funds and through the Council's capital programme (8 October 2020).
- 5.6 The Commuted Sum of £200,000 listed above is a proportion of the combined total commuted sums of £552,000 (which consists of two individual amounts of £122,000 and £430,000) currently identified for Cadley Park (Urban Country Park) project.
- 5.7 The specific S106 agreement 9/2014/0888 (£430,000) relating to this element of the agreement is *"a contribution towards the cost of the carrying out and subsequent*

*maintenance of the Urban Park Works by the Council*". £200,000 of this sum is being used to fund the construction of the park leaving the remaining funds to fund the future management and maintenance of the park. Further commuted sums from the surrounding housebuilding will be specifically ringfenced for site maintenance for further ongoing maintenance.

- 5.8 The Sport England grant is an essential piece of the overall funding package that will result in the overall Cadley Park (Urban Country Park) project being realised. £24,377 of the Sport England funding is a contribution to activation of opportunities at the site once it is launched.
- 5.9 Any remaining commuted sums will be available for the ongoing maintenance of the site into the future.
- 5.10 It is recommended that the Committee receives and approves the updated funding package for Cadley Park (Urban Country Park) project adjacent to William Nadin Way.

## **6.0 Corporate Implications**

### **Employment Implications**

- 6.1 None

### **Legal Implications**

- 6.2 If the Council was unable to fully delivery the Cadley Park project, then the Council could be liable to pay back all or part of grant funding from Sport England. It should be noted Cultural and Community Services (CCS) has an excellent track record and reputation of delivering Sport England funded programmes.

### **Corporate Plan Implications**

- 6.3 The project will support the Council to deliver services to the residents of South Derbyshire and fulfil elements of Our Environment, Our People and Our Future themes of the Corporate Plan.

### **Risk Impact**

- 6.4 The Corporate and Departmental risk registers will be updated with any risks identified if they arise from this report.

## **7.0 Community Impact**

### **Consultation**

- 7.1 This project will make positive contributions to the Active South Derbyshire Physical Activity, Sport and Recreation Strategy 2017-2022 and all key themes within the Sustainable Community Strategy - Children and Young People, Healthier Communities, Safer Communities, Stronger Communities and Sustainable Development. These documents were developed in consultation with South Derbyshire citizens and organisations.
- 7.2 Consultation also took place with a wide range of partners and local school children to seek their views, ideas, and options for the overall park design.

### **Equality and Diversity Impact**

- 7.3 This project will provide the opportunity for South Derbyshire residents to access a free modern and engaging environment to socially connect, be active and lead happy and healthy lives.

### **Social Value Impact**

- 7.4 Physical inactivity can cost the economy millions of pounds per year. By supporting the District's least active population to become active it will work to improve an individual's / community's health and wellbeing and potentially reduce wider costs to society such as the health service.

### **Environmental Sustainability**

- 7.5 The connectivity of the site will enable people to cycle and walk to opportunities locally, which will potentially reduce traffic congestion and pollution.

## **8.0 Conclusions**

- 8.1 The funding package will enable this strategically important project to come to fruition and will result in a joined-up approach from the Council's the Corporate Plan, District and National strategies.

## **9.0 Background Papers**

- 9.1 Planning Application [Planning Application: DMPA/2021/1072](#)  
9.2 Capital Bid Committee Paper 20201008 [REPORT TO: \(cmis.uk.com\)](#)

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 7
DATE OF MEETING:	17 MARCH 2022	CATEGORY: RECOMMENDED
REPORT FROM:	ALLISON THOMAS STRATEGIC DIRECTOR - SERVICE DELIVERY	OPEN
MEMBERS' CONTACT POINT:	CHRISTOPHER WORMAN PARKS AND GREEN SPACES MANAGER	DOC:
SUBJECT:	TREE, WOODLANDS, AND HEDGEROW MANAGEMENT POLICY	
WARD(S) AFFECTED:	ALL WARDS	TERMS OF REFERENCE: (FM08)

## **1.0 Recommendations**

- 1.1 That the Committee adopts the Tree, Woodland and Hedgerow Policy (**Appendix 1**) including appendices (**Appendix 2**).
- 1.2 That the resource implications outlined in this report to undertake the necessary identified tree works be approved.

## **2.0 Purpose of the Report**

- 2.1 To highlight issues, risks, opportunities, and solutions related to management of the Council's trees.
- 2.2 To request that the Committee adopts the Tree, Woodland and Hedgerow Management Policy (incl. Appendices) which is a revised and updated version of the 2010 Tree Management Policy previously approved. The Policy has been previously considered by the Housing and Community Services Committee on 10 March 2022.
- 2.3 To seek approval for the financial implications outlined in the report to undertake the necessary identified tree works.

## **3.0 Executive Summary**

- 3.1 The Council has a duty to effectively manage its many trees, which have been pro-actively mapped, inspected, and maintained according to available resource following the approval of a Tree Policy in 2010. Better data, an ever-increasing tree stock, increased environmental awareness, capacity issues, the desire for best practice and the passage of time mean a review of the original policy and custom and practice is due.

- 3.2 The original 2010 Tree Management Policy has been updated and replaced with a refreshed Tree, Woodland and Hedgerow Policy (Appendix 1) including appendices (Appendix 2). These are companion documents which have been created to provide the Council with a planned way forward for managing its trees safely, efficiently, effectively, and economically by providing current, medium, and long-term direction and action.
- 3.3 The recommended revised Policy documents, which were considered and approved by the Council's Housing and Community Services Committee on 10 March, outline issues and essential actions for dealing efficiently, effectively and economically with the District's tree, woodland and hedgerow issues, in particular:
- to optimise the protection and management of its tree stock
  - to improve its service to residents
  - to protect members of the public and employees
  - to reduce the number of tree-related service enquiries and complaints
  - to mitigate the potential for future negligence claims resulting from tree failure or subsidence
  - to support planning policy and development
  - to increase tree canopy cover according to achieve National Forest targets, meet carbon neutrality targets to mitigate global overheating and assist meeting the Council's Climate Emergency commitments
  - to protect and enhance biodiversity in relation to trees, woodlands, and hedgerows
  - to ensure that the important role of trees in providing ecosystem services is developed and is well understood and appreciate.
- 3.4 The Policy documents aim to realise the stated proposed Vision:
- "South Derbyshire will be a District where the natural capital of its trees, woodlands and hedgerows are fully valued, properly managed and well-maintained so that they can make their optimum contribution to ecosystem services and the health and well-being of the community, whilst providing aesthetic and seasonal pleasure to today's residents and visitors and future generations."*
- 3.5 There are several risks and opportunities facing the Council which are highlighted by an examination of current issues. These issues include risks associated with achieving current policy response times, lack of a dedicated and defined tree work budget, an expanding tree management workload, unrecorded trees, uninspected trees, increasing adoption of trees, non-completed essential tree work, commissioning and procurement practice, handling of tree enquiries and complaints, and criminal damage.
- 3.6 There are financial implications of managing the Council's trees, much of which is covered within existing resources, but to meet its responsibilities there is a further requirement for dedicated budget for external arboricultural services.

## 4.0 Detail

- 4.1 The Council's Tree Management Policy was adopted in 2010. The current policy, attributes priority timescales to when tree works must be undertaken and has, in part, created a backlog of tree maintenance works that must now be resolved.
- 4.2 The current priority timings in the (2010) policy is creating unnecessary procedural risk. Changing the priority timings in the revised Management Policy would reduce the Council's procedural risk, by introducing a traffic Red/Amber/Green (RAG) system of priority would be put in place rather than a specific timeframe approach.
- 4.3 If the recommended revised Policy, which was considered and approved by the Council's Housing and Community Services Committee is adopted this would go some way to better managing the identified risks. However, there are still trees that still require some form of works, so whilst the risk process is managed the backlog of tree work will not disappear - if anything these will continue to accumulate.
- 4.4 Therefore, the recommended response is to provide appropriate and dedicated resource that will allow the appointment of external approved arboricultural contractors that will solely work on clearing the identified backlog of priority tree works promptly and efficiently, over an initial two to three-year period (as set out in 5.4), whilst the Council implements its revised Policy approach and meaningfully operationalise this.
- 4.5 In common with most local authorities, South Derbyshire District Council is responsible for many areas of land which often contain trees, woodland, and hedgerows. These valuable natural capital assets, which are critical to the ecosystem need careful management.
- 4.6 The Policy documents have been created with due consideration to current legislation and national, regional, and sub-regional policy. In addition to relevant UK legal case law and applicable non-governmental organisations' policy and guidance which is dedicated to ensuring health and wellbeing of the public whilst protecting trees and related biodiversity. Furthermore, advice has been sought from the Council's insurers, Zurich and incorporated into the documents and proposals.
- 4.7 Although the Tree Officer post sits within Cultural and Community Services, it should be noted that management of trees impacts on many other Council service areas including Housing, Planning, Corporate Property, Operational Services, Environmental Services, Legal Services etc. as such the Tree Management Policy documents are critical cross-cutting strategic documents.
- 4.8 Given the impact of tree management across service areas, considerable emphasis has been placed on a more integrated approach to managing the Council's trees using guidance from several industry bodies and organisations, including:
  - The Forestry Commission UK Forestry Standard 2017
  - The Health and Safety Executive - Management of the risk from falling trees.
  - UK Road Liaison Group - Well-managed Highway Infrastructure Code of Practice
  - National Tree Safety Group - Common sense risk management of trees
  - Tree and Design Action Group - Trees in the Townscape: A Guide for Decision Makers.

- 4.9 Those involved in caring for the Council's trees are in the front-line of a challenging national industry to manage a range of potentially very damaging pests and diseases, many of which have arrived from abroad.
- 4.10 In addition to the Council's duty of care and requirement for policies and procedures for managing its tree stock, district councils have a regulatory role in ensuring the preservation of trees and woodlands that offer high public amenity value, regardless of their public or private ownership and the provision and protection of adequate green infrastructure in new developments.
- 4.11 The new Policy documents bring together all these themes to ensure that the Council can properly manage its trees into the long-term future and provide a framework which details the Council's approach to the management and enhancement of its tree stock. It outlines the mechanism by which the Council will achieve a proposed vision for trees.
- 4.12 The routine management of the Council's trees will involve:
- Surveying the tree stock on a regular basis to maintain a database that tracks the condition of individual trees or group of trees and assigns a risk-rating based on that condition
  - Planned cyclical maintenance based on a minimum four-year inspection cycle which will identify tree pruning and tree felling where required
  - Reactive maintenance in response to health and safety issues and customer requests.
  - Emergency work such as that following storms and gales.
- 4.13 The new Policy is set out as overarching documents, whilst specific requirements are dealt with in detail within the appendices. These policies should provide clear principles for the management and maintenance of the District's trees for the future.

## **5.0 Financial Implications**

- 5.1 The Council's Tree Management Policy was adopted in 2010. As outlined at 4.2 above, the current policy, attributes priority timescales to when tree works must be undertaken and has, in part, created a backlog of tree maintenance works that must now be resolved.
- 5.2 To address this backlog, it is proposed to provide a dedicated resource that will allow the appointment of external approved arboricultural contractors that will solely work on clearing the identified backlog of priority tree works promptly and efficiently, over an initial two to three-year period, whilst the Council implements its revised Policy approach and meaningfully operationalise this.
- 5.3 The average annual spend (based on the current tree policy) for tree works over the previous five years (contractors) is c.£40k per annum.
- 5.4 The funding required to undertake identified priority tree works are as follows:
- Year 1 - 2022/3 £60,000
  - Year 2 - 2023/4 £20,000
  - Year 3 - 2024/5 £20,000 (contingency)

- 5.5 In the medium-term, the continued implementation of new strategic and policy approach will help the Council manage identified future risks.
- 5.6 There is currently an annual budget of £10k for dedicated tree works within the General Fund Parks and Green Spaces.
- 5.7 An earmarked reserve for Operational Services has been set-aside from maintenance sums through S106 totalling £154,740 which to-date has not been utilised and has no committed spend against.
- 5.8 The Housing Revenue Account (HRA) contributes £120k pa to Grounds Maintenance for works including grass cutting and trees. This recharge was due to be reviewed in 2020/21 but due to the pandemic never progressed. This will be undertaken during 2022 with a dedicated Accountant and the new Head of Operational Services.
- 5.9 It is proposed to fund the backlog works by utilising the £5k of the Parks and Green Spaces budget allocation in 2022/23 and 2023/24, £10k of the recharge from the HRA to Grounds in 2022/23 and 2023/24 with the balance and majority of the funding to be drawn from the earmarked reserve.
- 5.10 Grounds Maintenance underspends each year due to vacant posts. If, however the team was up to full complement, the HRA recharge could not be utilised as it would negatively impact the General Fund. Any shortfall in funding from either Parks or Grounds would need to be sourced from the earmarked reserve.
- 5.11 A full review of the budgets in Parks and Green Spaces and the Grounds Maintenance needs to be undertaken prior to the next budget round and in line with the new tree policy to ensure any opportunities are maximised and all risks are covered.

## **6.0 Corporate Implications**

### **Employment Implications**

- 6.1 An Assistant Tree Officer was approved as part of the previously approved and now implemented Cultural and Community Services restructure. A team of officers is being established with the requisite skills and expertise to effectively manage the Council's trees.
- 6.2 In addition to the current Tree Officer, there is a vacant Tree Inspector post, which has been repositioned as an Assistant Tree Officer to attract and retain candidates.
- 6.3 Furthermore, a Biodiversity Officer has recently been appointed, who has arboricultural experience. These are additional to the wider support of the Parks and Green Spaces team, within Cultural and Community Services.

### **Legal Implications**

- 6.4 Under UK law, in England and Wales, the Occupiers' Liability Act 1957 and 1984 governs liability. The earlier Act deals with any liability relating to visitors, i.e., persons who enter the land or premises either by invitation or by permission. The later Act deals with liability to other persons, including trespassers. Occupiers can be held negligent in their duty of care even if injury or damage occurs on land where people do not have access by right or invitation. Under General Liability, a tree owner

has a 'Duty of Care' to its 'neighbours' with regards to the regular inspection and hazard abatement of its tree stock. This duty is laid down in;

- Occupiers Liability Acts of 1957 & 1984
- Highways Act 1980 (especially section 130),
- The Miscellaneous Provisions Act 1976 'Dangerous Trees and Excavation'
- Health & Safety at Work Act 1974 (for bystanders' sec 3(1)).
- Criminal Liability can be pursued under Section 3 of The Health and Safety at Work Act 1974, where there is a general duty of care at Common Law to take reasonable care to avoid injury to your neighbour.
- Corporate Manslaughter and Corporate Homicide Act 2007

6.5 The Government consulted last year on the need for Councils to adopt tree strategies and policies, and the proposed response was agreed by this Committee in August 2020. This could be the subject of future legislation. In addition, the Natural Environment and Rural Communities Act 2006 places a statutory duty to consider biodiversity in all Council functions, which the forthcoming Environment Bill may change to "evidence net biodiversity gain".

6.6 The proposed new Management Policy seeks to better meet the legal implications of tree management.

### **Corporate Plan Implications**

6.7 The Management Policy contributes significantly to the Corporate Plan Priorities and Key aims including:

#### **Our Future**

- a. Support economic growth and infrastructure
  - i. Enable the delivery of housing across all tenures to meet Local Plan targets
  - ii. Influence the improvement of infrastructure to meet the demands of growth
- b. Transforming the Council
  - i. Provide modern ways of working that support the Council to deliver services to meet changing needs

#### **Our People**

- c. Supporting and safeguarding the most vulnerable
  - i. Promote health and wellbeing across the district
- d. Deliver excellent services
  - i. Ensure consistency in the way the Council deals with its service users
  - ii. Have in place methods of communication that enables customers to provide and receive information
  - iii. Ensure technology enables us to effectively connect with our communities
  - iv. Invest in our workforce

#### **Our Environment**

- e. Improve the environment of the district
  - i. Enhance biodiversity across the District
- f. Tackle Climate Change
  - i. Strive to make South Derbyshire District Council carbon neutral by 2030
- g. Enhance the attractiveness of South Derbyshire

- i. Enhance the appeal of Swadlincote town centre as a place to visit
- ii. Improve public spaces to create an environment for people to enjoy

### **Risk Impact**

- 6.8 There is no nationally recognised practice or prescribed methodology for tree management, although Forestry England's - Operational Guidance Book #1 (Tree Safety Management) sets out a good baseline for inspecting trees on the public forest estate. As a result, much guidance derives from established professional practice and case law, which identifies the need for landowners to put in place pro-active defendable systems for managing tree risk as part of its general duty of care, particularly for open spaces. If the Council does not have adequate measures in place, it may be liable to substantial financial and reputational consequences, if found to be negligent in its management.
- 6.9 The new Policy allows the Council to protect itself against potential claims for damage or injury, but also allows a much more integrated and pro-active approach to managing trees on its land.
- 6.10 There is currently a Government consultation on the need for councils to create and adopt tree policies and strategies and the matter could be the subject of future legislation. By adopting this Management Policy, the Council will be fulfilling this future need ahead of potential legislation.

### **7.0 Community Impact**

- 7.1 Effective management of its tree stock is of critical importance to all South Derbyshire residents who benefit from the positive impact of trees in many areas of life including the environment, biodiversity, housing, amenity and leisure. Similarly, effective management is of critical importance to a variety of partners and community stakeholders including the National Forest Company, Forest England, Parish Councils the private sector and a plethora of Voluntary and Community Sector organisations.

### **Consultation**

- 7.2 Consultation has taken place across relevant service areas within the Council

### **Equality and Diversity Impact**

- 7.3 None Known

### **Social Value Impact**

- 7.4 Use of local tree contractors can promote local businesses.
- 7.5 Working closely with developers to enable the delivery of housing across all tenures to meet Local Plan targets.
- 7.6 Potential to involve communities in planting schemes etc.

### **Environmental Sustainability**

7.7 Trees are crucial to the environmental sustainability of the District and by extension the planet, by:

- Capturing atmospheric carbon
- Cleaning the air that we breath
- Filtering atmospheric pollution
- Stabilising river/stream sides and attenuating flow
- Stabilising soils and moderating rainfall absorption
- Improving the quality of contaminated land
- Providing a barrier to noise and screening poor views; trees and other vegetation can play an important role in reducing noise
- Providing shelter from the sun, wind, rain, and other weather events
- Shading out harmful solar radiation, reducing “heat island” effects.

## **8.0 Conclusions**

8.1 Trees are an immensely valuable asset for the environment and people of South Derbyshire. The new Tree Management Policy provides a robust framework for their effective management.

## **9.0 Background Papers**

9.1 Tree Management Policy - 2010.

# Tree, Woodland and Hedgerow Management Policy

Cultural and Community Services  
March 2022

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## Version Control

Version	Description of version	Effective Date
1	Original draft for CCS HOS	July 2019
2	Revised draft with HOS amends included	October 2020
3	Revised draft for circulation to all HOS	January 2021
4	Revised version including HOS amendments	May 2021
5	Revised version including Zurich amendments	Jan 2022
6	Final officer revisions	March 2022

## Approvals

Approved by	Date

## Associated Documentation

Description of Documentation

## Executive Summary

S1 In common with most local authorities, South Derbyshire District Council is responsible for many parcels of land, many of which contain trees, woodland, and hedgerows. These features are valuable natural capital assets which are critical to our ecosystem services (see 1.2 below). They need careful management, not least because the Council has legal duties of care to keep open spaces safe and to protect and enhance biodiversity. This Tree Policy has been created to provide the Council with both current, medium, and long-term direction, guidance and matters for action in dealing with tree, woodland, and hedgerow issues, in particular:

- to ensure the protection of members of the public and Council employees from tree hazards
- to optimise the protection and management of its valuable tree stock
- to improve its service to residents,
- to reduce the number of tree-related complaints
- to mitigate the potential for future claims against the Council resulting from tree failure, alleged negligence, or subsidence
- to support planning policy and development
- to increase tree canopy-cover according to UK and National Forest targets
- to protect and enhance biodiversity in relation to trees, woodlands, and hedgerows
- to ensure that the important role of trees in mitigating climate change and providing ecosystem services is fully developed, well understood, and appreciated

This document has been created with due consideration to current international, national legislation and national, regional, and sub-regional policy, relevant UK legal case law, and applicable non-governmental organisations' policy and guidance dedicated to protecting trees and related biodiversity. It includes policy statements which build on, but will supersede, the existing Tree Management Policy 2011. This Policy is a companion document to the Tree Woodland and Hedgerow Management Plan. Where appropriate, it should be assumed that the use of the term 'tree' will also include woodland, hedgerows, and tree-based habitats.

This document sets out policies to underpin how the Council will:

- Manage and maintain the Council's tree stock on the highways\*, housing estates, cemeteries and closed churchyards, parks, open spaces, woodlands, and hedgerows via a proactive cyclical work-delivery regime to ensure that trees are maintained in a safe and healthy condition. (*\*Not including trees owned and maintained by Derbyshire County Council*)
- Limit the felling and pruning of trees to those circumstances where it is essential or advisable.
- Establish specifications and service level agreements for tree work based on professionally accepted standards of practice
- Establish best practice to ensure adequate biosecurity in the District to prevent, control and manage the effects of tree pests and diseases
- Undertake pruning works following best arboricultural practice and where possible for this to be scheduled so as not to be detrimental to the tree species affected.
- Increase the role of street and open space trees, woodland, and hedgerows in providing connected, biodiverse habitats and healthy ecosystem services, minimising the impacts of and adapting to climate change.
- Provide public information, where possible, in advance of planned tree works and in advance of planting schemes.
- Develop Woodland Management Plans for all Council woodlands.
- Survey and prescribe improvement and connectivity plans for Council hedgerows

- Use current planning legislation to protect those trees it considers to be threatened or that it values. Applications to carry out work to protected trees will be evaluated carefully before permission is given.

Although the Council will deliver this wide range of services in its management of the tree stock, like most other Council's, it will not usually provide services relating to several common issues related to tree "litter" and other annoyances (identified in Section 4) though Health and Safety shall always be paramount.

The Council will seek compensation from any external organisation or individual responsible for significant damage to, or removal of, any Council owned tree(s) to the value as calculated by Capital Asset Valuation for Amenity Trees (CAVAT).

Considerable emphasis has been placed on a more integrated approach to managing the District's trees.

## Introduction

As tree owners with regulatory and duty of care obligations, the Council has direct responsibility to ensure that its trees do not pose an unacceptable hazard or level of risk to the public or property. Tree safety management requires limiting the risk of harm from tree failure while maintaining and protecting the benefits conferred by trees. To manage and address these risks and discharge the Council's statutory duties associated with trees it has to:

- Establish best practice in surveying, mapping and regularly inspecting trees as part of a robust risk management procedure
- enable consistency in the quantity and quality of tree works being carried out and predictability in outputs/ outcomes.
- provide a basis for supporting robust planning policy in relation to trees.
- offer effective mechanisms to manage public expectations.
- handle ad-hoc requests efficiently and effectively.
- contribute to ensuring positive environmental outcomes from new developments.
- protect and enhance biodiversity related to trees, woodlands, and hedgerows.

Those involved in the care for the Council's trees are in the front line of a challenging national struggle to manage a range of potentially very damaging and harmful pests and diseases, many of which have arrived from, or are an imminent threat from, abroad.

In addition to its statutory biodiversity duty and general duty of care, district councils have a regulatory role in ensuring the preservation of trees and woodlands that offer high public amenity value, regardless of their public or private ownership and the provision and protection of adequate green infrastructure in new developments.

The Council's Corporate Plan sets out its ambition *"to improve the environment of the District, to tackle climate change, to enhance the attractiveness of South Derbyshire and deliver excellent services"*

This document brings together all these themes to ensure that the Council can properly manage its trees into the long-term future and provides a framework which details the Council's approach to the management and enhancement of its tree stock. It outlines the mechanism by which the Council will achieve its strategic vision for trees:

## **Vision**

*“South Derbyshire will be a District where the natural capital of its trees, woodlands and hedgerows are fully valued, properly managed and well-maintained so that they can make their optimum contribution to ecosystem services and the health and well-being of the community, whilst providing aesthetic and seasonal pleasure to today’s residents, visitors and to future generations.”*

## **Mission**

*“To protect, improve, increase and sustain the tree population and canopy cover of the Council and the National Forest for the benefit and enjoyment of current and future generations.”*

## **Core Aims and Objectives**

The aims of this Management Plan are ultimately to:

1. To ensure the Council complies with its duties to protect members of the public, Council employees and property from tree hazards;
2. To value, protect and improve the quality and safety of the District’s tree stock through the legal and physical protection and management of trees;
3. Ensure that trees, woodlands, and hedgerows contribute fully to a healthier and more attractive local environment;
4. Develop and improve the District’s natural capital, tree canopy, ecological network and biodiversity where trees are included or impacted;
5. Effectively manage the impact of trees on residents, businesses and organisations;
6. Raise the profile, value and understanding of trees, woodland and hedgerows (and their issues) for the benefit of the District;
7. To ensure that sufficient resources are available to deliver the agreed objectives and action plan

## **Objectives**

To achieve the vision, mission and aims the Council has the following objectives:

1. To ensure that there is an efficient, effective, and economically sound programme of management to keep the Council’s trees safe and healthy and in good order;
2. To ensure that there is an efficient, effective, and economically sound programme of delivering maintenance to keep the Council’s trees safe and healthy;
3. To continue to protect the District’s trees, woodlands, and hedgerows by improving and strengthening partnerships and legal and physical processes and procedures;
4. To ensure the proper protection, management and augmentation of the District’s ecological network, tree canopy, tree-based habitats, and biodiversity which relates to trees;

5. To deal effectively with tree-related community issues and customer enquiries

## 1.0 The Policy

### 1.1 Purpose of this Tree, Woodland and Hedgerow Management Policy

- 1.1.1 This Policy defines the Council's agreed approach to managing its trees, woodlands and hedgerows and will be the document which may be used when any legal or policy tree matters are considered. It is intended to act as a point of reference for the public, Councillors, officers and professionally interested people to enable informed discussion. It establishes a clear, consistent, and structured approach to managing tree-related issues. This is a companion document to the Tree Woodland and Hedgerow Management Plan and includes policy statements which build on, but will supersede, the existing Tree Management Policy 2010. Where appropriate, it should be assumed that the use of the term 'tree' will also include woodland and hedgerows

- 1.1.1 The Council will respond to tree enquiries, complaints, and service requests, within the parameters set out in this document and Council procedures

Policies are set out as **overarching policies** or **management policies**, and some are dealt with in additional **specific policy points**

Together with the Tree, Woodland and Hedgerow Plan, these policies should provide clear guidance for the management and maintenance of the District's trees for the future

#### 1.1.2 Natural Capital and Ecosystem Services

This Policy is framed using the concepts of "natural capital" and "ecosystem services" to link in with the Council's aim to improve its environmental and sustainability performance through its commitment to maintaining success in achieving ISO 14001 and improving biodiversity and nature recovery. The emergence of the concept of 'natural capital' in recent decades reflects a recognition that environmental systems (in particular, trees, woodland, and hedgerows) play a fundamental role in determining a council's economic output and social well-being — providing resources and services, and, preventing flooding, absorbing emissions and toxins.

The many environmental, social, and economic benefits of trees and woodlands are well-recognised and are identified in the Management plan, but factors such as the pressures on existing trees, opportunities for new tree planting and the impact of development etc. should not be dealt with in isolation, or in a reactive manner, but as part of an integrated approach to tree management.

### 1.3 Tree Challenges

- 1.3.1 Road surfaces and Infrastructure - Trees can have negative effects on the surface of footways, carriageways and built structures such as walls, fences etc. through annual stem growth and/or direct root damage which can cause subsidence, disturb or block drains and ditches etc.
- 1.3.2 Leaf litter - Trees can shed bud cases, blossom, seeds, fruit, leaves, needles etc. depending on the season. These can be problematic for street-cleansing, disposal, gutter and drain clearance etc
- 1.3.4 Trees, like many plants, are a source of pollen which can be allergens for certain people.

- 1.3.5 There has been a significant increase in the number of non-native tree pests and diseases being introduced to the United Kingdom since the early 2000s. Many of these are having a serious impact on human health such as Oak Processionary Moth and Brown-tail Moth, and tree health, for example, Ash Die-Back, Acute Oak Decline and Bleeding Canker of Horse Chestnut. There is a need for the Council to take action to provide our trees, woods, and forests with greater protection. Implementing appropriate biosecurity measures, can significantly reduce the risk of introducing and spreading tree pests and diseases, and having to deal with the consequent financial impact. The Council should also plan to provide a coordinating role in ensuring the safety of the public in the District as a result the future impact of any of these diseases, especially where other landowners' trees pose a hazard to the public.
- 1.3.6 As part of the Council's Climate Emergency declaration it recognises the importance of the role of trees, woodlands, and hedgerows in sequestering carbon dioxide. The Council will need to make provision to adjust its planting programmes and tree selection according to changing conditions.

## 2.2 Key Passages from Key Documents

### 2.3.1 Local Plan Policies

- 2.3.2 Key Local Plan policies included in the South Derbyshire Part 1 Local Plan includes Policy BNE1 (Design Excellence); BNE3 (Biodiversity); LBNE4 Landscape Character and Local Distinctiveness and INF8 (The National Forest). In addition, the Council's Part 2 Local Plan includes a specific policy to manage the likely effects of development on trees and hedgerows. This is Policy BNE7 (Trees, Woodland and Hedgerows). Corporate Plan Statements

### 2.4.1 Corporate Priorities and Key aims

#### 2.4.2 Our Future

- a. Support economic growth and infrastructure
  - i. Enable the delivery of housing across all tenures to meet Local Plan targets
  - ii. Influence the improvement of infrastructure to meet the demands of growth
- b. Transforming the Council
  - i. Provide modern ways of working that support the Council to deliver services to meet changing needs

#### 2.4.3 Our People

- c. Supporting and safeguarding the most vulnerable
  - i. Promote health and wellbeing across the district
- d. Deliver excellent services
  - i. Ensure consistency in the way the Council deals with its service users
  - ii. Have in place methods of communication that enables customers to provide and receive information
  - iii. Ensure technology enables us to effectively connect with our communities
  - iv. Invest in our workforce

#### 2.4.4 Our Environment

- e. Improve the environment of the district
  - i. Enhance biodiversity across the District

- f. Tackle Climate Change
  - i. Strive to make South Derbyshire District Council carbon neutral by 2030
- g. Enhance the attractiveness of South Derbyshire
  - i. Enhance the appeal of Swadlincote town centre as a place to visit
  - ii. Improve public spaces to create an environment for people to enjoy.

## Tree Policy Statements

### 3.1 Over-arching Policy Statements

3.1.1	The Council shall adopt a proactive approach to protecting and managing the District's trees. These policies will apply to all the Council's trees. The Council's Tree officer will be the primary point of contact for all District tree issues in the first instance.
3.1.2	The Council shall undertake the recording, surveying and mapping of individual trees, groups and woodlands on Council-managed land within the boundaries of the District and will arrange their regular and routine inspection as required for each type and situation
3.1.3	The Council shall undertake the regular and routine risk assessment of its sites and trees and carry out re-inspection as required by its agreed procedures and programmes
3.1.4	The Council shall identify the work required on its trees in a regularly updated programme and shall ensure that the Council's tree stock is maintained in a cost-effective manner, which maximises natural capital, visual amenity, and associated benefits whilst minimising risks to public safety. The Council will work to create a balance between the needs of the residents, whilst still preserving the amenity of the area. The Council will provide public information, where appropriate, in advance of planned tree works and in advance of planting schemes.
3.1.5	The Council shall use current planning legislation to protect those trees it considers to be threatened and/or that it values. Applications to carry out work on protected trees will be evaluated carefully before permission is given. The Council shall also develop adequate procedures to protect its trees from damage by residents, developers etc. and will seek compensation from any organisation or individual responsible for significant damage to, or removal of, any council owned tree(s). Damage value may be calculated using the UK Court validated Capital Asset Valuation for Amenity Trees (CAVAT) process.
3.1.6	The Council shall ensure that every Council-owned tree that is the subject of any enquiry or complaint will be inspected on an individual basis. An inspection will be undertaken for any such tree, and the Council will undertake any works identified in line with best practice and this policy. Where possible, appropriate advice will be given.
3.1.7	The Council shall establish best practice to ensure adequate biosecurity in the District to prevent, manage the effects, and control serious tree pests and diseases which cause harm to public health or the tree stock
3.1.8	The Council will develop Woodland Management Plans and/or management prescriptions for all Council woodlands and survey and prescribe improvement and connectivity plans for Council hedgerows
3.1.9	The Council shall always use professionally recognised methods and standards of arboricultural practice as recommended in the British Standard 3998: 2010 -

	Recommendations for Tree Work document in its tree management and maintenance work programmes and develop specifications, schedule of rates and service level agreements to ensure efficiency, effectiveness, and economy. Work shall be scheduled and timely so as not to be detrimental to the tree species affected.
3.1.10	The Council shall always use professionally recognised standards and/or arboricultural techniques to ensure environmental/ ecological best practice and will always identify and ensure appropriate management of trees in line with its plans for nature recovery, biodiversity, its Biodiversity Network, wildlife corridors or as landscape features, and using guidance from BS42020
3.1.11	The Council shall promote and communicate the positive contribution and benefits made by trees to the district
3.1.12	The Council shall replant at least one tree, preferably three, whenever one is removed, whether due to health and safety, planting loss or other reasons. The newly planted tree will be positioned as close as practicable to the removed one. BS 8545 will be used as guidance for best practice
3.1.13	<p>The Council shall aim to increase tree canopy cover* to a minimum of National Forest (or other legally required) targets, improve habitat connectivity, and meet carbon offset/ climate emergency targets, by undertaking the planting of new trees, woodlands, community orchards, nutturies and hedgerows where suitable opportunities arise.</p> <p>*Canopy cover is an emerging issue for inclusion within the Councils Climate and Environment Action Plan and this issue is likely to be the subject of objectives and targets in future versions of the Climate and Environment Action Plan"</p>
3.1.14	The Council shall make adequate resources available to ensure that it complies with its duty of care in respect of tree safety and other legal obligations and will develop a claims process for infrastructure damage and/or personal injury claims
3.1.15	The Council shall ensure that this Policy is reviewed at least every five years or when there are major changes to legislation or best practice in respect of tree management.
3.1.16	The Council shall inspect, risk assess and prioritise tree work according to methodology defined in Section 4.
3.1.17	All tree work shall comply with, and will be quality assessed against, the Council's Tree-Work Specification (Appendix 1) and the appropriate British Standards.
3.1.18	The delivery of tree management and maintenance work and customer enquiry and complaint management will be assessed and measured using a Quality Assurance and Performance Management System

## 3.2 Tree Work Management Policies

Decisions on tree work will be made according to the policies listed below:

3.2.1	Where a tree poses a safety risk	<p>The Council will remove dangerous trees or parts of trees in its ownership. Safety considerations will always be given priority.</p> <p>Where trees on private land represent an immediate threat to people or property the Council will use its powers/ duty to legally intervene, alert the owner and, when necessary, arrange for work to be carried out and, where possible, recharge the landowner</p>
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		Where trees on unregistered land represent an immediate threat to people or property the Council will assess the severity of the risk and the site location and conditions and take appropriate action, at its own expense, if necessary, pro bono publico, to meet its duty of care responsibilities
3.2.2	Council trees touching buildings and structures	The Council will cut back its trees from properties where they touch windows, walls, roofs or gutters and to avoid light structures such as arials, tiles or gutters being damaged by its trees moving in the wind and prevent property being engulfed. Preventative measures will be undertaken to avoid future damage where necessary.
3.2.3	Where Council trees are interfering with pedestrian or vehicular movement on footpaths or highways.	The Council will maintain clearance for pedestrians and vehicles over footways and roads respectively. Guidance recommends that a minimum clearance of 2.1m over footpaths and 5.2m above the carriageway of adopted highways be maintained. Trees on open spaces, which are not blocking the highway or sightline, will be left with a more natural shape where the branches may extend down to the ground
3.2.4	Council tree blocking sightlines or road signage, streetlights and any other street furniture.	The Council will clear any sightline where it is being blocked by low branches. To maintain vehicular and pedestrian safety.  The Council will cut branches that are impeding streetlights, road signs and other street furniture, etc. To maintain vehicular and pedestrian safety.
3.2.5	Roots/growth affecting hard surfaces, infrastructure or property	Where it has been identified that roots or stems of Council trees growing under footpaths or close to property are the cause of problematic surface lift or subsidence, blocked or disturbed drains/ ditches etc. the Council will, or encourage the owner to, find an engineering solution. Felling will only be considered where the repair is essential and all other solutions have been considered and dismissed, usually when a satisfactory result cannot be achieved without damage to the root system that will undermine the future health and stability of the tree
3.2.6	Previously inappropriately planted Council trees on Public Open Spaces.	Where it has been clearly identified by the Tree Officer and/or external professional expertise, that trees have been planted too close to structures and are outgrowing their surroundings, pruning will be undertaken. Where trees are growing close to fences and/or boundary walls, engineered solutions will always be considered before felling. If future growth potential means that damage is foreseeable and unavoidable as the tree grows, pre-emptive felling may be the only long-term solution. There may also be an occasion where, because of essential works, situation or species, the tree is considered inappropriate to the site and may be removed. This may include thinning out tree plantings to allow other species to develop. Retained trees pre-dating a development site, due to poor planning/ inappropriate development, will not normally be considered for removal.

3.2.7	New planting schemes and the impacts on biodiversity.	The Council will give due consideration to the retention, recovery, connectivity, and creation of habitats when planning new tree planting schemes, to increase the biodiversity and amenity value of the District.
3.2.8	Council trees affecting solar panels.	Works will only be carried out on trees which are restricting the efficiency of solar panels where the solar panel pre-dates the presence of the tree.
3.2.9	Liveability issues regarding natural phenomena.	<p>Tree work and clearance work <b>will not</b> be carried out solely to alleviate problems caused by natural and/ or seasonal tree litter phenomena such as follows:</p> <ul style="list-style-type: none"> <li>• fallen leaves, pine needles, twigs etc.</li> <li>• sap exudation (e.g., honeydew)</li> <li>• falling fruits, nuts, blossom, bud cases etc</li> <li>• bird droppings</li> <li>• reduction or increase moisture to gardens</li> <li>• sucker growth</li> <li>• germinating seeds from trees</li> <li>• blocked or obstructed drains, gutters, flat roofs from tree deposits and leaves; presence of algae, moss build up</li> </ul>
3.2.10	The Council <b>will not</b> carry out tree-pruning or tree removal directly attributable to:	<ul style="list-style-type: none"> <li>• TV or satellite/Wi-Fi signal reception.</li> <li>• blocking of sunlight or man-made lighting during any part of the day.</li> <li>• blocking or obstruction of a view from a residence.</li> <li>• Interference with telephone or electricity cables (this is the responsibility of utility providers)</li> </ul>
3.2.11	Pruning to prevent/ alleviate crime, youth nuisance and anti-social behaviour	<p>The Council will not fell or prune Council-owned trees solely to alleviate problems caused by crime, youth nuisance or anti-social behaviour, unless there is clear evidence that all other approaches have been tried and have not been successful. These measures would include, surveillance, Public Spaces Protection Orders (PSPOs), attempts to arrest/ prosecute offenders, youth street-worker interventions, SARA model (Scanning, Analysis, Response, Assessment) etc. The preservation of the tree will take precedence over such considerations.</p> <p>Unauthorised tree swings, structures etc. will be removed where necessary for safety reasons.</p>
3.2.12	Third party sponsorship	The Council will consider accepting third party sponsorship for tree work only where there are good arboricultural reasons but are not priority work for the Council. Such work shall be carried out using sound arboricultural practice by approved professional contractors with Tree Officer supervision if required.
3.2.13	Overhanging branches	The Council has the same responsibility as a private landowner or neighbour in respect of overhanging branches and is only obliged to cut them back in circumstances where damage is being caused to adjacent structures or where the tree has been identified as being hazardous. Notwithstanding neighbours can cut back branches to their property boundary, this should be completed using

		good arboricultural practice, must not damage/ unbalance the tree and only with prior consent from the Council
3.2.14	Tree planting – trees, woodlands, hedgerows, and small shelter belts	<p>The Council will plant specimen trees and new, species rich, native woodlands and hedgerows in appropriate locations to meet a variety of objectives, including habitat creation and connectivity, carbon capture, the screening of unsightly development, the provision of shelter and the enhancement of the landscape ensuring planting the right tree in the right place</p> <p>The Council will work closely with The National Forest Company in securing grants to help support the Council's tree planting vision</p> <p>All specimen trees will be planted and cared for according to the Council's Planting Specification and BS 8545: 2014 (<i>Trees: from nursery to independence in the landscape</i>)</p>
3.2.15	Veteran, aging, notable, trees and semi-natural ancient woodlands	The Council will manage veteran, aging and notable trees in a way that preserves their unique characteristics. When managing trees and woodlands, due consideration will be given to biodiversity issues in line with the Biodiversity Duty for Public Authorities enshrined in the Natural Environment and Rural Communities Act 2006 and other relevant legislation
3.2.16	Standards of tree work	All works to Council trees will be carried out to comply with British Standards 3998: 2010 'Recommendations for Tree Work'. Any tree work for the Council shall be carried out by operatives fully trained to undertake arboricultural tree work and should be Arboricultural Association approved, or able to demonstrate that they have achieved a similar standard of competency. All personnel engaged in undertaking tree works must be adequately trained and hold all the accepted minimum qualifications and be fully competent with relevant experience in undertaking such tasks.
3.2.17	Customer enquiries	Customer enquiries and complaints received will be considered sympathetically and the Council will deal with each case on an individual basis.
	Scope of Policy	This Policy applies to all Council-owned trees
<b>Additional Specific Policy Points</b>		
	Housing Trees*	<p>Tenants shall not undertake arboricultural works (pruning or felling etc.) without written approval from Tree Officer, in accordance with tenancy agreements. Tenancy agreements will make clear who is responsible for managing existing trees on each property, including those planted by current tenants and previous tenants.</p> <p>Tenants must obtain Council permission before planting any trees.</p> <p>Where housing land ownership is in dispute investigations will be made aiming to resolve tree ownership issues.</p>

		<p>The new planting of fast-growing conifers, for example, Leyland Cypress, will be actively discouraged on Housing Dept. land. Only in exceptional circumstances will such planting be allowed.</p> <p>Tenants that are less able to maintain their gardens may be given assistance by the in-house Operational Services team and /or Housing Officers who would be able to report any issues.</p> <p>Therefore, proactive inspections and tree work shall focus on properties with substantial trees where the risk is more significant. These properties will be identified, and the trees assessed, and re-inspections set accordingly.</p> <p>*All council-owned and managed estates throughout the District have open spaces and gardens which have been planted with trees. It is here that tenants and housing communities come into the closest contact with trees. This Policy applies to all the Council's Housing land.</p>
	Corporate Property	All Corporate Property owned trees will be managed in line with SDDC Tree Policy.
	Planning and Strategic Housing	<p>The Council shall manage its trees, hedgerows and tree-related habitats in line with the Council's Tree Policy to maximise their contribution to the development opportunities in the District.</p> <p>The Council will rationalise and review its TPO processes and systems and review regularly to meet changing demands and regulation.</p> <p>The Council will review conditions relating to newly planted trees in developments.</p> <p>The Council will review the protection status of trees on Public Open Space maintained by management entities/ companies.</p> <p>TPOs will be placed on all trees growing on public open space which is transferred to management companies for maintenance.</p>
	Environmental Health	<p><b>Dangerous Trees on Private Land</b></p> <p>The Council will use its discretionary powers under the Local Government (Miscellaneous Provisions) Act 1976, Section 23, to deal with trees in private ownership that are dangerous. This legislation only allows the Council to become involved with trees that pose an imminent threat to people or property.</p> <p>(The Local Government (Miscellaneous Provisions) Act 1976 does not enable the Council to become involved with private trees causing a nuisance to a neighbouring property by causing shade, blocking views, or dropping leaves, flowers or fruit etc. unless the trees are imminently dangerous.)</p>

		Problems associated with High Hedges and covered by the Anti-Social Behaviour Act 2003 and will be dealt with by the Environmental Health Department as advised by the Tree Officer.
	Closed Churchyards* and Ecclesiastical Law	<p>Regard must be given to guidance issued by the Church Buildings Council as to the planting, felling, lopping and topping of trees in churchyards as required by the Faculty Jurisdiction (Amendment) Rules 2019</p> <p>*The Council maintains a number of closed churchyards throughout the District. These churches are receiving no further burials. In addition, the Council manages the large tree collections at Newhall and York Road Cemeteries as well as the trees at its smaller cemeteries i.e., Etwall, Marston on Dove.</p> <p>The closed churchyards contain some of the oldest and finest specimen trees in the District and contain typical long-lived species such as Yew. The Cemeteries and majority of churchyards are fully accessible to the public during the daytime.</p>
	Biosecurity	The Council shall ensure best practice biosecurity practice in managing its trees, woodlands, hedgerows, and tree-related habitats in to minimise the effects of harmful invasive pests and diseases
	Biodiversity	The Council shall ensure best practice biosecurity practice in managing its trees, woodlands, hedgerows, and tree-related habitats in to aid nature recovery and improve ecosystem services

## 4.0 Inspections, Risk Assessment and Records

### Classification of Risk

- 1 The Council owns and controls three large parks and numerous recreation grounds, allotments, cemeteries and closed churchyards, woodlands, common land, sheltered housing estates, council houses and industrial sites. Most of these green spaces contain a tree population of varied age, species, and condition. Each area is given a classification code and then sub-divided into category 1, 2 or 3 in descending order of risk, depending on the potential risk to the public and property that the tree stock poses.

### A.2 Council tree work priorities

- A.2.1 Risk scoring is used to prioritise work by identifying the trees likely to cause the greatest harm. Those trees with a higher score will generally be dealt with first but this may be modified by species, age and location. For example, practical management goals and replanting requirements may mean some lower scoring trees may become a higher priority for work.

Each area will be given a classification code and then sub divided into category 1, 2 or 3 depending on the potential risk to the public that the tree stock poses.

This classification then determines the frequency of future inspection.

The factors affecting the classification include the age of the tree stock on a particular site, the amount and nature of public usage and the trees proximity to roads, footpaths or constructions within or adjacent to the site.

## Risk Zones

It is essential that all areas for which the Council is responsible are categorised in relation to the risk they represent. This is in conformity with industry best practice and is a significant step in ensuring a defensible system of tree management is implemented. This will be, in the main, a desk-based exercise, with Risk zones being mapped and recorded as a dataset on the Council's Ezytreev (Tree Management software) System.

### 4 e) Inspection Records

The results of tree inspections will be recorded on the 'Ezytreev' Tree Management System.

Each job will be categorised and will reflect on the urgency of the situation, the degree of inconvenience being caused and the best time of year for the work to be undertaken. Unscheduled site inspections will be carried out following extreme weather events, or in response to a request from a third party.

The Council will use its Risk Management and the Tolerability of Risk Framework for tree risk-benefit assessment and management. It will manage the risk from trees and branches falling and other tree problems using four easy to understand 'traffic light signal' coloured risk ratings.

- **Red - High / intolerable** risks will be reduced to an **Acceptable** level as soon as possible
- **Amber - Medium / action required** risks will be reduced to an **Acceptable** level, within a scheduled work programme
- **Yellow - Tolerable / incipient risks** will not be reduced but will require an increased frequency of assessment than green - **Acceptable** risks
- **Green - Acceptable** risks will not be reduced unless the identified work is in line with policy conditions and is within council budgets and resources

The Council has limited resources for carrying out identified tree work, and there are many factors which influence how quickly required work can be realistically achieved, including available workforce and/or contractors, weather/ ground conditions, access issues, bird/ bat protection etc. High risk work will be carried out as soon as practically possible. All other work will be classed as non-high risk.

The Council will make risk reduction work the priority. However, this will be done pragmatically, for example, where it makes economic sense, it will avoid sending a tree crew from one side of the operating area to another to carry out two different jobs where more time is spent travelling than doing the work. The Council also must deal with a variety of tree tasks and range of risks from trees, such as low branches, obscured road signs and sightlines, formative pruning, reversion removal, tree staking etc. If it means more can be done with its tree budget, the Council will synchronise this kind of work with other important tree work in the neighbourhood.

Outside of emergencies, the Council will carry out risk reduction work in accordance with the results from the planned tree inspections. Required identified work will be scheduled on a regular basis. The Council will assess how much risk reduction work there is, where it is, and how much of its tree management budget is needed to spend on it. This will help prioritise the work, and coordinate it with other tree maintenance so that work can be planned in a practical and cost-effective way

Where tree work completion is not possible within the planned schedule it will be recorded as outstanding and will be carried forward and completed as soon as achievable/ practicable.

These policies have been designed and created in line with government and august body guidance and have been benchmarked against other local authority policies and best practice. They are based on the previously agreed South Derbyshire District Council Tree Management Policy (2010).

# Appendices to the Tree, Woodland and Hedgerow Management Policy

Cultural and Community Services  
March 2022

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## Version Control

Version	Description of version	Effective Date
1	Original draft for CCS HOS	July 2019
2	Revised draft with HOS amends included	October 2020
3	Revised draft for circulation to all HOS	January 2021
4	Revised version including HOS amendments	May 2021
5	Revised version including Zurich amendments	January 2022
6	Revised condensed version	March 2022

## Approvals

Approved by	Date

## Associated Documentation

Description of Documentation	

## Appendix A: Specification for Tree Works

### A.1 Pruning and Felling Operations:

#### A.1.1 Appendix 2 Specification for Tree Works

All tree work carried out on behalf of the Council shall comply with and will be quality assessed against this tree-work specification. This provides general instructions on how tree work will be carried out, particularly pruning, by describing different pruning techniques and how they shall be used and for what reasons. It supplements Policy point; 'Standards of Tree Work'. The quality of tree work undertaken is key to successful tree management and are the minimum standards the Council will accept. It could also be utilized for providing additional information to private tree owners and managers, particularly those with protected trees.

The British Standard Tree Work - Recommendations BS3998:2010 is referred to through this document. It is a more comprehensive guide to tree management techniques and will also be used to provide expected standards in relation to tree work.

#### Introduction

Pruning is the most common tree maintenance procedure. Pruning is often desirable or necessary improve tree structure, limit nuisance or maintain safety. Poorly executed or unnecessary pruning can do more harm than good since each cut has the potential to change the growth of a tree, cause damage or allow the entry of wood decaying organisms, therefore no branch should be removed without a good reason. Older trees do not tolerate pruning as well as younger trees and substantial pruning can be very damaging. The effect of pruning also varies between species and some are not naturally tolerant of cutting, notably beech and birch.

There should be a good reason to remove more than a quarter of a tree's leaf area in a single year, as this could seriously damage the tree (there are exceptions for practices such as pollarding). It is important to consider pruning over the entire lifespan of the tree or trees involved and not as a one-off single operation. Many trees generate adventitious sprouts, in response to over-pruning, as they attempt to replace the stored energy. However live-branch pruning is an essential part of forming good crown structure and is a necessary procedure in the management of specimen trees within residential parks and gardens.

This good practice guidance outlines the acceptable standards of tree work at the present time. It is based on various guidance but primarily on the British Standard Recommendations for Tree Work (BS3998:2010) and the Arboricultural Advisory and Information Service's Arboriculture Research Note 48, 'A Definition of the Best Pruning Position'. Any reputable service provider will be aware of and familiar with these publications and will be able to carry out work to the required standard. This guidance deals with the most common procedures undertaken in tree work, however more specialised pruning may occasionally be specified.

The type of pruning will vary according to the tree species, age, condition, past works and the nature of any fault or complaint associated with the tree.

A.1.2 When is pruning justified? Pruning is usually found to be necessary because of the following reasons:

- To maintain health and safety of the tree.
- Obstruction to users of the highway and/or private property.
- To abate actionable nuisance.

A.1.3 Intervals for Pruning - Pruning can take place at most times of the year but ideally leaf

flushing and fall should be avoided as well as flowering periods. Certain species have more specific times because of the risk of disease and/or bleeding. (See table B1)

- A.1.4 Although most minor pruning can be carried out at any time of the year, where possible it is desirable to avoid pruning operations when deciduous trees are coming into leaf and in the autumn when they are losing their foliage as the trees ability to close wounds is depleted and the tree can lose valuable energy reserves. This is particularly important if it is necessary to carry out heavy pruning or work on older trees.
- A.1.5 The pruning of maples (including sycamore), lime and birch should be avoided in the early spring when the sap is starting to rise as they will bleed sap from the pruning wound. This bleeding is harmless but wastes the trees resources and is unsightly.

## **A.2 Working Arrangements: General**

### **B.2.1 Work Categories**

- B.2.1.1 All instructions under this Service will be given in writing by the Authorised Officer to the Service Provider except in the case of Emergency works where the instruction may be given orally and will be confirmed in writing
- B.2.1.2 Each such instruction will indicate the time within which the work must be completed. The Service Provider will be given as much notice as possible of tasks to be carried out with the intention of providing an even workload throughout the year.

### **B.2.2 Emergency Callouts**

- B.2.2.1 The agreed Service Provider shall provide all emergency callout cover outside normal working hours, including Bank Holidays, with response times being developed as part of service level agreements
- B.2.2.2 The Authorised Officer shall be informed of any emergency callouts undertaken by the Service Provider with information on the circumstances around the call-out. The Service Provider will remove all arisings from such operations, being cleared within 12 hours. Service Providers will be given and be expected to understand the Council's Emergency Plan – TBC. Major tree incidents will be tackled with reference to this Plan

## **B.3 Communications**

- B.3.1 The Service Provider shall ensure that a suitable member of its own staff is contactable by the Authorised Officer during all tree work operations, including tree planting
- B.3.2 All gangs working under this Service shall be contactable via a mobile telephone linking the Service Manager to his employees. This is to enable the Authorised Officer to obtain a prompt response from the Service Provider when required.

## **B.4 Access**

- B.4.1. Access to the sites shall be by public roads or other defined routes, which shall be identified by the Authorised Officer either on plans or on site. The Service Provider will be responsible for ensuring that its operatives' vehicles and those of suppliers and others employed on the works use only agreed routes
- B.4.2 Where it is necessary to enter or cross land which is not the Council's property, or which is in the possession of another party, the Service Provider shall normally be responsible for making their own arrangements for access. Where difficulties arise the Authorised Officer may assist in making suitable arrangements.

- B.4.3 The Service Provider must ensure that where vehicular access has been gained to a site by unlocking a gate or removing a bollard or barrier, the access is re-secured and locked where applicable immediately behind the Service Provider's vehicles using the access.
- B.4.4 The Service Provider shall ensure that site transport directly or indirectly involved in the works shall at all times when leaving the site be in a state of cleanliness to prevent the fouling of public or private roads leading to and from the site.

## **B.5 Statutory Services**

- B.5.1 The Service Provider shall be held responsible for locating and marking the position of all statutory undertakers' apparatus and private supplies e.g. water, gas, electricity, telephone, mains and service connections and is to arrange with the appropriate authority for the disconnection of services and removal of fittings and equipment where required and also for reconnection.

## **B.6 Work in Public Places**

- B.6.1 Where works are to be undertaken at locations to which the public have access, the Service Provider shall take every precaution to ensure their safety. This shall include providing sufficient staff to restrict or redirect the public and erecting signs, cones, barriers and the like as necessary.
- B.6.2 The Service Provider shall not leave any Plant unattended on any location without the prior consent of the Authorised Officer in which case it will be left in a safe condition with adequate warning signs, lamps, cones and the like provided to safeguard the public. Any liability will reside with the service provider

## **B.7 Protection of Trees, Shrubs and Other Site Features**

- B.7.1 The Service Provider shall take all reasonable precautions against damage to the remaining trees and shrubs on the area or in any neighbouring woods, or to buildings, walls, gates, fences, hedges, drains and other public services, watercourses, roads, rides and tracks in the vicinity of its work and shall be liable for any damages thereto due to any act of default of the Service Provider and shall make good any damage at their own expense
- B.7.2 At no time shall the Service Provider use climbing irons (spikes) when climbing live trees, except where those trees are to be felled. Standing trees must not be used as an anchor point for winches unless prior consent is received from the Authorised Officer
- B.7.3 Ruts and damage to grass areas shall be made good before the Service Provider leaves the site and to the satisfaction of the Authorised Officer.
- B.7.4 The Service Provider shall be responsible for all expenditure incurred for any reinstatements or replacement required following works.

## **B.8 Disposal of Timber And Other Arisings**

- B.8.1 Brushwood (Up to 125mm diameter)

Unless otherwise specified by the Authorised Officer or the site is inaccessible, all brushwood shall be chipped, and the chippings disposed of by the Service Provider at a site of its own discretion

- B.8.2 Cordwood and Timber (in excess of 125mm diameter)

Unless otherwise specified by the Authorised Officer, the Service Provider shall dispose of all cordwood and timber. If the council requires such wood to be retained the Authorised Officer will inform the Service Provider of the specifications the wood will be cut to and the site, if any, to which it is to be removed. This site may be different from that indicated in 8.1.

The Service Provider shall ensure that any timber or cordwood left at a specified storage site shall be stacked in a safe and neat condition.

- B.8.3 All arisings, including stakes, ties and tree guards (where applicable) shall be removed from the site daily unless prior permission to do otherwise is received from the Authorised Officer. Where permission is given to leave arisings, timber and cordwood on site, the Service Provider shall be fully responsible for ensuring that they are left tidy and in a safe and secure condition. Any cordwood and timber not required by the Council will be removed by the Service Provider and disposed of at their own expense
- B.8.4 All removal and disposal must be carried out safely and the movement and disposal of material must comply with all relevant legislation which is in force at the time of the work being carried out including provision of waste transfer notes where applicable.
- B.8.5 Any tipping fees or other charges or costs incurred in the removal or disposal of any arisings will be assumed to have been included in the Service Providers rates.
- B.8.6 The working site shall be left clean, tidy and in a safe condition at the end of each working day.

## **B.9 Health and Safety**

### **B.9.1 General**

The Service Provider in all operations will comply at their own expense with all current and future relevant codes, Statutory Instruments, European legislation, regulations and statutes relating to health, safety and welfare in forestry, arboriculture, biodiversity, landscape and agricultural operations.

### **B.9.2 Work Wear**

Whilst in any work location all of the Service Provider's employees shall wear appropriate safety footwear for the conditions and type of work undertaken, in accordance with their risk assessments.

B.9.3 The Authorised Officer requires there to be two experienced operatives on site at all times whilst either chainsaw or chipping machine are employed. At least one grounds operative must be equipped and able to climb in order to undertake aerial rescue should the need arise.

- B.9.4 Reflective/ high visibility clothing shall be worn at all times when engaged in work on public highways.

### **B.9.5 First Aid**

At least one member of a work team should have a recognised First Aid qualification to comply with the H&S (First Aid) Regulations 1981

### **B.9.6 Use of Chemicals**

In this document the term "pesticides" includes products such as herbicides, fungicides and insecticides. The use, application and storage of pesticides shall be carried out in accordance with the provisions laid down in the Control of Pesticides Regulations 1986, Food and Environment Protection Act 1985 and the Control of Substances Hazardous to Health Regulations 1988 and as defined in the Provisional Code of Practice for the Use of Pesticides in Forestry 1989 and subsequent reviews of this legislation.

- B.9.7 The Service Provider and all its employees involved in the storage, transport or application of any pesticide shall be fully trained and certificated to undertake the required operation.

The Service Provider shall supply the Authorised Officer with a list of employees who hold the relevant certificates, together with copies of those certificates before the commencement of the Service. The Service Provider shall keep the Authorised Officer updated should any employee gain certification during the course of this Service.

- B.9.8 Should the use of any pesticide result in any damage whatsoever to any turf, plants, trees or soil other than those intended specifically to be controlled by the product or to any other flora or fauna within or outside the area to be treated, then the Service Provider shall be held fully liable and shall fully indemnify the Council accordingly.
- B.9.9 The Service Provider shall ensure that all operatives involved with the application of pesticides are supplied with, and wear at all times, appropriate protective clothing complying with the recommendations for the chemical being handled.
- B.9.10 All operators must be supplied with and must use appropriate equipment to apply the pesticides concerned.
- B.9.11 All pesticides shall be kept safe under lock and key when not in use. Empty containers shall be removed from site, washed out and disposed of safely. Suitable records shall be kept for all stock and its use.
- B.9.12 Use of pesticides shall only be undertaken during suitable weather conditions.
- B.9.13 The Service Provider shall take all necessary precautions to protect rivers, streams, waterways and the like against silting, erosion and pollution which may be likely to damage water supplies or cause injury to fish or plant life.
- B.9.14 Operators shall have sufficient water supply for drinking, personal washing, washing down equipment and diluting pesticides as necessary.
- B.9.15 Fires

No fires shall be lit in any park, garden, open space or woodland, without the prior consent of the Authorised Officer. Where fires are permitted, the Service Provider shall:-

- ensure that the fire is controlled to prevent damage to surrounding trees and shrubs (crown, canopy, stem and root) and property and to prevent nuisance from smoke.
- ensure that fires are not lit under or near to overhead power lines or close to highways
- ensure that the fire is not allowed to burn unattended at any time.
- At the end of the working day, the Service Provider must completely extinguish and liberally douse with water all fires so that when going off site, the fire site cannot constitute a danger to the public and the environment.
- ensure that on completion of all works, the fire site shall be tidied nearly and all non-combustible debris removed to a legal tip.
- that the local Fire Service is informed of the location of fires before they are lit.

#### B.9.16 Noise

The greatest care shall be taken by the Service Provider to keep noise to a minimum at all times, having regard for nearby offices, houses and flats and they shall abide by the requirements of the 1989 Noise at Work Regulations and the working hours requirements.

#### B.9.17 Tools and Equipment

The Service Provider may use such tools and equipment as deemed suitable. All tools shall be kept sharp and in serviceable condition.

- B.9.18 The Service Provider shall ensure that all staff engaged in the use of chainsaws hold the appropriate Chainsaw Certification for the task being undertaken.

#### B.9.19 Defects in Trees

The Service Provider shall not be expected to have foreknowledge of less obvious defects in trees but, where applicable, they shall report any defects to the Authorised Officer to agree on any necessary variation to the work. Failure to report any obvious defects may result in the Service Provider being liable should any claim against the Council be made.

## WORKING ARRANGEMENTS: SPECIFIC

### B.10 Highways

- B.10.1 This work is carried out under a cultivation licence agreement with the Highway Authority, Derbyshire County Council.
- B.10.2 Where work is to be carried out adjacent to a public highway, the Service Provider shall arrange the works so as to avoid traffic congestion and public inconvenience and shall make all necessary arrangements with Police, Fire Service, Ambulance Services and Bus Companies. The Service Provider shall be responsible for all prior erection of notices and "no parking" cones where clear working sites are required.
- B.10.3 The Service Provider shall comply with the recommendations contained in the booklet "Safety at Street Works and Road Works - A Code of Practice" (1992) issued by HMSO.

### B.11 Cemeteries

- B.11.1 The Service Provider shall give at least 48 hours' notice of any work to be carried out in any cemetery, whether open or closed to the Cemetery Manager. The Service Provider on arrival at the Cemetery should contact the Cemetery Manager. The Service Provider shall stop work if requested either by the Cemetery Manager or Authorised Officer should any burials be taking place in the cemeteries in which he is working at the time. Contact numbers are given at the end of this Section.

### B.12 Pond Works

- B.12.1 The Service Provider may occasionally (1 or 2 days per year), be required to carry out works on or around areas of water which shall require use of a boat. In such instances, the Service Provider shall be required to undertake an appropriate risk assessment, to supply a boat in a suitable and safe condition and also to provide all necessary safety equipment e.g., life jackets.

### B.13 Residential Areas

- B.13.1 Where work may affect occupiers living in an area e.g., if access to their property is required, the Service Provider must give 48 hours' notice to the relevant occupants except in the case of life/property-affecting emergency.

### B.14 Pruning

#### B.14.1 General

Subject to General Condition 16, unless specified otherwise, tree works should conform to British Standard 3998: 1989 - Tree Work, or any subsequent revision thereof.

- B.14.2 When carrying out work to trees, growth shall be cut approximately one metre clear of any streetlamps, or cables of suspended street lighting, traffic signs, traffic lights, street name plates etc. Growth should be cut approximately 2 metres clear of any window or adjacent

property. Growth shall be lifted 3 metres clear over pavements and 5.5 metres clear over carriageways, or as directed by the Authorised Officer.

- B.14.3 In removing growth, branches shall be cut back to another branch or limb to give a natural formation and presentation, the angle of the cut should be the mirror image of the branch bark ridge (see Fig1)

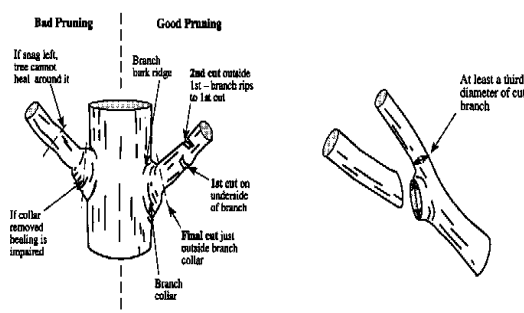


Fig 1

#### B.14.4 Appearance of Trees

Each tree shall be individually considered and the general description of the work to be done shall be interpreted in relation to the shape, size, character, condition, and species of each tree. All operations carried out shall be completed so as to leave each specimen with a pleasing and well-balanced appearance, compatible with safety. The Authorised Officer shall determine this.

#### B.14.5 Timing

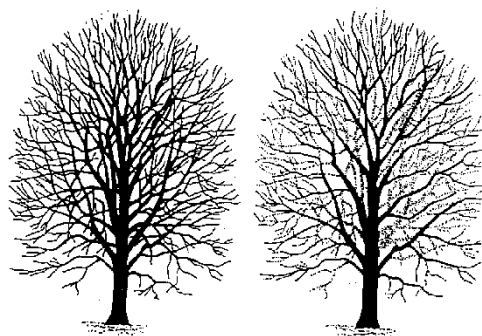
The Service Provider shall ensure that the species indicated below are not pruned otherwise than during the circumstances specified. Further information is given in BS3998:2010 British Standards 3998: 2010 'Recommendations for Tree Work'. For the purposes of this policy, other genera can be pruned all year round. Pruning should be avoided when any tree is under stress from environmental factors for example during or soon after a period of drought or waterlogging.

Table B1

Genera	Times
Corylus spp Acer spp Betula spp Alnus spp Carpinus spp	Only to be pruned in full leaf and before October
Juglans spp	After 23 <sup>rd</sup> July and before <u>late September</u>
Prunus spp	Following flowering and before 31 <sup>st</sup> August

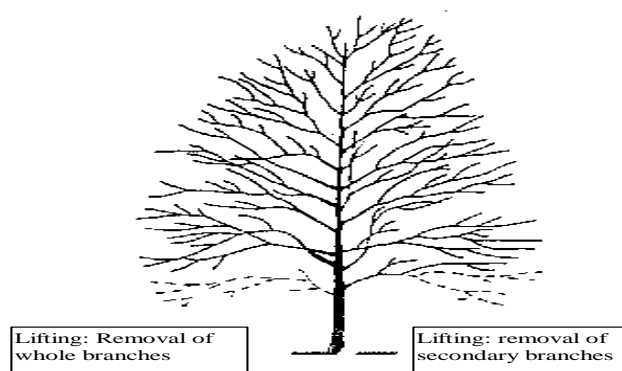
#### B.14.6 Crown Thinning

Crown thinning is generally undertaken, when there is a desire to improve light through the canopy of a tree. It involves the removal of a percentage of secondary and small live branch growth from throughout the crown to produce an even density of foliage around a well-spaced and balanced branch structure. Crossing, weak, duplicated, dead and damaged limbs are removed. **Fig 2**



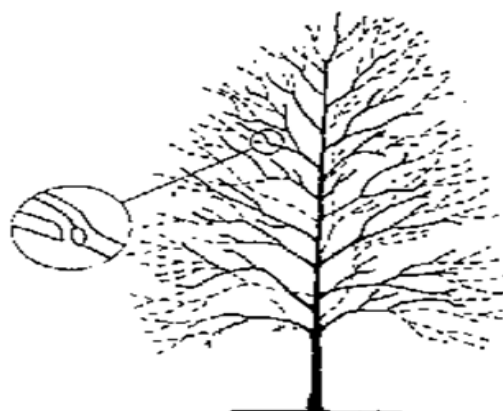
#### B.14.7 Crown Lifting

The removal of lower branches or parts of branches in the crown to achieve adequate height clearance, considering for each individual tree the total tree height, the site, traffic (pedestrian and vehicular) and good Arboricultural practice. This operation may also include the removal of major limbs. (This should be carried out in a way that maintains an acceptable, balanced crown shape and a branch structure conducive to the future development of a healthy, mechanically sound crown.) **Fig 3**



#### B.14.8 Crown reduction

Crown reduction is defined as the reduction of the complete outline dimension of the canopy, from the tops of limbs and branches toward the main trunk, by pruning growth to an appropriately sized lateral branch, twig, or bud to leave a flowing silhouette. In addition, all soft growth from the tree's trunk shall be removed from those trees being subject to a crown reduction. **Fig 4**



#### B.14.9 Coronet Cuts

A coronet cut is a technique for producing a natural fracture effect in cut stubs ends. It is carried out as a pruning treatment to a stub or reduced limb to mimic natural breakage. The form of the coronet cut is designed to shape the branch or trunk end-surface to resemble the fracture that might be imagined following a storm, such as Beaufort storm force 9/10 and is cut to resemble a broken or shattered appearance.

#### B.14.10 Pollarding

This practice is mainly carried out on trees which have a history of pollarding (e.g. Lime trees in Churchyards). All the regenerated shoots and branches of the tree or shrub are cut back to the main stem over the entire Pollard with the objective of producing a quantity of vigorous shoots from the bole. When correctly done, this form of pruning enables trees, which normally grow much larger, to be kept in restrictive locations. Pollarded trees can often outlive natural un-pollarded specimens'

#### B.14.11 Re-Pollarding

This work will usually apply to re-grown Lime trees. These trees historically managed as pollards have fully re-grown crowns. This work will then return these trees to bi-annual pollard management.

#### B.14.12 Retrenchment Pruning

Retrenchment pruning is term used to describe the technique that has been developed in the field of environmental arboriculture to imitate the natural process of ageing. Crown retrenchment is used to describe the way in which peripheral dieback occurs as the tree redirects energy and growth to the formation of a consolidated lower region of the crown.

#### B.14.13 Ivy Removal

In cases where trees are colonised by ivy, this can be left undisturbed unless the tree is becoming visibly suppressed or is likely to be vulnerable to wind damage. Ivy provides valuable habitat and should not be removed during the bird nesting season.

#### B.14.14 Epicormic Growth Removal

This operation involves the removal of epicormic growth from the base and main stem to 1m above the 1st. main limb, or 5m whichever is the greater. (Removal of epicormic growth must be kept to a consistent height, considering the different type and size of trees on each site). All final cuts are made level with the source branch, stem, or root so as not to leave a stub and are made with hand tools.

#### B.14.15 Removal of Dead Wood

All dead, dying or diseased branch wood, broken branches or stubs left from previous tree surgery operations are removed from the tree, and from within any cavities within the tree.

#### B.14.16 Reinstatement of Holes

Holes in the ground resulting from stump grinding or grubbing operations shall be treated as follows: -

- all arisings from the chipping operation to be removed (see Section 16.4.)
- the hole to be backfilled and compacted with topsoil according to BS3882: 2007. Soil to be supplied by the Service Provider.
- topsoil should be of medium texture, neutral to slightly acid and stone free.
- topsoil should be raised to 100mm proud of the surface of all holes to allow for settlement.

## B.14.17 Stump Treatment

**Broadleaves:** in order to prevent re-growth, the stumps of broadleaf trees shall be treated with an approved herbicide, unless instructed that coppice regrowth is required.

**Conifers:** in order to prevent infection by *Heterobasidion annosum* (Syn: *Fomes annosus*), the stump of conifers shall be treated with an approved herbicide where instructed.

Before the application of herbicide, the cut surface of the stump should be scored with a chainsaw in order to expose a greater surface area to the chemical being applied.

**B.14.18 Service Providers must ensure that use of chemicals does not compromise compliance with the Wildlife and Countryside Act 1990, or any subsequent legislation.**

12:40 Maxwell Amenity Ltd		
Tree Species	Stump Diameter (cm)	Number of Ecoplugs
Group 1: Alder, Aspen, Beech, Birch, Elm, Lime, Maple, (Sycamore), Mountain Ash, Willow	3-6 cm	1
	6-10 cm	2
	10-14 cm	3
	14-18 cm	4
	>20 cm	6-8 cm between plugs
	Each buttress root	1
Group 2: Ash, Cherry, Bird Cherry, Oak	3-6 cm	2
	6-10 cm	3
	10-14 cm	4
	14-18 cm	6
	>20 cm	5-6 cm between plugs
	Each buttress root	2
Group 3: Poplar, Rhododendron, Elder, Tree of Heaven	3-6 cm	2
	6-10 cm	4
	10-14 cm	6
	14-18 cm	8
	>20 cm	3-4 cm between plugs
	Each buttress root	2

Please Note: The Plug Pack and the **Ecoplug 13 mm Drill Bit** are sold separately



## Appendix B

### N.1 Legislative Context

South Derbyshire District Council's Legal Position in Relation to Trees in its Ownership/Duty owed by landowners regarding responsibility and risk

- N.1.1 Owners of trees have a legal duty of care and are obliged to take reasonable care to identify risks and ensure that any foreseeable hazards can be identified and made safe. Although it is not possible to completely eliminate the risk of a tree failing, there are often indications that a tree may be in decline, have structural faults, is damaging property or is suffering from decay or pests and diseases. Many of these signs can be recognized by first-line trained inspectors who can then instigate further investigations by a qualified arboriculturist.
- N.1.2 Under UK law, in England and Wales, the Occupiers' Liability Act 1957 and 1984 governs liability. The earlier Act deals with any liability relating to visitors, i.e. persons who enter the land or premises either by invitation or by permission. The later Act deals with liability to other persons, including trespassers. Occupiers can be held negligent in their duty of care even if injury or damage occurs on land where people do not have access by right or invitation. Under General Liability, a tree owner has a 'Duty of Care' to its 'neighbours' with regards to the regular inspection and hazard abatement of its tree stock. This duty is laid down in
- Occupiers Liability Acts of 1957 & 1984
  - Highways Act 1980 (especially section 130),
  - The Miscellaneous Provisions Act 1976 'Dangerous Trees and Excavation'
  - Health & Safety at Work Act 1974 (for bystanders' sec 3(1)).
  - Criminal Liability can be pursued under Section 3 of The Health and Safety at Work Act 1974, where there is a general duty of care at Common Law to take reasonable care to avoid injury to your neighbour.
  - Corporate Manslaughter and Corporate Homicide Act 2007
- N.1.3 In the event of a claim arising from personal injury or other damage involving a tree, the occupier of land will, in most cases, be liable if found negligent in meeting their duty of care.
- N.1.4 Without any system of inspection or maintenance, the consequences to the Council are not simply monetary but could lead to conviction under the Corporate Manslaughter and Corporate Homicide Act 2007. For proof of negligence, it will usually have to be shown that it was reasonably foreseeable that the tree might do damage and that mitigation measures were insufficient. It for this reason that trees identified on a schedule for treatment should be dealt with within the required timescales. If a tree has not been dealt with in the recommended 'foreseeable' timescales the council is likely to be deemed liable
- N.1.5 Liability claims can be made against the Council if it is alleged that the Council's negligence is deemed to have caused injury, loss or damage to a third party or their property, for example if a tree branch falls and damages a car. Claims of this nature will be decided on the facts of each claim. The Council puts itself in the best possible position possible to defend any claims if it can demonstrate that it has a reasonable risk-based approach to inspection and a thorough pro-active maintenance programme for its trees and keeps accurate records to demonstrate that this has been adhered to. The Council must prove it adheres to its approved policy, processes and work programmes to mitigate its risk of proven negligence. Where negligence is not proven, the failure of a tree would be deemed an "Act of God".

- N.1.6 Trees in Towns II (a study carried out for the Department of Communities and Local Government by ADAS (Agricultural Development and Advisory Service) and Myerscough College in 2008) states that at least 40% of the local authorities' tree maintenance work should be done on a systematic, regularly scheduled cycle. This is in contrast to work that is done 'on demand' in response to requests, complaints or hazardous situations. The 40% level is now generally recognised as a benchmark indicating a relatively systematic and planned approach to tree maintenance work.
- N.1.7 Generally, legal precedents from the courts appear to indicate that the standard of inspection is proportional to the size of and resources available (in terms of expertise) to the landowner. The courts have not defined the standard of inspection more precisely than the standard of "the reasonable and prudent landowner". The HSE states in the HSE sector information minute Management of the risk from falling trees (HSE 2007), that: "for trees in a frequently visited zone, a system for periodic, proactive checks is appropriate. This should involve a quick visual check for obvious signs that a tree is likely to be unstable and be carried out by a person with a working knowledge of trees and their defects, but who need not be an arboricultural specialist. Informing staff who work in parks or highways as to what to look for would normally suffice".
- N.1.8 Recent court cases have concluded that landowners of trees adjacent to high-risk zones such as highways should ensure a minimum of 18-monthly inspections are undertaken
- N.1.9 Pro-active, defendable tree management
- N.1.10 All tree-owning Council's should operate a pro-active defendable system for managing trees and tree risk (for court/ tribunals/ ombudsman/ insurance purposes). Accepted good practice, as benchmarked with similar councils, usually includes the following elements
- A Tree Management/ Maintenance Policy
  - A stock inventory of all owned trees (preferably on an e-database)
  - All owned trees are mapped (preferably using a GIS-based system)
  - All trees are risk-assessed using a recognized assessment system
  - All trees are inspected according to the priorities of risk assessment system
  - A system for collating tree concerns from members of the public etc. with appropriate follow-up inspections
  - All essential safety work and required treatments collated into a tree work programme based on inspections, priorities and identified risks/hazards etc.
  - Resources made available to deliver the identified essential tree work programmes
- N.1.11 **Wildlife and Countryside Act 1981(Trees)**

The *Wildlife & Countryside Act 1981* is one of the most important pieces of Wildlife legislation in the UK. It states it is an offence to:

- Intentionally kill, injure or take any wild bird
- Intentionally take, damage or destroy the nest of any wild bird while that nest is in use or being built
- Intentionally take or destroy an egg of any wild bird

The *Wildlife & Countryside Act 1981* has several subsequent amendments the most important being the - The *Countryside and Rights of Way Act 2000* (CROW) which under Schedule 12 of the Act strengthens the legal protection for threatened species. It also makes certain offences 'arrestable' and importantly and significantly creates a new offence of **reckless disturbance**. It also confers greater powers to police and wildlife inspectors for entering premises and obtaining wildlife tissue samples for DNA analysis, and also enables heavier penalties on conviction of wildlife offences.

### N.1.12 The Natural Environment and Rural Communities Act 2006

Section 40 of the NERC Act places a duty to conserve biodiversity on public authorities in England. It requires local authorities and government departments to have regard to the purposes of conserving biodiversity in a manner that is consistent with the exercise of their normal functions such as policy and decision-making. 'Conserving biodiversity' may include enhancing, restoring, or protecting a species population or a habitat

### N.1.13 Bats and Roost Sites

All bat species and their roosts are legally protected in the UK. All bats are listed as European protected species of animals in the European Union's Council Directive 92/43/EEC of 21 May 1992 on the Conservation of Natural Habitats and of Wild Fauna and Flora, better known as the Habitats Directive.

This Directive is implemented in the UK under the Wildlife and Countryside Act 1981 (Schedule 5). They are also included in Schedule 2 of the Conservation (Natural Habitats, &c) Regulations 1994, and The Countryside and Rights of Way Act 2000. The Acts and Regulations include provisions making it illegal to:

- Recklessly or deliberately kill, injure or capture (take) bats.
- Recklessly or deliberately disturb bats (whether in a roost or not)
- Damage, destroy or obstruct access to bat roosts

A Bat roost is interpreted as 'any structure or place which is used for shelter or protection', whether or not bats are present at the time. If proposed work is likely to destroy or disturb bats or their roots the appropriate Statutory Nature Conservation Organisation (SNCO) MUST be notified and allowed a reasonable time to advise on whether the proposed work should be carried out and, if so, the method to be used.

## N. 2 The National Context

**N. 2.1 The Climate Change Act 2008** (2050 Target Amendment) Order 2019 – amends the 2008 Climate Change Act to commit the UK to a net zero emissions target by 2050. Environment Bill 2020 – enhances legal protections for existing trees and woodlands.

**N.2.2 Defra's 25 Year Environment Plan** – recognises importance of ecosystem services derived from trees, sets out ambition to protect and plant more trees, and highlights the natural capital approach as a tool to help make key choices and long-term decisions about the environment.

**N.2.3 National Planning Policy Framework (NPPF)** 17 - to be read in conjunction with the 25 Year Environment Plan. The NPPF recognises the importance of trees and requires that planning authorities have plans in place to enhance the natural and local environment.

**N.2.3 The England Tree Strategy** which is currently being drafted relates to the governments targets for planting trees and woodlands. Woodland, which includes plantation forests, more natural forested areas, and lower density or smaller stands of trees, accounts for 13.1<sup>1</sup>% of the total UK land area. Land covered by forestry has increased steadily by 4.4% from 3.05 million hectares in 2009 to 3.19 million hectares in 2019. Scotland has 46% of the UK's woodlands, England has 41%, Wales has 10% and Northern Ireland has 4%<sup>2</sup>. As a percentage of the total land area, woodlands account for:

- 10% of England

<sup>1</sup> <https://www.forestryresearch.gov.uk/tools-and-resources/statistics/forestry-statistics/> Table 1.2 Woodland area in the United Kingdom

<sup>2</sup> <https://www.ons.gov.uk/economy/environmentalaccounts/bulletins/woodlandnaturalcapitalaccountsuk/2020#size-of-the-area-covered-by-woodland>

- 15% of Wales
- 18% of Scotland
- 8% of Northern Ireland

N.2.3.1 In addition to woodland areas, which make up the figures above, the [Forestry Commission estimates](#) there are 390,000 hectares of small woods in Great Britain (non-national forest inventory wooded areas of over 0.1 hectare in extent). There are also 255,000 hectares of groups of trees (that is, clusters and linear tree features of less than 0.1 hectare in extent) and an estimated total canopy cover of 97,000 hectares from lone trees in Great Britain accounting for 2.6% of the 'wooded area'. For Great Britain, that is a total woodland area of 3,719,000 hectares.

N.2.3.2 Forestry is a devolved matter and so the government is working with the devolved administrations in Scotland, Wales and Northern Ireland to determine how best to achieve the UK manifesto commitment to plant 30,000ha of woodland per annum.

N.2.3.4 The requirement to plant 30,000ha (116 square miles) of woodland per year in the UK up to 2050 is a recommendation made by the Committee on Climate Change to assist in the Government's commitment to reduce greenhouse gas emissions to Net Zero Carbon by 2050. The recent budget held in March 2020 included a commitment to plant around 30,000 hectares of trees over the next five years in England<sup>3</sup>. The technical paper released alongside the England Tree Strategy indicates that the Government estimates '*that planting 10,000 hectares per year by 2025 is the highest possible planting rate for conventional forestry (i.e. excluding planting energy crops) in England*'.<sup>4</sup> Whilst the draft of the strategy does not include any tree planting targets for England, it seems likely that England's future apportionment for the targeted 30,000ha of new planting per year will be somewhere between one fifth and one third of the total UK requirement (i.e. 6,000-10,000ha per annum). The remaining four fifths to two thirds of the committed planting will therefore be delivered in Scotland, Wales and Northern Ireland.

N.2.3.5 Recent tree planting across the UK has averaged less than 15,000 hectares per year since 2002 and for eight of the past 18 years been less than 10,000 ha<sup>5</sup>. In recent years 10-15% of total UK planting has taken place in England, with the vast majority happening in Scotland<sup>6</sup>.

## N.2.4 The Local Context

N.2.4.1 South Derbyshire has slightly less woodland and wooded areas than the UK and England average<sup>7</sup>. This figure is based solely on woodland within the national forest inventory (NFI) which is a national inventory of woodlands over 0.5ha and so could exclude some smaller areas of tree cover. However, based on the NFI, 9.3% of the District is covered in woodland. Woodland cover is also comparatively low in many of the surrounding districts and boroughs and reflects the lowland character of the broader area, the urban nature of many of the districts and the competing land uses facing local areas.

N.2.4.2 The headline figure of 9.3% tree cover in South Derbyshire hides a clear difference in tree and woodland cover within the District. This is best shown visually in the map below, but the differences shown on the map are attributable to the southern half of the District falling within the National Forest, which over the past 30 years or so has tripled tree cover within its operational area<sup>8</sup>.

The Council shall comply with all current legislation and good practice guidance in managing its trees, woodlands, hedgerows, and tree-related habitats

## Appendix C

### S.1 Summary of Capital Asset Value for Amenity Trees (CAVAT)

- S.1.1 At present trees only show on a local authority's balance sheets as a drain on their financial resources. There is no way either to account for their contribution to the public good, or to measure how the value of the tree stock may change as a result of management.
- S.1.2 To remedy this, a system has been adopted by many Local Authorities to place an asset value on the public tree stock. It is called Capital Asset Value for Amenity Trees (CAVAT).
- S.1.3 There are two variants of the method, one designed to allow the stock as a whole to be managed in relation to its value, and the second intended for cases relating to individual trees, or groups, where a more detailed consideration is necessary.
- S.1.4 The basis of both methods is the American 'trunk formula' method. The value calculated is in effect a notional replacement value. In CAVAT this has been revised to reflect the public value of the tree. A basic value calculated from the trunk diameter is modified by its functionality, in broad terms defined as how complete the crown is relative to what would be expected for a tree with the same trunk diameter, and in what functional condition it is found to be. A range of other factors, reflecting the Helliwell system and recent research are also taken into account in the case of individual trees.
- S.1.5 It has been developed and tested by a user group formed from London Tree Officer Association (LTOA). Tree Officers using this system found it to be robust and reliable. As a result of the testing the methods have evolved in particular to include consideration of life expectancy. The social value of trees are very important, therefore included in the CAVAT system a factor relating to population density called the Community Tree index (CTI).
- S.1.6 The Community Tree Index has been included in the CAVAT calculations on the basis that the more people who see and experience a tree the more valuable it is to the community in which it stands. Recently the concept of valuation of ecosystem services and tree valuation in particular has been gaining ground among tree management professionals. The CTI is a pragmatic method of introducing the social importance of trees into the calculations.
- S.1.7 The CAVAT variant used for individual cases, including those relating to subsidence, is the 'Full' method. This has four stages. In the first a basic value for the tree is calculated from its trunk diameter. This is then converted to a functional value by consideration of the crown area. Special factors which may increase or decrease the value of the tree are then taken into account to produce an adjusted functional value.
- S.1.8 The final value is then calculated by adding consideration of life expectancy, using the Safe Life Expectancy (SLE) method. The method has a particular use in relation to root related subsidence claims because it allows a robust ranking of tree value to be established and hence lower value trees can be objectively separated from medium or high value trees.
- S.1.9 While the method does rely on judgement and as a result there is a capacity for disagreement, the method is designed specifically to minimise the effect of such potential disagreements by ensuring that the judgements that have to be made are ones on which a majority of arboriculturists with suitable training are likely to agree.
- S.1.10 There is a need for familiarisation training in order to use the method. However, this is not unduly onerous, and it is anticipated that it will be made readily available through local tree

officer groups. Once tree officers are confident in the use of CAVAT it will allow the Council to specify the levels of evidence required dependent on the value of the implicated tree.

#### Five steps and sets of key variables:

1. Basic value/ unit value x size;
2. CTI value/ location, in terms of population and use, and accessibility;
3. Functional value/ functional status;
4. Adjusted value/ amenity factors, both positive and negative; and
5. Full value/ safe life expectancy.

## Appendix D

### T.1 Links To Useful Websites

DCLG–Trees in Towns II	<a href="http://www.communities.gov.uk/publications/planningandbuilding/treesintownsii">www.communities.gov.uk/publications/planningandbuilding/treesintownsii</a>
Arboricultural Association	<a href="http://www.trees.org.uk">www.trees.org.uk</a>
Forestry Commission	<a href="http://www.forestry.gov.uk">www.forestry.gov.uk</a>
The Tree Council	<a href="http://www.treecouncil.org.uk">www.treecouncil.org.uk</a>
Arboricultural Information Exchange	<a href="http://www.aie.org.uk">www.aie.org.uk</a>
Trees for Cities	<a href="http://www.treesforcities.org">www.treesforcities.org</a>
Woodland Trust & Ancient Tree Forum	<a href="http://www.woodland-trust.org.uk">www.woodland-trust.org.uk</a>
British Standards Institute	<a href="http://www.standardsuk.com">www.standardsuk.com</a>
The National Forest Company	<a href="http://www.nationalforest.org">www.nationalforest.org</a>
Natural England	<a href="http://www.naturalengland.org.uk">www.naturalengland.org.uk</a>
Derbyshire Wildlife Trust	<a href="http://www.derbyshirewt.org.uk">www.derbyshirewt.org.uk</a>
DEFRA	<a href="http://www.defra.gov.uk">www.defra.gov.uk</a>
Barcham Trees	<a href="http://www.barcham.co.uk">www.barcham.co.uk</a>
Bat Conservation Trust	<a href="http://www.bats.org.uk">www.bats.org.uk</a>
Plantlife	<a href="http://www.plantlife.org.uk">www.plantlife.org.uk</a>
Royal Forestry Society (RFS)	<a href="http://www.rfs.org.uk">www.rfs.org.uk</a>
Biodiversity Action Plans	<a href="http://www.ukbap">www.ukbap</a>
Butterfly Conservation	<a href="http://www.butterfly-conservation.org">www.butterfly-conservation.org</a>

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 8
DATE OF MEETING:	17 MARCH 2022	CATEGORY: DELEGATED
REPORT FROM:	LEADERSHIP TEAM	OPEN DOC:
MEMBERS' CONTACT POINT:	FRANK MCARDLE (EXT. 5700) FIONA PITTAM (EXT. 5735)	
SUBJECT:	CORPORATE PLAN 2020-24: PERFORMANCE REPORT (2021- 2022 QUARTER 3– APRIL TO 31 DECEMBER)	
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: G

## 1.0 Recommendations

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

## 2.0 Purpose of the Report

- 2.1 To report progress against the Corporate Plan under the priorities of Our Environment, Our People and Our Future.

## 3.0 Executive summary

- 3.1 The Corporate Plan 2020 – 2024 was approved following extensive consultation into South Derbyshire's needs, categorising them under three key priorities: Our Environment, Our People and Our Future. The Corporate Plan is central to the Council's work – it sets out its values and vision for South Derbyshire and defines its priorities for delivering high-quality services.
- 3.2 This Committee is responsible for overseeing the delivery of the key priorities and the following key aims:

### **Our Environment**

- *Enhance the attractiveness of South Derbyshire*

### **Our People**

- *Supporting and safeguarding the most vulnerable*
- *Deliver excellent services*



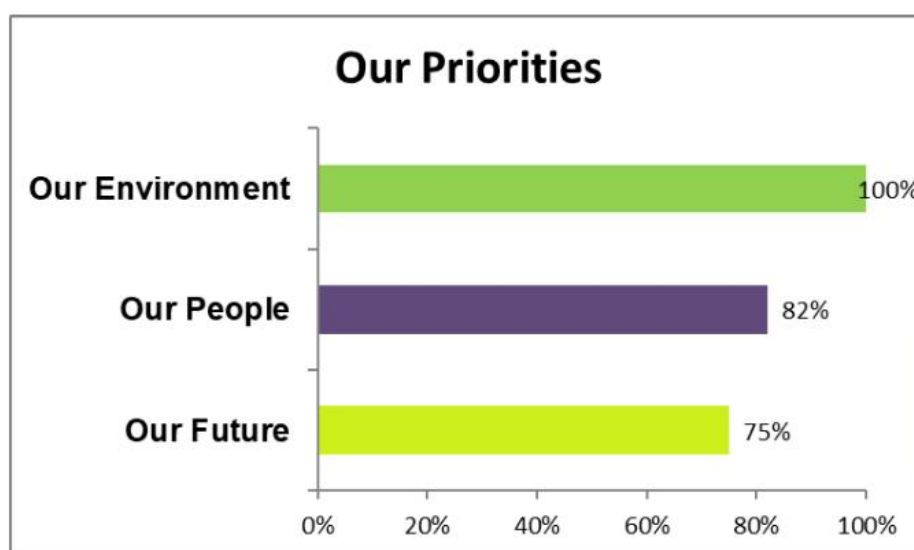
## Our Future

- *Develop skills and careers*
- *Support economic growth and infrastructure*
- *Transforming the Council*

### 4.0 Performance Detail

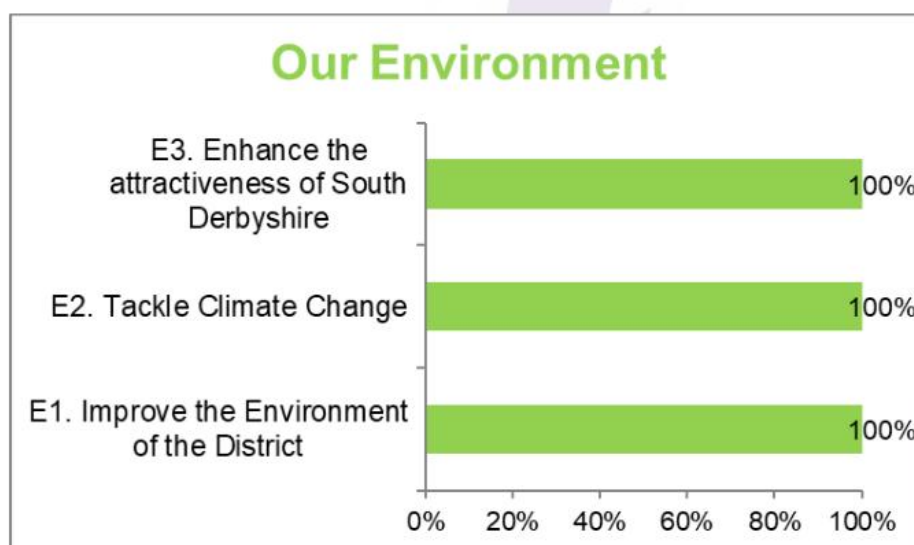
#### 4.1 Overall Council performance against the priorities– Quarter three 2021-2022.

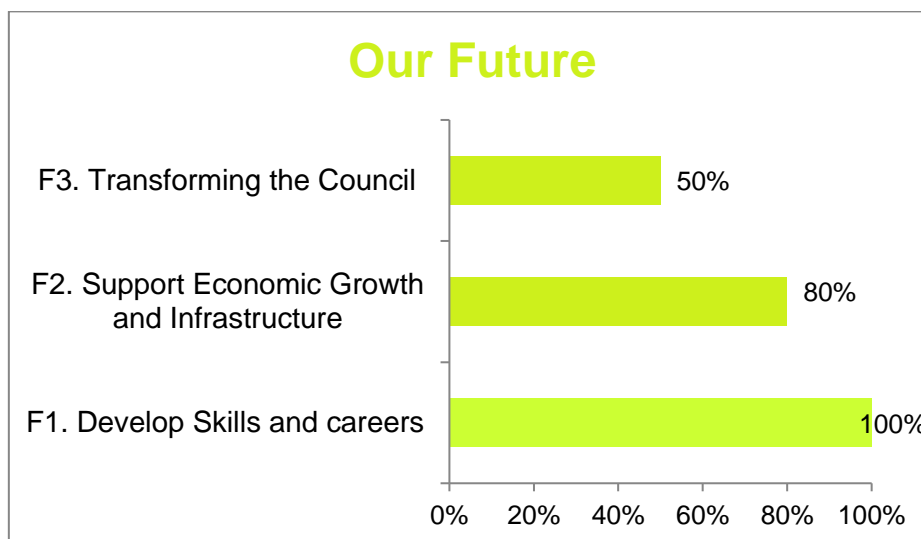
The below chart provides an overview for the percentage of measures that are on track to achieve the annual target.



#### 4.2 Overall Council performance against key aims – Quarter three 2021-2022.

The below charts provide an overview for the percentage of measures that are on track to achieve the annual target within each key aim of the Corporate Plan.





- 4.3 Of the 35 measures which support the progress of the Corporate Plan 20-24, 16 are green, five are amber, five are red and nine are grey, of which two are proxy measures and seven are annual indicators to be reported in quarter four.

Overall, 86% of the key aims within the Corporate Plan are on track. It should be noted that this includes nine annual measures where the outturn figure will be reported in quarter four. Depending on the performance of these measures, this will affect the final performance for the year. In the meantime, as at quarter 3, 100% of indicators are on track for Our Environment, 82% are on track for Our People and 75% are on track for Our Future.

- 4.4 This Committee is responsible for overseeing the delivery of 16 Corporate measures.

Below outlines the 13 measure(s) for this Committee that are on track (green, amber or grey) for the quarter:

- Increase Swadlincote Town Centre visitor satisfaction.



- Increase the number of Employee Jobs in South Derbyshire
- Annual net growth in commercial floorspace (sqm)
- Total Rateable Value of businesses in the District.
- Deliver against the Transformation Action Plan.
- Develop and deliver the Public Buildings programme over four years.
- Deliver the objectives identified in the South Derbyshire Partnership Social Mobility Action Plan
- Reduce face-to-face contact to allow more time to support those customers who need additional support.
- Increase digital engagement (Twitter, Instagram, Facebook).
- Increase the level of staff engagement
- Number of apprenticeships
- Average number of staff days lost due sickness
- % of employees that consider the Council has a positive health and safety culture.

4.5 Below outlines the three measure(s) for this Committee that are not on track (red) for the quarter:

- Develop our approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities
- Increase the number of customers who interact digitally as a first choice.
- Number of customer telephone calls answered by Customer Services.

For more detailed information please refer to **Appendix B**, Performance Measure Report Index.

4.6 An overview of performance can be found in the Performance Dashboard in **Appendix A**. A detailed update on the quarterly outturn of each performance measure including actions to sustain or improve performance is included in the detailed Performance Measure Report Index in **Appendix B**.

4.7 Questions regarding performance are welcomed from members in relation to the Corporate performance measures that fall under the responsibility of their Committee and are referenced in the detailed Performance Measure Report Index in **Appendix B**

## 5.0 Financial and Implications

None directly.

## 6.0 Corporate Implications

### 6.1 Employment Implications

None directly.

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## 6.2 Legal Implications

None directly.

## 6.3 Corporate Plan Implications

This report updates the Committee on the progress against the key measures agreed in the Corporate Plan and demonstrates how the Council's key aims under the priorities, Our Environment, Our People and Our Future contribute to that aspiration.

## 6.4 Risk Impact

The Risk Registers for the Committee's services are detailed in **Appendix C** Chief Executive Risk Register and **Appendix D** Corporate Risk Register. This includes the register, risk mitigation plans and any further actions for the relevant departmental risks. Each risk has been identified and assessed against the Corporate Plan aims which are considered to be the most significant risks to the Council in achieving its main objectives. The Risk Register(s) detail a risk matrix to summarise how each identified risk has been rated.

The following changes have been made to the Corporate Risk Register

- CR12 – Government Funding – a reduction in core funding  
The risk has increased from 9 (amber) to 12 (red). Mitigating actions and further actions have been updated
- CR13 – The Economy – the impact of the national economic situation locally  
The risk has gone from 6 (green) to 9 (amber). Mitigating actions have been updated.
- CR16 – Business Continuity  
Mitigating actions and further actions have been updated to include consultation with staff for the flexible working policy and consultation with residents in respect of access to services.
- CR26 – Supply Chain  
Mitigating actions have been updated for EU shortage of materials and National shortage of HGV drivers.

The following risks have been removed from the Corporate Risk Register and added to the archive risk register:

- CR8 – Payroll Software Contract Expiry  
The payroll system is in the process of being upgraded with Zellis
- CR15 – Technology and Data – quality of performance data  
The Audit in June 2021 gave 'substantial assurance' of data quality and no recommendations were made.

There have been no changes during this quarter to the Chief Executive Risk Register

## 7.0 Community Impact

### 7.1 Consultation

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None required.

## **7.2 Equality and Diversity Impact**

Not applicable in the context of the report.

## **7.3 Social Value Impact**

Not applicable in the context of the report.

## **7.4 Environmental Sustainability**

Not applicable in the context of the report.

## **8.0 Appendices**

Appendix A – Performance Dashboard 2020-2024

Appendix B – Performance Measure Report Index

Appendix C – Chief Executive Risk Register

Appendix D – Corporate Risk Register



Priority	Key Aim		Outcome	Ref	How success will be measured	Q1: Apr-Jun	Q2: Apr-Sept	Q3: Apr-Dec	Q4: Apr-Mar	Q1: Apr-Jun	Q2: Apr-Sept	Q3: Apr-Dec	Annual Target 21-22	Plan Target 2020 2024	Head of Service	Strategic Lead	Committee
Our Environment	Keeping a clean, green District for future generations	E1. Improve the environment of the District	E1.1 Reduce waste and increase composting and recycling	E1.1A	Household waste collected per head of population	126kgs	250 kgs	355kgs	460kgs	123kgs	245kgs	324kgs	Sustain Current levels	Sustain during Y1 and Y2. See a downward trend in Yrs3 and 4	Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	E&DS
				E1.1B	% of collected waste recycled and composted	53%	52%	49%	47%	50%	50%	48%*	>45%	Sustain during Y1 and Y2. See an upward trend in Yrs. 3 and 4	Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	E&DS
			E1.2 Reduce fly tipping and litter through education, engagement and zero tolerance enforcement action where appropriate	E1.2A	Number of fly tipping incidents	260	528	732	1003	211	366	484	Downward trend as a 4-year mean <764	Downward trend over 4 years	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	E&DS
				E1.2B	Improve the quality of the District through the Local Environmental Quality Survey	Report in Q4	Report in Q4	Report in Q1 21/22	Report in Q1 21/22	94.74% (Grade C or above)	94.74% (Grade C or above)	94.74% above grade C+	>95% (Grade C or above)	>90%	Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	E&DS
			E1.3 Enhance biodiversity across the District	E1.3A	% of eligible new homes and commercial developments to achieve net gain in Biodiversity by a minimum of 10% compared to the sites pre development baseline.	First Report due December 2020. No qualifying decisions in Q1.	66.7%	66.7%	66.7%	66.7%	66.7%	66.7%	85% (4-year target)	85%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
		E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030	E2.1A	Reduce South Derbyshire District Council carbon emissions	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Produce and implement a Head of Service Q4 Climate and Environment report that tracks performance against quantified targets and outturns	Achievement of Actions contained in the South Derbyshire Climate and Environment Action Plan 2020-24 (C&EAP)	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	E&DS
			E2.2 Work with residents, businesses and partners to reduce their carbon footprint	E2.2A	% of new homes to meet water efficiency targets as set out in the Part G optional standard of 110 litres of potable water usage per person per day	78%	89%	100%	100%	70.5%	79.3%	86%	85%	85%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
		E3. Enhance the attractiveness of South Derbyshire	E3.1 Enhance the appeal of Swadlincote town centre as a place to visit	E3.1A	Increase Swadlincote Town Centre visitor satisfaction	Reported Annually in Q3	Reported Annually in Q3	55%	55%	Reported Annually in Q3	Reported Annually in Q3	60%	58%	National small towns average 72%. Target to be above the National average by 2023/24	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
			E3.2 Improve public spaces to create an environment for people to enjoy	E3.2A	The number of Green Flag Awards for South Derbyshire parks	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Four Year Target - 4	Increase from two green flag park awards to four by 2024	Head of Cultural and Community Services	Allison Thomas, Strategic Director, Service Delivery	H&CS
				E3.2B	Proportion of good quality housing development schemes	Reported Annually in Q4	Reported Annually in Q4	Reported Annually in Q4	Out turn unavailable	Data unavailable	Reported Annually in Q4	Reported Annually in Q4.	90%	% of schemes which score high	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
Our People	meeting the future needs of the District	P1. Engage with our communities	P1.1 Support and celebrate volunteering, community groups and the voluntary sector	P1.1A	Number of new and existing Community Groups supported	28	66	113	153	24	65	112	Proxy	Year 1-2 (Proxy)- collate baseline data. Year 3-4 we will show either an increase or decrease	Head of Cultural and Community Services	Allison Thomas, Strategic Director, Service Delivery	H&CS
			P1.2 Help tackle anti-social behaviour & crime through strong and proportionate action	P1.2A	Number of ASB interventions by type	Minimal	Minimal	Minimal	Minimal	Moderate	Moderate	Moderate	'Moderate' or 'High'	'Moderate' or 'High'	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	H&CS
		P2. Supporting and safeguarding the most vulnerable	P2.1 With partners encourage independent living and keep residents healthy and happy in their homes.	P2.1A	Number of households prevented from Homelessness	64 cases	127 cases	203 casesf	265 cases	85 cases	164 cases	233 cases	Proxy	Proxy Measure to show service activity	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery	H&CS
				P2.1B	Continue to undertake interventions per year to keep families out of fuel poverty	111	216	247	276	30	102	172	210 interventions	300 interventions (2020-21) Target to be reviewed thereafter.	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	E&DS
			P2.2 Promote health and wellbeing across the District	P2.2A	Deliver the objectives identified in the South Derbyshire Health & Wellbeing Group	Action plan developed and adopted	Ongoing delivery of the action plan by partners	Ongoing delivery of the action plan by partners	Ongoing delivery of plan	Draft action plan to be ratified	Action Plan adopted at SDP Co ordinating Group and Board Meeting	100% of actions delivered	100% of actions delivered	100% of actions identified delivered	Head of Cultural and Community Services	Allison Thomas, Strategic Director, Service Delivery	H&CS
			P2.3 Improve the condition of housing stock and public buildings.	P2.3A	Deliver the Planned Maintenance Housing programme over four years	35% (£ 594,406)	88.95% (£ 1,188,813)	95.6% (£ 1,783,219)	114.10% (£ 2,377,625)	111.5% (£662,477.87)	105.6% (£1,255,878.1	77.5% (£1,841,719.16)	100% against the annual plan 2020-21	100% against the annual plan	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery	H&CS
				P2.3B	Develop and deliver the Public Buildings programme over four years	Software tested and calibrated	Condition surveys on the five largest assets have	Carry out further surveys on 12 more of the Public	Carry out further surveys on 12 more of the Public	9.1% (11 Surveys)	16% (11 Surveys)	22.5% (11 Surveys)	30% of surveys to be undertaken.	100% of surveys to be undertaken	Steve Baker, Head of Corporate Property	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
				P2.3C	Average time taken to re-let Council homes	206 days average	209 days average	192 days average	200 days average	190 days average	174 days average	160 days	Median Quartile Performance (Benchmark via Housemark)	Median Quartile Performance (Benchmark via Housemark)	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery	H&CS
			P2.4 Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education.	P2.4A	P2.4A Deliver the objectives identified in the South Derbyshire Partnership Social Mobility Action Plan	Reported in Q4	Reported in Q4	Reported in Q4	Research and data analysis	Reported in Q4	Research and Data analysis	Preparation of Action Plan	Develop the Social Mobility Action Plan	Upward Trend	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M

People	Working with communities and	P3. Deliver Excellent Services	P3.1 Ensuring consistency in the way the Council deal with service users	P3.1A	Increase the number of customers who interact digitally as a first choice	Total: 4,474	Total: 10,174	Total: 16,103	Total: 22,242	Total: 5,301	Total: 10,491	Total: 15,379	>22,242 (upward trend year on year)	Upward Trend	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M			
			P3.2 Have in place methods of communication that enables customers to provide and receive information.	P3.2A	Reduce face-to-face contact to allow more time to support those customers who need additional support	No visitors due to Covid-19	No visitors due to Covid-19	No visitors due to Covid-19	0	0	0	0	Downward trend (based on 2019 pre-Covid-19)	Downward trend in Face to Face interactions	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M			
			P3.3 Ensuring technology enables us to effectively connect with our communities.	P3.3A	Number of customer telephone calls answered by Customer Service	Total: 22,387	Total: 44,701	Total: 69,812	Total: 98,099	Total: 26,756	Total: 51,866	Total: 74,981	Downward trend <95,896	Downward Trend	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M			
				P3.3B	Increase digital engagement (Twitter, Instagram, Facebook)	34,340	39,924	42,723	43,850	44,989	46,853	48,409	upward trend	Upward Trend	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M			
			P3.4 Investing in our workforce	P3.4A	Increase the level of staff engagement	Reported annually in Q4	Reported annually in Q4	Survey postponed until 21-22	Survey postponed until 21-22	Survey postponed until 22-23	Survey postponed until 22-23	254 staff attended staff briefing sessions in September 2021	Annual Increase in the % of Staff completing the survey	Annual Increase in the % of Staff completing the survey	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M			
				P3.4B	Number of apprenticeships	4 (1.2% of head count)	4 (1.2% of head count)	5 (1.5% of head count)	5 (1.5% of head count)	3 (0.9% of head count)	6 (1.84% of head count)	6 (1.84% of head count)	>2.3%	>2.3% of head count	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M			
				P3.4C	Average number of staff days lost due to sickness	3.68	8.01	11.6	12.93	2.11	4.79	7.55	Downward trend	Downward Trend	Fiona Pittam, Head of Organisational Development &	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M			
				P3.4D	% of employees that consider that the Council has a positive health and safety culture	Reported annually in Q4	Reported annually in Q4	Reported annually in Q4	Postponed until early 22/23	Postponed until early 22/23	Postponed until early 22/23	Postponed until early 22-23	No annual target	Upward Trend	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M			
			Our Future	Growing our District and our skills base	F1. Develop skills and careers	F1.1 Attract and retain skilled jobs in the District	F1.1A	Increase the number of employee jobs in South Derbyshire	Reported in Q4	Reported in Q4	Reported in Q4	32,000 Impacted by Covid-19	Reported in Q4	Reported in Q4	Reported in Q4	>32,000	Upward Trend	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
					F2. Support economic growth and infrastructure	F2.1 Encourage and support business development and new investment in the District	F2.1A	Annual net growth in new commercial floorspace (sqm)	Reported in Q4	Reported in Q4	Reported in Q4	4,140 sqm	Reported in Q4	Reported in Q4	Reported in Q4	net annual growth in commercial floorspace of 12,269.5 sqm	Upward Trend	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
F2.1B	Total Rateable Value of businesses in the District	£67,528,690					£67,316,577	£67,379,221	£67,341,926	£67,150,426	£67,133,764	£67,199,282	>£67,486,786	Upward Trend	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M			
F2.2 Enable the delivery of housing across all tenures to meet Local Plan targets	F2.2A	Speed of decision on discharging conditions on housing applications				100%	100%	100%	100%	93.7%	71.8%	47.9%	90% within 8-13 weeks or as agreed with the applicant	90% within 8-13 weeks or as agreed with the applicant	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS			
	F2.2B	% of planning applications determined within the statutory period				94%	99%	98%	98%	91%	93.1%	93%	>90%	>90%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS			
F2.3 Influence the improvement of infrastructure to meet the demands of growth.	F2.3A	Secure new facilities and contributions through Section106 to mitigate impacts of development. Achieve all necessary highway, education, healthcare, and recreation contributions				Reported annually in Q4	Reported annually in Q4	Reported annually in Q4	94%	Reported annually in Q4	Reported annually in Q4	Reported annually in Quarter 4.	>90%	>90%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS			
F3. Transforming the Council	F3.1 Provide modern ways of working that support the Council to deliver services to meet changing needs.	F3.1A			Deliver against the Transformation Action Plan	On target	On target	On target	On target	On target	Quarterly target not achieved	Continue to deliver the annual transformation plan including the emerging Future Service Delivery	Deliver 100% against action plan	Deliver 100% against action plan	Anthony Baxter, Head of Business Change and ICT	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M			
	F3.2 Source appropriate commercial investment opportunities for the Council	F3.2A			Develop our approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities	On target	On target	On target	On target	Quarterly outcome not achieved	Quarterly outcome not achieved	No change from last quarter	Deliver 100% against action plan	Y1 – Form a working group & Action Plan Y2 – deliver against action plan and sustain an upward trend in revenue	Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	F&M			

# Corporate Plan 2020-2024

## Performance Measure Report Index

### Finance and Management Committee

**Team: Organisational Development and Performance**

**Date: February 2022**



# Performance Measure Report Index

## Corporate Plan 2020-2024

### Summary

The Corporate Plan 2020-2024 has 35 Corporate Measures which underpin the Council's three priorities Our Environment, Our People, Our Future.

The following Committees are responsible for overseeing the delivery of the following key aims and outcomes:

Environmental and Development Services Committee (E&DS) are responsible for 12 Corporate measures under the key aims:

- E1. Improve the environment of the District
- E2. Tackle climate change
- E3. Enhance the attractiveness of South Derbyshire
- P2. Supporting and safeguarding the most vulnerable
- F2. Support economic growth and infrastructure

Housing and Community Services Committee (H&CS) are responsible for seven Corporate measures under the key aims:

- E3. Enhance the attractiveness of South Derbyshire
- P1. Engage with our communities
- P2. Supporting and safeguarding the most vulnerable

Finance and Management Committee (F&M) are responsible for 16 corporate measures under the key aims:

- E3. Enhance the attractiveness of South Derbyshire
- P2. Supporting and safeguarding the most vulnerable
- P3. Deliver Excellent Services
- F1. Develop skills and careers
- F2. Support economic growth and infrastructure
- F3. Transforming the Council



# Finance and Management Committee (F&M) is responsible for the following 16 corporate measures

## Our Environment

### Measure

- Increase Swadlincote Town Centre visitor satisfaction

## Our People

### Measure

- Develop and deliver the Public Buildings programme over four years
- Deliver the objectives identified in the South Derbyshire Partnership Social Mobility Action Plan
- Increase the number of customers who interact digitally as a first choice
- Reduce face-to-face contact to allow more time to support those customers who need additional support
- Number of customer telephone calls answered by Customer Services
- Increase digital engagement (Twitter, Instagram, Facebook)
- Increase the level of staff engagement
- Number of apprenticeships
- Average number of staff days lost due sickness
- % of employees that consider that the Council has a positive health and safety culture

## Our Future

### Measure

- Increase the number of employee jobs in South Derbyshire
- Annual net growth in new commercial floorspace (sqm)
- Total Rateable Value of businesses in the District
- Deliver against the Transformation Action Plan
- Develop an approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities



## Priority: Our Environment

### E3.1 Enhance the appeal of Swadlincote town centre as a place to visit

Measure and Reference	E3.1A Increase Swadlincote Town Centre visitor satisfaction		Committee	F&M	
Definition	Benchmarking for Swadlincote Town Centre includes a Town Centre User Survey (questionnaire) completed at the same time each year by an independent consultant.		Why this is Important	There is a need to limit the impact of national changes in shopping habits on the vitality of the town centre, at a time when High Streets are under extreme pressure.	
What Good Looks Like	The aim is to steadily close the gap to the National Small Towns average over the four-year period of the Corporate Plan.				
History of this Indicator	Comparable Benchmarking data was first collected in 2019. This found that 49% of respondents would recommend a visit to Swadlincote Town Centre, whilst the comparable National Small Towns Average was 72%.				
2019/20 Baseline Data	49% of respondents would recommend Swadlincote Town Centre - May 2019				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Upward Trend	Reported Annually in Q3	Reported Annually in Q3	55%	55%
2021/22	58%	Reported Annually in Q3	Reported Annually in Q3	60%	
Performance Overview - Quarterly Update				Actions to sustain or improve performance	
Despite the challenges experienced by town centres over the last year, the annual Benchmarking report for Swadlincote revealed that visitor satisfaction had increased.  A major effort has been undertaken to support the town centre during the pandemic, including maintaining the market operation and supporting the retailers and other businesses.  Alongside this an extensive marketing and events campaign has been operating to encourage residents and visitors to use the town centre safely. This has included a series of events, videos and social media promotion, press promotion, new print, live music, film screenings and children’s activities. The centrepiece to this was The Snowman and The Snowdog sculpture trail which was installed in the town centre during the Christmas period.				Through the surveys, a number of areas to focus upon in sustaining improvements have been identified, including concerns regarding anti-social behaviour, the need to make further physical improvements to the town centre and a desire to see more events. Activities are planned to address these issues.	



## Priority: Our Future

### F1.1 Attract and retain skilled jobs in the District

Measure and Reference	F1.1A Increase the number of employee jobs in South Derbyshire	Committee	F&M			
Definition	Working in partnership, to successfully implement a programme of actions as set out within a new Economic Development Strategy for South Derbyshire.	Why this is Important	The District's economy has performed strongly in recent years - with a rapidly growing population it will be important to sustain this and provide a range of local employment opportunities.			
What Good Looks Like	The aim is to increase the number of Employee Jobs in South Derbyshire over the four-year period of the Corporate Plan.					
History of this Indicator	In 2018, there were 32,000 Employee Jobs in South Derbyshire, having grown from 30,000 in 2015. Data for employment is taken from the Office of National Statistics (ONS) Business Register and Employment Survey					
2019/20 Baseline Data	In 2015 there were 30,000 employee jobs which increased to 32,000 in 2018					
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
2020/21	>25% (implementation of the actions contained within the plan)	Reported in Q4	Reported in Q4	Reported in Q4	32,000 Impacted by Covid 19	
2021/22	25% (implementation of the actions contained within the plan)	Reported in Q4	Reported in Q4	Reported in Q4		
Performance Overview - Quarterly Update			Actions to sustain or improve performance			
This measure will be reported in quarter four.			Not applicable.			



## Priority: Our Future

### F2.1 Encourage and support business development and new investment in the District

Measure and Reference	F2.1A Annual net growth in new commercial floorspace (sqm)		Committee	F&M		
Definition	Data collected for the Council's annual Authority Monitoring Report, includes the monitoring of commercial floorspace within South Derbyshire.		Why this is Important	There is very little vacant commercial floorspace in South Derbyshire, consequently the provision of additional commercial floorspace is closely related to the availability of additional employment opportunities.		
What Good Looks Like	The aim is to increase the total commercial floorspace over the four-year period of the Corporate Plan.					
History of this Indicator	The Local Plan forecasts a net annual growth in commercial floorspace of 12,269.5 sqm per annum between 2008 and 2028. To date (2008-2021), the actual annual net rate of growth has been 6,095 sqm.					
2019/20 Baseline Data	2885 sqm					
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
2020/21	12,269.5 sqm	Reported in Q4	Reported in Q4	Reported in Q4	4,140 sqm	
2021/22	Upward Trend	Reported in Q4	Reported in Q4	Reported in Q4		
Performance Overview - Quarterly Update			Actions to sustain or improve performance			
This measure will be reported in quarter four.			Not applicable.			



F2.1 Encourage and support business development and new investment in the District

Measure and Reference		F2.1B Total Rateable Value of businesses in the District		Committee	F&M
Definition		Total rateable value of businesses in the district.		Why this is Important	The total rateable value of businesses in the District is a good indication of the economic health of the district. An increase in floor space can indicate a growth in business numbers and employment opportunities.
What Good Looks Like		A growth in rateable value, including a growth in sectors such as commercial (e.g., offices, shops, warehouses, restaurants) where there is a higher intensity of jobs per business.			
History of this Indicator		The total rateable value of businesses across the District has been increasing year on year, particularly in the commercial sector with an overall increase of almost £345k since April 2017.			
2019/20 Baseline Data		Q4 - £67,486,786.			
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	>£67,486,786	£67,528,690	£67,316,577	£67,379,221	£67,341,926
2021/22	>£67,486,786	£67,150,426	£67,133,764	£67,199,282.	
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
The overall rateable value (RV) has reduced during the year due to the number of appeals that have been settled by the Valuation Office Agency a lot of which involved removing assessments such as cashpoints from the rating list during this year. During the last quarter RV has increased by £65,518  Sept RV = £61,733764 Dec RV = £67,199282 Difference in Quarter 3 of +£65,518  April RV = £67,341,926 Dec RV = £67,199,282 Difference of -£142,644			We endeavour to ensure we consistently monitor through regular inspections to maintain the property Rating List and that all new rateable businesses are reported to the Valuation Office Agency as soon as possible to get them on the Rating List. There is a school yet to be rated and we are waiting for the VOA to assess this. If it is done before the year end, then this measure may meet the target barring any large reductions on other assessments.		



## Priority: Our Future

### F3.1 Provide modern ways of working that support the Council to deliver services to meet changing needs.

Measure and Reference	F3.1A Deliver against the Transformation Action Plan		Committee	F&M	
Definition	In order to deliver services to meet the needs of the organisation, the Council needs a robust plan to identify areas of improvement, evaluate and benchmark a target operating model and map a route to achieving our ambitions		Why this is Important	The Transformation Plan provides a focal point for major change in the organisation, evaluating conflicting priorities, allocating resources, escalating problem and above all else, manage core programmes of work by documenting progress.	
What Good Looks Like	Each year the Head of Business Change, ICT & Digital will present a workplan for adoption, outlining projects, milestones and resources needed to achieve the objectives set by the Corporate Plan.				
History of this Indicator	The Council is committed to improving outcomes and outputs for its stakeholders as is evident in the Corporate Plan.				
2019/20 Baseline Data	Not applicable				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Deliver 100% against action plan	On target	On target	On target	On target
2021/22	Deliver 100% against action plan	On target	Quarterly target not achieved	Continue to deliver the annual transformation plan including the emerging Future Service Delivery programme	
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
Work continues to progress on the transformation plan and its projects, a lot of effort has been put into the development of a Future Service Delivery programme with four projects around HR Policy, Accommodation, ICT and Customer Service.  The new Choice Based Letting System went live. Technical schematics for a secure data tunnel to the cloud hosted housing system were also agreed.			The Transformation Steering Group meets every 6 weeks, each project group, of which there are 20, meet approximate every two weeks.  Every group has a highlight report to report back the theme chair on work completed over period and work to be completed over net period.  Any risk, actions, issues or decisions that are not within the identified scope and tolerance of the project controls will be escalated to the TSG.		



F3.2 Source appropriate commercial investment opportunities for the Council

Measure and Reference	F3.2A Develop our approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities		Committee	F&M		
Definition	Using Council assets wisely, trading services with others across the public and private sectors and selling commodities to generate income.		Why this is Important	As funding shrinks exploring new ways to maximise our income is essential, in order to protect valuable frontline services and ensure positive outcomes for our local communities.		
What Good Looks Like	Year 1 to form a working group and define the action plan Year 2 to 4 deliver 100% against the action plan and sustain an upward trend in income generation					
History of this Indicator	New indicator					
2019/20 Baseline Data	Baseline data to be collated during 20-21					
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
2020/21	Year 1 to form a working group and define the action plan	On target	On target	On target	On target	
2021/22	deliver 100% against the action plan and sustain an upward trend in income generation	Quarterly outcome not achieved	Quarterly outcome not achieved	No change from last quarter		
Performance Overview - Quarterly Update		Actions to sustain or improve performance				
As the Council has responded to the COVID-19 pandemic its resources, especially operational, have been deployed fully on maintaining services. The opportunity to capitalise on commercial activities still remains, however the exact specification of services will have evolved over the last two years.		A new Head of Service will be recruited in the coming months and the focus of the role will place more emphasis on exploring the commercial opportunities in a steadier environment.				



## Priority: Our People

### P2.3 Improve the condition of housing stock and public buildings.

Measure and Reference	P2.3B Develop and deliver the Public Buildings programme over four years		Committee	F&M	
Definition	The purpose of the Performance Indicator is to measure progress in the completion of condition surveys and a Planned Maintenance Programme over the term of the Corporate Plan.		Why this is Important	Completion of Public Buildings condition surveys and a planned maintenance programme will ensure the Council’s buildings are fit for purpose, with repairs undertaken in a proactive, efficient and prioritised manner.	
What Good Looks Like	The portfolio contains 149 Public Building Assets. 100 % of the portfolio will be surveyed over the life of the Corporate Plan				
History of this Indicator	No historical monitoring of this indicator				
2019/20 Baseline Data	Not applicable				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	25% of assets to be surveyed and the planned maintenance programme for phase one to be created	Software tested and calibrated	Condition surveys on the five largest assets have been completed	Carry out further surveys on 12 more of the Public Buildings portfolio.	Carry out further surveys on 12 more of the Public Buildings portfolio.
2021/22	30% of surveys to be undertaken.	9.1% (11 Surveys)	16% (11 Surveys)	22.5% (11 Surveys)	
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
Condition surveys on a further 11 Public Building Assets were undertaken in quarter three which continues to enable a Planned and Reactive Maintenance Programme to be developed across the portfolio.			The Action Plan for 2021/22was developed and is monitored quarterly throughout 2021/22.		
To date surveys have been undertaken for 22.5% of the public building stock that are due to be surveyed this year (against the annual target of 30%), including the largest assets, which has enabled the team to start to look at future planned maintenance programmes as well as costs involved.					



## Priority: Our People

### P2.4 Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education.

Measure and Reference	P2.4A Deliver the objectives identified in the South Derbyshire Partnership Social Mobility Action Plan		Committee	F&M	
Definition	Delivery against the key themes identified in the South Derbyshire Partnership’s Social Mobility Action Plan, as appropriate to the Council.		Why this is Important	Social Mobility aims to ensure that everyone has the opportunity to build a good life for themselves regardless of geography or family background.	
What Good Looks Like	Develop the South Derbyshire Partnership Action Plan and deliver against the plan to help improve social mobility for disadvantaged young people in South Derbyshire.				
History of this Indicator	South Derbyshire has performed poorly on a number of indicators of Social Mobility for disadvantaged young people in recent years.				
2019/20 Baseline Data	The Social Mobility Commission's Social Mobility Index ranked South Derbyshire 311/324 local authority in 2017				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Ranked >311 on the Social Mobility Index	Reported in Q4	Reported in Q4	Reported in Q4	Research and data analysis
2021/22	Develop the Social Mobility Action Plan	Reported in Q4	Research and Data analysis	Preparation of Action Plan	
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
The findings of a pilot project undertaken by South Derbyshire CVS exploring the reasons for poor social mobility in the area were presented to the South Derbyshire Partnership Board on 20 October 2021.  A consultation with partner organisations by the South Derbyshire Partnership to gather views on actions to address Social Mobility challenges was completed.  Approval was gained on 25 November 2021 for the development of a Supporting Aspirations Action Plan. This will focus on progressing activities that the District Council can take forward, and that will directly contribute to the South Derbyshire Partnership’s proposed aims to enhance Social Mobility in the District.  Work is underway to prepare the Action Plan.			Not applicable.		

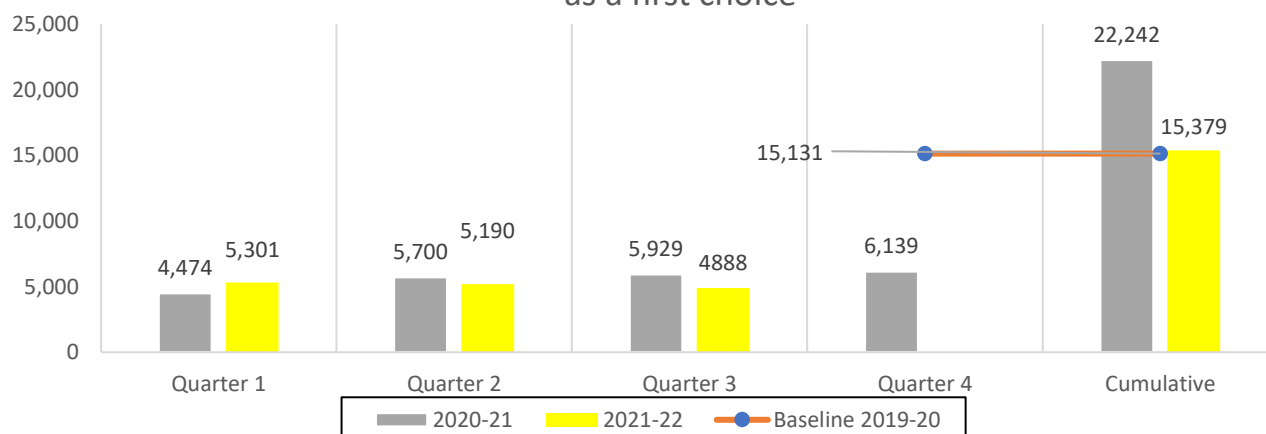


## Priority: Our People

### P3.1 Ensuring consistency in the way the Council deal with service users

Measure and Reference	P3.1A Increase the number of customers who interact digitally as a first choice	Committee	F&M		
Definition	Increase number of customers who interact/raise service requests with the Council using online forms, web chat, and integrated social media, versus alternative methods (phone, face-to-face etc).	Why this is Important	The Council has an ambition to enable online interaction, to reduce the cost of service transaction and increase customer satisfaction. This will provide more time to support those who need additional support by telephone or face-to-face.		
What Good Looks Like	Increased number of customers who choose to raise service requests digitally with the Council – whether through the Council’s Customer Relationship Management (CRM) platform, web chat, integrated social media or supporting digital systems (such as council tax, planning and housing systems).				
History of this Indicator	The Council has not yet adopted a centralised digital platform to enable true online interactions, however, has been adopting improved forms and new forms to boost digital interactions until a new CRM is in place.				
2019/20 Baseline Data	During 2019/20 there were 1,282 council tax and digital forms submitted, 12,343 general website forms via the website, 287 social media enquiries and 1,219 COVID-19 Business Rates Grant Applications				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Upward Trend	Total: 4,474	Total: 10,174	Total: 16,103	Total: 22,242
2021/22	>22,242 (upward trend year on year)	Total: 5301	Total: 10,491	Total: 15,379	
Performance Overview - Quarterly Update		Actions to sustain or improve performance			
Total during quarter three: 4,888		Business rate grant applications were not received in significant volumes during this period as processing of existing applications was underway. The volume of grant applications will increase significantly in January 2022 in light of new schemes. Figures do not include booking system volumes which will be included from quarter four 2021/2022.			

Increase number of customers who interact with the Council digitally as a first choice



## Priority: Our People

### P3.2 Have in place methods of communication that enables customers to provide and receive information.

Measure and Reference	P3.2A Reduce face-to-face contact to allow more time to support those customers who need additional support		Committee	F&M	
Definition	Decrease the number of face-to-face interactions, by offering enhanced alternative methods of contact (phone and online) to enable the Council to provide a better service to those customers who need additional support.		Why this is Important	The Council has an ambition to enable online interaction and to enhance telephone support services available. This will enable the Council to better support those customers who need more personalised support face-to- face.	
What Good Looks Like	To see a downward trend in the number of face-to-face customers through Customer Services.				
History of this Indicator	The Council has already seen a decrease in numbers of face-to-face visitors since the introduction of the Council's website, which provides answers to a variety of basic queries and the payment kiosk, which supports self-service payments.				
2019/20 Baseline Data	31,986 face to face enquiries (2018/2019) Q4 (Jan-Mar) 6,953 (2,463 enquiries dealt with at Customer Services Desk. Visitors to office 4,490)				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Downward Trend	No visitors due to Covid-19	No visitors due to Covid-19	No visitors due to Covid-19	0
2021/22	Downward trend (based on 2019 pre-Covid-19)	0	0	0	
Performance Overview - Quarterly Update		Actions to sustain or improve performance			
Customer Services has just opened the new Customer Access Point and will report on this figure from quarter four 2021/2022.		Customer Services has just opened the new Customer Access Point and will report on this figure from quarter four 2021/2022.			

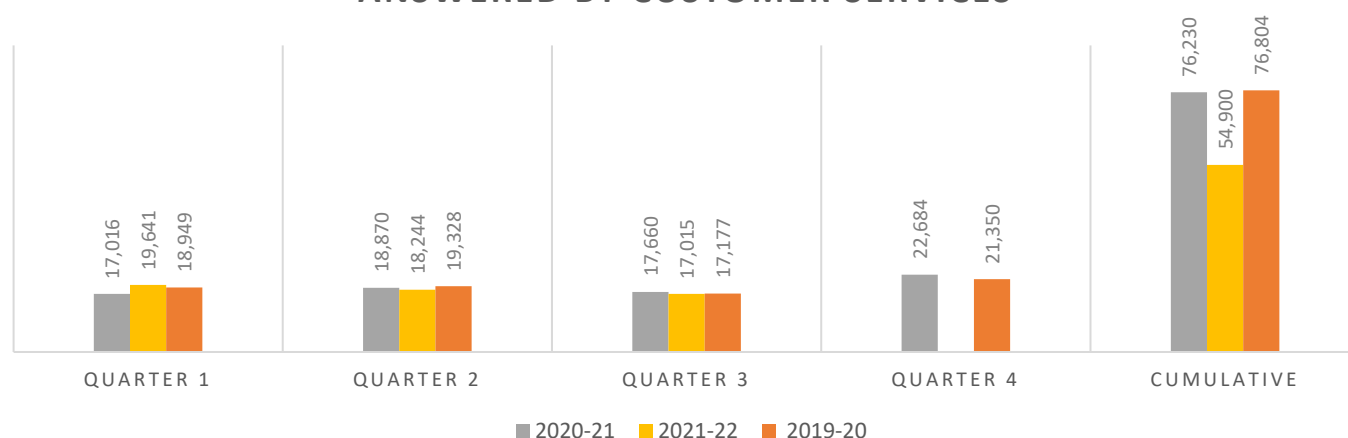


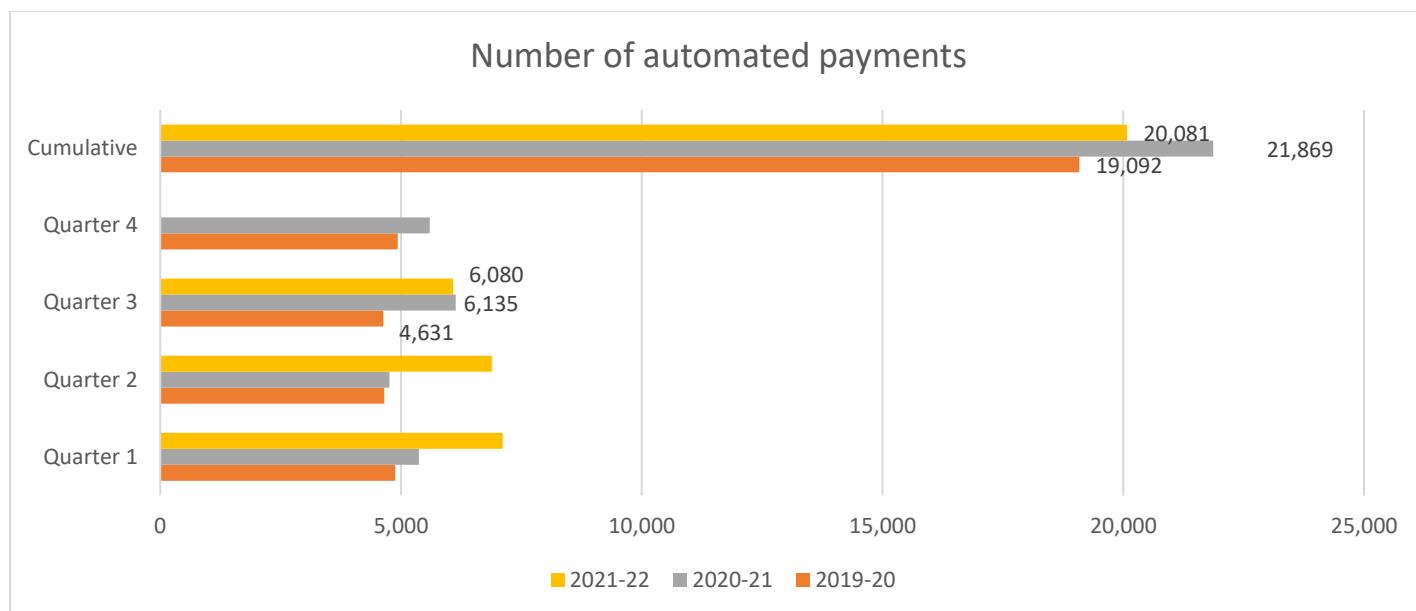
## Priority: Our People

### P3.3 Ensuring technology enables us to effectively connect with our communities.

Measure and Reference	P3.3A Number of customer telephone calls answered by Customer Service	Committee	F&M		
Definition	The Council has an ambition to handle an increased number/variety of customer calls at first point of contact, vs transferring to back-office teams. Initially this will result in an increase of calls into the contact centre, which will reduce over time, in parallel with the introduction of increased online tools.	Why this is Important	The Council has an ambition to enable customers who wish to interact online with the council to do so, and better support those customers who need more personalised support by phone or face to face.		
What Good Looks Like	Initially an increase in numbers of calls/variety of calls into the contact centre is anticipated, followed by a decrease in overall calls, following the introduction and roll out of digital tools.				
History of this Indicator	The Council has already seen a decrease in numbers of telephone calls following the introduction of the Council's website which provides answers to a variety of basic queries and some online forms.				
2019/20 Baseline Data	95,896 telephone calls received (2019/20). 76,804 calls handled & 19,092 automated call payments.				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Downward trend	Total: 22,387	Total: 44,701	Total: 69,812	Total: 98,099
2021/22	Downward trend <95,896	Total: 26,756	Total: 51,866	Total: 74,981	
Performance Overview - Quarterly Update		Actions to sustain or improve performance			
Number of calls answered by Customer Services - 23,095 including 17,015 calls handled and 6,080 automated calls.		Calls handled this quarter were far lower than calls received. - 5,325 abandoned. This is due to COVID hitting the team and a number of advisors being unavailable to handle calls. New technologies to better communicate wait times to customers/enable customers to request a call back will be implemented in 2022 to reduce call abandon rates and increase customer satisfaction.			

### NUMBER OF CUSTOMER TELEPHONE CALLS (HANDLED) ANSWERED BY CUSTOMER SERVICES





## Priority: Our People

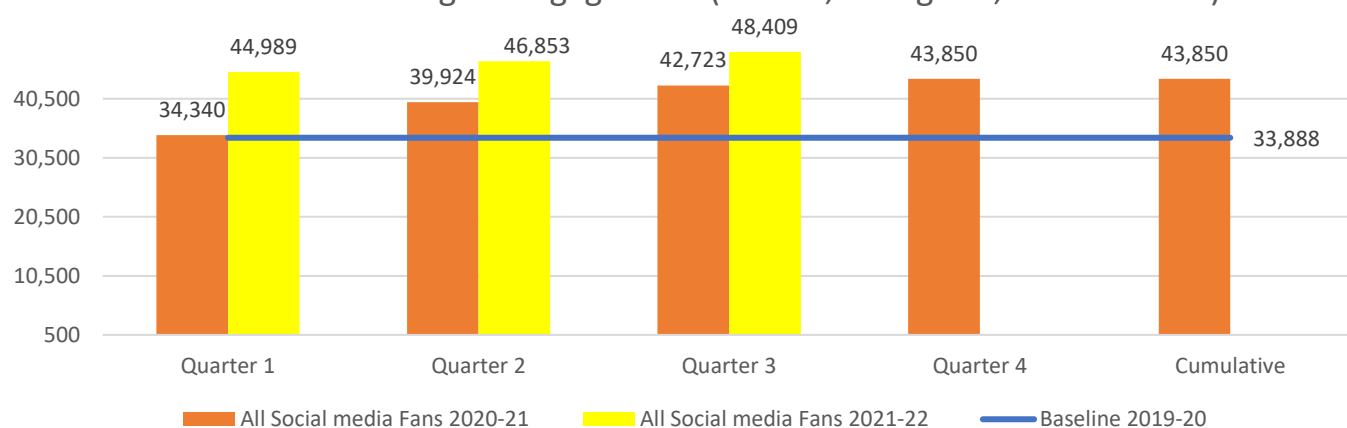
### P3.3 Ensuring technology enables us to effectively connect with our communities.

<b>Measure and Reference</b>	<b>P3.3B Increase digital engagement (Twitter, Instagram, Facebook)</b>	<b>Committee</b>	F&M
<b>Definition</b>	To increase the volume and quality of social media interaction with residents and customers on all Council social media platforms.	<b>Why this is Important</b>	Social media captures customers who are already digitally engaged/aware and more likely to engage with the Council digitally and acts as a good springboard to digital service delivery.
<b>What Good Looks Like</b>	Increase number of proactive social media engagement from the Council through the Communications team, result in an increased number of engaged citizens.		
<b>History of this Indicator</b>	The engagement rate, sentiment and follower/fan base on our social media accounts has significantly evolved since 2017. The creation of the central Facebook page in 2017 and a more strategic approach – more residents are now choosing this method.		
<b>2019/20 Baseline Data</b>	Number of Facebook (central and departmental) fans and Twitter (central and departmental) followers.33,888. Commentary of the nature of these queries (this is already included in the monthly social media dashboard reports)		

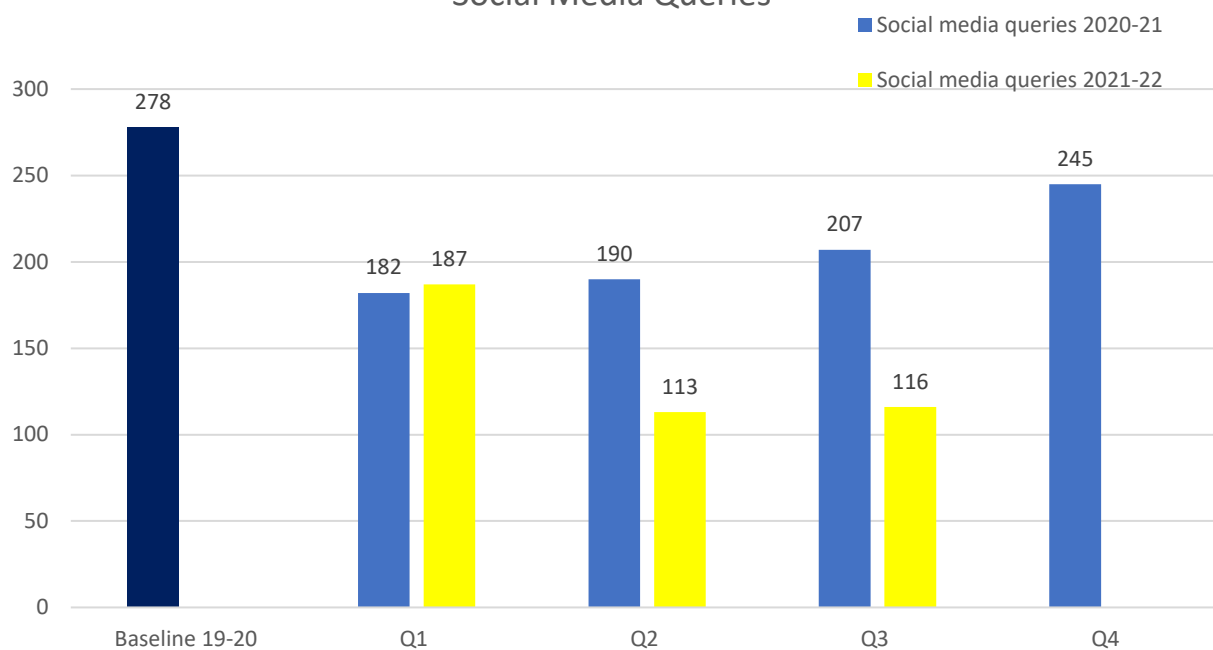
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Upward Trend	34,340	39,924	42,723	43,850
2021/22	Upward Trend	44,989	46,853	48,409	

Performance Overview - Quarterly Update	Actions to sustain or improve performance
<p>Across all Facebook accounts, the end of quarter three saw a total of 35,610 likes/followers. This is an increase of 1,442 on quarter two.</p> <p>Across all Twitter accounts, the end of quarter three saw a total of 12,799 followers. This is an increase of 108 on quarter two.</p> <p>The increase in followers can largely be accounted for by the engagement received as a result of The Snowman and The Snowdog sculpture trail in Swadlincote town centre from 20 November,</p>	Action to continue to provide engaging content.

P3.3B - Increase digital engagement (Twitter, Instagram, Facebook etc)



## Social Media Queries



## Priority: Our People

### P3.4 Investing in our workforce

Measure and Reference	P3.4A Increase the level of staff engagement			Committee	F&M
Definition	Employee engagement is a combination of commitment to the organisation and its values and a willingness to help colleagues. Employee engagement also focuses on mutual gains in employment relationships, seeking the good of employees (well-being, job satisfaction and so on) and the good of the organisation they work for (performance, motivation, and commitment)			Why this is Important	Employee engagement is a workplace approach resulting in the right conditions for all staff to give of their best each day, committed to the Council's Corporate Plan and values. An engaged workforce supports the achievement of our key priorities.
What Good Looks Like	A year on year improvement in relation to the % of employees that indicate positive experience working for the council and positive engagement with the strategic direction of the Council.  This measure to be based on a) the response to the annual employee survey and b) the overall number of positive responses to engagement activities.				
History of this Indicator	New indicator – No recent history available				
2019/20 Baseline Data	New Indicator - first survey to take place in 2020				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	No target for year 1	Reported annually in Q4	Reported annually in Q4	Survey postponed until 21-22	Survey postponed 22-23
2021/22	Annual Increase in the % of Staff completing the survey	Survey postponed 22-23	Survey postponed 22-23	254 staff attended staff briefing sessions in September 2021	
Performance Overview - Quarterly Update				Actions to sustain or improve performance	
Staff briefing sessions were held during September 2021 to give information to staff about proposed new ways of working and to give them the opportunity to respond.  Seventeen sessions took place. In total 254 employees attended briefing sessions. The majority were delivered using Microsoft Teams with in-person sessions held for front-line workers.				A further round of staff engagement sessions are being held in January 2022.	



## Priority: Our People

### P3.4 Investing in our workforce

Measure and Reference	P3.4B Number of apprenticeships and expenditure against the apprenticeship levy		Committee	F&M	
Definition	The number of apprenticeships posts or expenditure against the apprenticeship levy is defined as the number of posts established for apprentices or where existing employees can access funding from the apprenticeship levy. This will be a numerical outcome showing a positive increase trend from the previous year.		Why this is Important	To invest in the Council's current and future workforce through the provision of entry level posts and access to further academic qualifications that will support succession planning and build resilience across the Council.	
What Good Looks Like	The purpose of this PI is to see an increased trend over four years leading to full expenditure of the Apprenticeship Levy for a financial year (April – March each year).				
History of this Indicator	In the last financial year (April 2019 to March 2020), we spent approximately 34% of our levy funds (total input into the levy was £27,479, spend was £9,263.11).				
2019/20 Baseline Data	1.2% (4 apprentices)				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	>2.3% of head count	4 (1.2% of head count)	4 (1.2% of head count)	5 (1.5% of head count)	5 (1.5% of head count)
2021/22	Increase the trend	3 (0.9% of head count)	6 (1.84% of head count)	6 (1.84% of head count)	
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
<p>PDR returns are currently at 70% with the Learning and Development Officer contacting colleagues and managers about potential apprenticeship opportunities.</p> <p>Business Administrator Apprentice (Housing) applications have been shortlisted and interviews to take place on 26th January.</p> <p>Total spend in financial year 2021-2022: £20,361.26</p> <ul style="list-style-type: none"><li>• Quarter three spend: £4,936.26</li><li>• Quarter two spend: £7,680</li></ul> <p>Total expired levy funds in financial year 2021-2022: £12,476.98</p> <ul style="list-style-type: none"><li>• Quarter two expired: £5,017.48</li><li>• Quarter three expired: £2,549</li></ul> <p>Projected levy available April 2022 to April 2023: £36,360 (N.B. this is an estimate and could fluctuate as levy input is dependent on PAYE data). Our total fund available including the carried over fund from last year is £67,779.</p>			<p>PDRs being used to identify apprenticeship opportunities for existing colleagues. Continuance of bi-monthly reminders as to how to use apprenticeships in the Learning and Development Newsletter. Liaising with colleges to look at alternative ways of using levy funding and looking at the viability of T-Level qualifications. (i.e., Derby College have provided information on management apprenticeships). Approval been given to commence recruitment for a further Kickstart placement to be offered.</p>		



## Priority: Our People

### P3.4 Investing in our workforce

Measure and Reference	P3.4C Average number of staff days lost due to sickness	Committee	F&M
<b>Definition</b>	The measure is designed to monitor the levels of employee absence from work due to ill-health. The target of eight days is in line with targets/performance nationally.	<b>Why this is Important</b>	Reducing the number of absences will provide an indication of the health and wellbeing of the workforce and reduce the impact on service delivery, resulting in savings arising from the payment of Occupational and Statutory Sick Pay and any secondary costs
<b>What Good Looks Like</b>	To see a downward trend in the average number of working days lost per employee over four years and be in line with the rates for comparable sized district/borough Councils.		
<b>History of this Indicator</b>	This indicator has formed part of the corporate performance indicator set for a number of years. (2018/19 -11.38, 2017/18 -11.63)		
<b>2019/20 Baseline Data</b>	2018/19 - 11.38 days 2019/20 10.65 days		

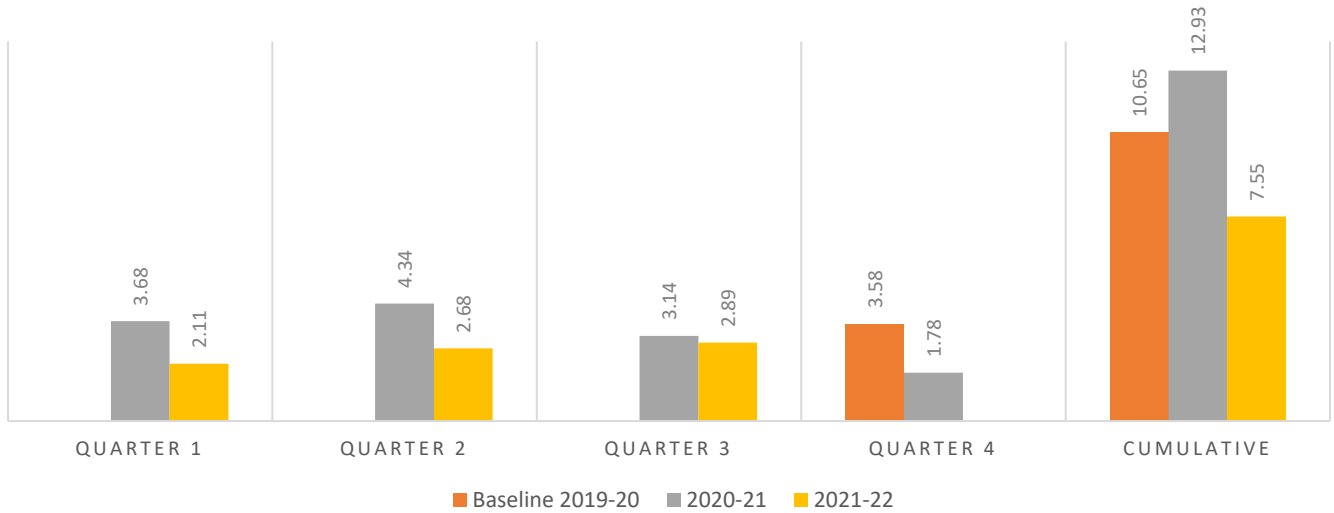
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Downward Trend	3.68	8.01	11.6	12.93
2021/22	Downward Trend	2.11	4.79	7.55	

Performance Overview - Quarterly Update	Actions to sustain or improve performance
<p>The third quarter outturn figure is higher than the previous quarter but 10% lower than the same quarter in the previous year. Using a straight-line projection based on current performance, the end of year outturn figure will be 20% lower than the previous year.</p> <p>The number of employees on long term sick has fluctuated over the quarter with actions taken to enable employees to return to work as soon as possible. The number of short-term absences has exceeded the number of days lost to long term absence which is attributed to the continued impact of COVID and the more infectious strain (Omicron) along with temporary changes being made to the period of time when employees can self-certificate.</p> <p>All cases are being managed in line with the Attendance Management Procedure and each case has a dedicated HR Officer supporting the Manager.</p> <p>Monthly reports on levels of absences, reasons and trends are completed and provided to the Leadership Team.</p>	<p>With the support provided by HR, the cases of long-term absences and a review of repeated short terms absences are being managed in line with the Attendance Management Procedure (AMP).</p> <p>Training is provided in stress awareness and mental health along with a range of supporting materials made available for managers and employees. Training is also provided in managing absences from work for managers and supervisors with a new course on Building your resilience to provide further support for managers.</p> <p>Health and wellbeing interventions will also continue to be made available to staff. This will include the continued promotion of support for mental health conditions through training, videos and materials; raising awareness of the importance of physical health and reminding all employees to seek support should they need it.</p> <p>Additional on-site Occupational Health clinics or referrals will also be made to provide professional, independent medical advice on any cases before decisions are taken on the employees continued employment.</p> <p>Work has commenced on progressing new ways of flexible working that will enable services to continue to be delivered remotely where possible. The impact on levels of employee attendance is expected to be positive and this will be kept under review.</p>

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## AVERAGE NUMBER OF STAFF DAYS LOST DUE TO SICKNESS



## Priority: Our People

### P3.4 Investing in our workforce

Measure and Reference	P3.4D % of employees that consider that the Council has a positive health and safety culture			Committee	F&M
Definition	The number of employees that have indicated that the Council has a positive approach to the management of health and safety in the workplace. This will be taken from the annual employee survey and will be expressed as a % of the overall responses.			Why this is Important	The Council has statutory duties under the Health and Safety at Work Act 1974 to ensure the health and safety of the workforce. This measure will indicate how well the statutory duties and other non-statutory activities are being implemented.
What Good Looks Like	The purpose of this PI is to see an increased trend over four years to indicate the robustness of the Council’s Health and Safety Management Framework. Retention of industry recognition of the health and safety management framework – RoSPA Health and Safety Awards.				
History of this Indicator	New indicator – No previous history available				
2019/20 Baseline Data	New Indicator - No baseline data				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Upward Trend	Reported annually in Q4	Reported annually in Q4	Reported annually in Q4	Postponed until early 22/23
2021/22	Upward Trend	Postponed until early 22/23	Postponed until early 22/23	Postponed until early 22-23	
Performance Overview - Quarterly Update				Actions to sustain or improve performance	
In this quarter, the Council has reviewed its health and safety measures for employees that undertake lone working as part of their duties. Due to the increased number of employees undertaking lone working, a further investment has been made in the provision of lone worker devices, SoloProtect. These will be provided to employees during quarter four.				The employee survey has been postponed until early 2022/23.	
Training has continued to be provided for staff and Elected Members. This has included mandatory health and safety awareness for employees with 74% completed, risk assessment training for managers and team leaders, toolbox talks for front line workers and the development of eLearning health and safety resources.				The Health and Safety Action Plan for 2021/22 is reviewed quarterly by the Health and Safety Committee. Additional support is to be provided through workplace inspections and audits to higher risk services areas.	
				The Health and Safety Policy is currently being reviewed by the Health and Safety Office and will be circulated for consultation.	



## Quarter 3, 2021-2022 Chief Executive Risk Register

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
CE1	Economic development partnerships	Failure of economic development partnerships	Leading to an adverse impact on businesses and local economy	Partnership	2	2	4	<ul style="list-style-type: none"> <li>Proactive engagement in partnerships and with individual partners.</li> <li>Commitment of officer time and resources to partnership activities.</li> </ul>	1	2	2	<ul style="list-style-type: none"> <li>Monitoring of projects and performance.</li> </ul>	No change.	Economic Development and Growth
CE2	South Derbyshire Partnership working	Failure of the South Derbyshire Partnership	Leading to non-delivery of the community's vision and priorities set out in the Community Strategy	Partnership / Strategic	2	3	6	<ul style="list-style-type: none"> <li>Proactive support for partnership.</li> <li>Commitment of officer time and resources to partnership facilitation.</li> <li>Engagement of partners in policy making and project design and delivery.</li> </ul>	1	3	3	<ul style="list-style-type: none"> <li>Monitoring of projects and performance by Strategic Co-ordinating Group.</li> </ul>	No change.	Economic Development and Growth
CE3	Transfer of responsibility for visitor information provision from Sharpe's Pottery Heritage and Arts Trust to the Council	Interruption of service delivery whilst transferring services to the Council	Leading to associated risk of service disruption	Operational	2	2	4	<ul style="list-style-type: none"> <li>Commitment of officer time and resources.</li> <li>Transformation Project is underway.</li> </ul>	1	2	2	<ul style="list-style-type: none"> <li>Monitoring of progress through Transformation Project Team arrangements.</li> </ul>	No change.	Economic Development and Growth
CE4	Effectively manage the election process and canvassing.	Failure of joined up Council approach	Leading to a failed election process	Strategic	2	2	4	<ul style="list-style-type: none"> <li>Elections Project Team in place and meets as necessary with representatives from all services involved.</li> <li>Arrangements in place for an Election to be called at short notice.</li> <li>Arrangements in place for Referenda/By-Elections to be called.</li> </ul>	1	2	2	<ul style="list-style-type: none"> <li>Monitoring of service delivery under review consistently</li> </ul>	No change.	Legal and Democratic Services

Impact	Very High (4)	4	8	12	16	12-16	Significant Risk
	High (3)	3	6	9	12	6-9	Medium Risk
	Medium (2)	2	4	6	8	1 - 4	Low Risk
	Low (1)	1	2	3	4		
		Remote (1)	Possible (2)	Probable (3)	Highly Probable (4)		
		Likelihood					

Impact	Thresholds and Description
1 – Low	Limited impact on service objectives if any, section objectives unlikely to be met, financial loss less than £10,000, no media attention
2 – Medium	Slight delay in achievement of service objectives, minor injuries, financial loss over £50,000k, adverse local media attention, breaches of local procedures
3 – High	Significant threat to Council objectives. Non-statutory duties not achieved, permanent injury, financial loss over £100,000, negative national media attention, litigation expected, serious issues raised through inspection, breakdown of confidence of partners.
4 – Very high	Objectives cannot be delivered. Statutory duties not achieved, death, financial loss over £500,000 adverse national media attention, litigation almost certain, prosecutions, breaches of law, inspection highlights inadequate service, Council unable to work with partner organisation
Likelihood	Thresholds and Description
1 – Remote	May occur only in exceptional circumstances (e.g. once in 10 years)
2 – Possible	Unlikely to occur but could at some time (e.g. once in three years)
3 – Probable (in two years)	Fairly likely to occur at some time or under certain circumstances (e.g. once in two years)
4 – Highly probable (in 12 months)	Will probably occur at some time or in most circumstances (e.g. once in 12 months)

# Chief Executive Risk Matrix

The below table summarises the risk likelihood and impact for risks after controls have been put in place to mitigate the risk.

Impact	Very High (4)				
	High (3)	CE2			
	Medium (2)	CE1, CE3, CE4			
	Low (1)				
		Remote (1)	Possible (2)	Probable (3)	Highly Probable (4)
		Likelihood			

CE1	Economic development partnerships	Failure of economic development partnerships
CE2	South Derbyshire Partnership working	Failure of the South Derbyshire Partnership
CE3	Transfer of responsibility for visitor information provision from Sharpe's Pottery Heritage and Arts Trust to the Council	Interruption of service delivery whilst transferring services to the Council
CE4	Effectively manage the election process and canvassing.	Failure of joined up Council approach

## Quarter 3, 2021-2022 Corporate Risk Register

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
CR1	Universal Credit (UC)	Ongoing changes to the welfare system and Universal Credit impact on resources in Benefits and Customer Services.	Resources allocated to the team are not in line with workload demands.	Financial and Resource	4	1	4	<ul style="list-style-type: none"> <li>The Local Council Tax Reduction Scheme is being redesigned to improve the customer experience and make it easier/more efficient to administer. A new scheme was adopted by the Council in February 2022.</li> <li>A service review will ensure the team is flexible and can adapt to changes in workload in future years.</li> <li>Following a major system upgrade, improved document management functions, the introduction of a linked CRM system and automation are being explored to increase productivity within the team and improve interaction with customers.</li> </ul>	2	1	2	Continually monitor the workload and resources allocated to the team.	No change.	Head of Customer Services
CR2	Fraudulent activities	The possibility of fraud being undetected.	National studies show fraud leads to a significant loss of resources within the Public Sector as a whole.	Financial and Reputational	4	3	12	<ul style="list-style-type: none"> <li>The Council has a Shared Service Arrangement with Derby City Council which supports the delivery of the Council's Anti-Fraud &amp; Corruption Plan, which aims to introduce stronger anti-fraud processes across council tax, business rates, benefits, Right to Buy, social housing, supported accommodation and wider service areas. The unit also delivers fraud awareness training across the Council.</li> <li>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.</li> <li>Single Person Discount checks on Council Tax are also regularly undertaken.</li> </ul>	2	2	4	<ul style="list-style-type: none"> <li>The Fraud Unit have an annual work programme which is considered and approved by the Audit Sub-Committee. Outcomes are also reported to the Audit Committee.</li> <li>Authorities are being asked to be extra vigilant due to the potential for fraud to increase during Covid-19.</li> </ul>	No change.	Head of Customer Services
CR3	Procurement Services	Limited resources to enable good quality advice and support for Services.	The Council does not have its own procurement department	Resource	3	3	9	<ul style="list-style-type: none"> <li>The Council is part of a Shared Service Arrangement with other Derbyshire Agencies and has access to a wider pool of resources for support and advice.</li> </ul>	1	3	3	Continue to review the SLA with the Lead Partner.	No change.	Corporate Resources, Strategic Director

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
CR4	Public Building	Ensuring public buildings are safe and have adequate repair budgets to ensure they remain fit for purpose.	Funding available within the budget provisions to deliver the planned maintenance programme	Financial and Compliance	2	3	6	<ul style="list-style-type: none"> <li>The additional repairs reserve has addressed the risk in the short term</li> <li>Condition surveys are being undertaken with a view to preparing a planned maintenance programme and comparing estimated costs against available budgets.</li> <li>The safety measures identified within the Covid-19 risk assessments will be implemented before any closed Council building is re-opened to the public.</li> </ul>	2	2	4	<ul style="list-style-type: none"> <li>Continually monitor and review the repair budgets to ensure adequate funding is available for the Planned Maintenance Programme going forward.</li> </ul>	No change	Head of Corporate Property
CR7	Payroll Service	There is no additional capacity or expertise within the team to cope with any down time	Employees and members not receiving payments due is significant	Resource	4	4	16	<ul style="list-style-type: none"> <li>A report was approved in August 2021 for the approval to look into a new system or provide additional resources.</li> <li>There is a support function for payroll provision available to the Council from the supplier of the payroll software which can be utilised in an emergency.</li> <li>Discussions regarding cover of the payroll service are currently underway with the software supplier to make the detail more formal.</li> <li>Chesterfield Borough Council use the same payroll system and are able to offer a small level of support if required although they would not have the capacity to run the payroll.</li> </ul>	1	2	3	Review Finance structure	No change.	Head of Finance
CR8	Payroll Software Contract Expiry	The contract expires in March 2022	No payroll system available from the 1 <sup>st</sup> of April 2022	Compliance	4	4	16	<ul style="list-style-type: none"> <li>Discussions with the current software provider are underway regarding the contract.</li> <li>Discussions are underway with the recently upgraded financial management provider to potentially move the payroll service to the Unit4 system.</li> </ul>	1	2	3	The payroll system is in the process of being upgraded with Zellis and therefore this risk no longer applies.	Remove from Register.	Head of Finance
CR9	Transformation Compliance	Committing to already allocated resources or finances of projects outside the annual work programme for ICT and Business Change	The Council has signed up to a Transformation Roadmap which would be adversely affected and not delivered therefore failing the corporate plan target.	Strategic	4	2	8	<ul style="list-style-type: none"> <li>Ensure all Heads of Service are aware of the roadmap and the implications of adding additional projects.</li> <li>Ensure Transformation Steering Group members understand when they are involved in other work how that affects the ability to deliver critical transformation projects.</li> <li>Key TSG members feeding back any discussions or ongoing work relating to unauthorised projects as soon as possible.</li> </ul>	3	2	6		No change.	Head of Business Change, ICT, Digital

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
CR10	Banking and Counterparty Limits	Authorised signatories being unavailable, Internet failure resulting in no access to the bank accounts.	Result in a breach of the approved counterparty limits set by the Council	Resource	4	3	12	<ul style="list-style-type: none"> <li>Annual leave and meetings of both approvers and administrative functions are monitored by the team to ensure any potential risks are mitigated.</li> <li>5 administration staff have responsibility for setting up transfers of cash therefore any external internet failure is mitigated by having at least 2 other staff to take over the process.</li> <li>There are 3 approvers for banking transactions, 2 of which are the S151 and Deputy S151 Officers. At least 1 of these officers is always available for approvals.</li> <li>Cash flow forecasts are updated daily, and any known transfers are set up in advance.</li> <li>The risk of the Internet failure is mitigated through risk CR23</li> </ul>	1	1	1		No change.	Head of Finance
CR11	Failure of systems external to Finance	The Academy system interfaces data for Housing Benefit, Council Tax and Business Rates daily. The AIM system interfaces cash files daily.	Impacts of Customer accounts and financial statements not being up to date with cash paid and the FMS not including all assets and liabilities resulting in potential qualification of the Financial Statements	Compliance and reputational	2	3	6	<ul style="list-style-type: none"> <li>An annual maintenance fee is paid to the system providers for system support and disaster recovery.</li> <li>Daily reconciliations of cash are completed by the Finance team to ensure that any failure is recognised immediately. To prevent any reputational issues, a major failure would result in debt collection reminders being delayed.</li> <li>Bank accounts are also reconciled daily, and any missing cash files would be manually transferred into the FMS to ensure the Debtor position is correct.</li> <li>Council Tax, Business Rates and Housing Benefit interface files are reconciled monthly but the processing of the interface files is a manual task so any failure of file generation would be recognised immediately and reported to the IT Helpdesk.</li> <li>An upgrade to the Academy system has taken place.</li> </ul>	1	1	2		No change.	Head of Finance

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
CR12	Government Funding - a reduction in core funding	As a growth area, the Council's proportion of core funding is heavily reliant on the New Homes Bonus (NHB) and Business Rates and this has started to reduce.	The Council's core funding has been reduced by £418,000 between 2021/22 to 2022/23.  If this trend continues, following a review of the funding system by the Government, then the Council will need to review its income and expenditure ahead of 2025/26.	Financial	4	3	12	<b>Financial Planning</b> <ul style="list-style-type: none"> <li>The Council plans its finances over five years for the General Fund and 10 years for the Housing Revenue Account. Its financial target of achieving a minimum level of contingency balance on a rolling five-year basis allows for a planned and timely approach to address any financial difficulties.</li> <li>The Medium-Term Financial Plan (MTFP) is regularly reviewed, updated, and reported to the Finance and Management Committee on a quarterly basis.</li> </ul> <b>Current Financial Position</b> <ul style="list-style-type: none"> <li>Overall, the General Fund currently shows a healthy position due to the level of reserves, although the medium-term projection forecasts an increasing deficit in future years as it highlights increasing expenditure to meet the population growth, but a reduction in core funding.</li> <li>Projected budget deficits could be financed from reserves if required, although this would become unsustainable after 2024/25.</li> <li>The impact of Covid-19 on the short-term financial position is being kept under review; temporary increases in expenditure and loss of income are being met from additional Government funding received.</li> <li>The Council has approved that no new revenue spending, over and above that approved by the Council in February 2022, is committed until the medium-term situation becomes clearer following a review of the funding system by the Government.</li> </ul>	4	3	12	The Medium-Term Financial Plan is being kept under review and reported to the Finance and Management Committee on a quarterly basis.	The risk has been reviewed and increased from Amber to Red following the Local Government Financial Settlement for 2022/23.	Strategic Director, Corporate Resources
CR13	The Economy - the impact of the national economic situation locally.	Rising inflation and a gap in the supply of materials, services, and labour.	Rising costs, the availability of materials and pressure on recruitment and retention.	Financial	4	3	12	<b>Support for Local Businesses</b> <ul style="list-style-type: none"> <li>The Government has provided various funding and support for local businesses and residents to help them overcome the impact of Covid-19.</li> </ul> <b>Regeneration</b> <ul style="list-style-type: none"> <li>In addition, major residential development has largely continued and following an initial downturn in planning applications in April 2020, they have since shown a strong and sustained upward turn.</li> </ul>	3	3	9	Keep under review through quarterly reporting.	Risk reviewed and updated due to rising inflation rates.	Strategic Director, Corporate Resources

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								<ul style="list-style-type: none"> <li>The Finance and Management Committee approved a new capital investment programme of approximately £4 million on 8 October 2020 which is providing resources for investment in regeneration and community projects.</li> </ul> <p><b>Treasury Management</b></p> <ul style="list-style-type: none"> <li>The MTFP is not reliant on interest rates increasing from the current level to generate revenue on its reserves and balances. Any increase would be a direct benefit to the Budget.</li> <li>Apart from debt associated with its Council Housing, the Council is debt free. Regarding the HRA debt, this is now all t fixed interest rates and is affordable within the Housing Revenue Account's financial plan.</li> </ul> <p><b>Base Budget</b></p> <ul style="list-style-type: none"> <li>The Council's Budget for 2022/23 has included provision for increasing prices on fuel utilities and materials.</li> </ul>						
CR14	Technology, Data and Security - keeping pace with developments in IT, together with the management and security of data	There is a potential security risk for running outdated or unsupported systems  Employees not following due process in relation to IT and data security	There is potential to loss operational data and for reputational damage, together with possible fines, should a data breach occur.	Strategic	4	4	16	<p><b>IT Upgrades and Development</b></p> <ul style="list-style-type: none"> <li>The Council has an ICT replacement programme in place which directs hardware and corporate infrastructure upgrades. This is resourced through provision in the IT base budget, together with an IT Asset Replacement Reserve. New laptops, smartphones and an upgrade to Microsoft 365 was completed in 2020.</li> </ul> <p><b>Security of Systems</b></p> <ul style="list-style-type: none"> <li>The Council is currently compliant with the Government's Public Services Network requirements.</li> <li>Regular Internal Audit Reviews test the robustness of systems and the infrastructure with recommendations to strengthen the ICT environment being reported to and monitored by the Audit Sub-Committee.</li> <li>Due to potential virus attacks, measures are in place to restrict Internet access and to control the use of mobile devices.</li> <li>Continually updated and patched digital estate including firewall servers and antivirus</li> </ul> <p><b>Security of Data</b></p>	3	3	9	Induction process for all new starters as part of the employee lifecycle	No change.	Head of Business Change, ICT, Digital

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					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
								<ul style="list-style-type: none"> <li>Regular briefings and guidance documents are issued to raise awareness of data and security issues. An E-learning package is completed annually by all Officers with access to Council systems and equipment.</li> <li>The Council's Data Protection Officer has direct access to the Leadership Team on matters concerning Information Governance.</li> <li>Whilst staff have been working remotely communications have been sent to remind of the dangers of cyber-attacks. The security in place is the same for end users regardless of location therefore hardware and software need no special arrangements in response to COVID working practices, however staff are the first, last, strongest, and weakest chain in our defences. A mandatory Cyber Security e-learning package must be completed annually. A number of procedures and policies are also in place that mandate more secure ways of working such as no use of personal email addresses and devices, information classification and encryption.</li> <li>The Council is currently upgrading its telephone infrastructure to enable full compliance with the Payment Card Industry (PCI) regulations. The implementation of actions to strengthen security and the safeguarding of data subject to PCI, are being monitored by the Audit Sub-Committee.</li> </ul>						
CR15	Technology and Data – quality of performance data.	Inaccurate monitoring and reporting of performance data	If this is not robust and meaningful, it could lead to misreporting and incorrect decision making.	Compliance	2	3	6	<ul style="list-style-type: none"> <li>Performance and Risk team to monitor and review data</li> <li>Performance Management Framework and Risk Management Framework are in place</li> <li>Performance data is reviewed at Directorate management meetings and Leadership meetings.</li> <li>Performance is currently undergoing an internal audit review if the outcome identifies no major issues this will be removed from the risk register.</li> </ul>	1	1	1	Recommendation to remove from the risk register  Approved at Audit and Risk Sub-Committee in December.	Remove from register	Heads of Organisational Development & Performance
CR16	Business Continuity	Flu Pandemic Fuel Shortage Loss of Buildings ICT Failure	Loss of Service provision	Operational	3	4	12	<ul style="list-style-type: none"> <li>Some aspects of this risk can be transferred as business interruption cover is in place as part of the Council's Property Insurance Policy.</li> <li>Business Continuity and Emergency Plans are in place and regularly reviewed in accordance with the Civil Contingencies Act. The Council buys in support from Derbyshire County Council to ensure that the Council's plans remain up to date.</li> </ul>	4	2	8	Consultation with staff on Flexible Working Policy taking place. Consultation with residents regarding access to services also in process.	Actions updated for Q3.	Strategic Director, Corporate Resources

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								<ul style="list-style-type: none"> <li>COVID risk assessments and action plans are in place and resources made available to provide employees with the equipment to work from home wherever possible as well as access to resources to support their physical and mental health and wellbeing.</li> <li>The Council continues to deliver all of its services. This is being undertaken within national guidelines and in conjunction with other agencies in Derbyshire. Guidance is being provided to staff and the public regarding on-going services and to help protect health and well-being.</li> <li>There are no changes to the current working arrangements. All staff who are able to work from home must continue to do so until further notice.</li> <li>Flexible Working Policy for consultation, approved by Finance and Management Committee.</li> </ul>				Accommodation review to be undertaken.		
CR17	Capacity and Resilience	Service demand and loss of skills	Recruitment, retention and development of the workforce and dealing with additional demand for services due to Growth.	Operational	3	3	9	<ul style="list-style-type: none"> <li>Resources set-aside in the MTFP in growth provisions and training budgets to expand service provision and develop the workforce.</li> <li>Since 2018, several major services across the Council have been restructured to strengthen service provision and improve capacity.</li> <li>Proposed restructures in Community and Cultural Services and Housing have recently been approved and implemented to increase capacity and resilience.</li> <li>A restructure of the Council's Senior Management was implemented on 1 April 2019. The aim of the new structure was to create resilience in service provision with the creation of new Head of Service posts, including new posts to focus on Organisational Improvement/Learning and Development.</li> <li>The management restructure also combined resources to create centralised Business Change and Policy teams to support business transformation across the Council.</li> </ul>	2	2	4	The proposed Flexible Working Policy takes in to account the risk associated with ensuring capacity and resilience in the delivery of services and retention of the workforce.	No change.	Strategic Director, Corporate Resources

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CR18	<b>Terrorism and potentially violent situations</b>	As a public body there is a potential for the Council and its workforce to become a target.	From time to time, members of the workforce do face individual threats while undertaking their duties	Operational	3	4	12	<ul style="list-style-type: none"> <li>Lone working systems in place including a 'Solo-Protect' warning and call for assistance system.</li> <li>A Potentially Violent Persons Policy and Risk Register are in place.</li> <li>Alarms and warning system in place in the Civic Offices.</li> </ul>	3	3	9	Monitoring and review of systems in place; learn from incidents and near misses.	No change.	Strategic Director, Corporate Resources
CR19	<b>Statute and Regulation</b>	Failure to meet requirements.	There is no recent evidence to suggest any significant issues; the impact would depend on the nature of the failure.	Compliance	2	3	6	<ul style="list-style-type: none"> <li>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.</li> </ul> <p><b>Note:</b> Some aspects of this risk can be transferred as the Council has insurance cover in place. If the failure rises due to an action of an employee during the normal course of their duties, it is covered under the Official Indemnity (accidental or negligent act) or Professional Indemnity (breach of professional duty) Policies.</p>	1	3	3	Keep under review. Continue training and awareness for staff.	No change.	Strategic Director, Corporate Resources
CR20	<b>Health and Safety</b>	the potential to contravene regulations through bad practice.	Serious harm through accidents and near misses	Compliance	4	4	16	<ul style="list-style-type: none"> <li>The Council employs a corporate Health and Safety Officer.</li> <li>All employees are provided with the relevant training and PPE required for their role.</li> <li>An on-going training programme is in place for all staff and for parts of the workforce where there is a greater risk of an accident.</li> <li>Accidents and near misses are logged, reported and reviewed corporately and any major incidents are investigated to review procedures.</li> <li>Risk assessments are regularly undertaken, and procedures updated when necessary.</li> </ul>	3	2	6	Monitoring and review of accidents and near misses.	No change.	Head of Organisational Development & Performance
CR21	<b>Managing the environmental impact of incidents across the District</b>	Incidents arising directly from actions by the Council in the provision of its services. For example, an oil spill which contaminates land or water courses	Impacts on environment and economy; increased risk of major events: potential for litigation; reputational damage	Strategic	2	3	6	<ul style="list-style-type: none"> <li>The Council has plans in place through Emergency Planning to manage the environmental impact of any incidents across the District.</li> <li>The Council is accredited to the prestigious international ISO 14001 standard for Environmental Management.</li> <li>The Council has also declared a "Climate Emergency" and has a Corporate Steering Group to oversee an action plan to reduce the Council's carbon footprint and become carbon neutral as an organisation by 2030. (<b>See Risk below</b>)</li> </ul>	2	2	4		No change.	Head of Environmental Services

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					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
CR22	Climate Emergency	The failure of the Council to achieve carbon neutrality for its operations by 2030 and carbon neutrality for the District by 2050.	Impacts on environment and economy; increased risk of major events: potential for litigation; reputational damage	Strategic	4	3	12	<ul style="list-style-type: none"> <li>Achievement of the carbon reduction ambitions are mainly vested in our <b>Climate and Environment Strategy</b> and <b>Climate &amp; Environment Action Plan</b>.</li> <li>The Action Plan contains planned and programmed actions and will be reviewed annually. It will quantify the estimated net financial costs and net carbon savings associated with the contents of the Plan. The Plan will calculate the contribution of the Plan to the carbon reduction trajectory, along with the calculated shortfall in carbon reductions. Attaining the targets in the Plan is one of the Corporate Plan Key Performance Indicators. Whilst the action plan has been agreed it does contain several actions where funding has not been committed.</li> <li>The Strategy and Plan have identified the main carbon emissions sources. The Council will be alive to the many and various <b>windfall opportunities</b> for interventions in between the annual Plan revisions where these are considered likely to make significant impacts on reducing emissions.</li> <li>Emerging statute, in particular the <b>Environment Bill</b>, will exert significant influence over the Council's operations and indirect influence in relation to climate change.</li> </ul>	4	3	12	<p>Annual monitoring and review of the Climate and Environment Action Plan</p> <p>Actively seeking external funding.</p>	No change.	Head of Environmental Services
CR23	Internet Connection	The effects of the internet connection becoming unavailable for a length of time would be a major incident.	<p>Most applications whether they are onsite or hosted will need the Council's internet connection to be active for their use.</p> <p>There is only one ISP in Swadlincote. Therefore, if the cable is damaged or the service is disrupted, no internet connection will be available.</p>	Strategic	2	4	8	<ul style="list-style-type: none"> <li>New RA02 Circuits are being procured which have been specified with a resilient line. Although full resilience isn't proved due to a single supplier, the lines are coming from different exchanges so both would have to be out of service for a total loss of connection.</li> <li>There are options to make some services available over alternative connections, be that personal or business, if needed.</li> <li>Smartphone users can use the mobile data connection to access outlook and teams etc</li> </ul>	2	3	6		No change.	Head of Business Change, ICT, Digital

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CR24	Technical Resource	The Council relies on a small pool of technical specialists and support operatives to keep the organisation operational	Availability of resource to conduct and support Council meetings  Availability of resource to support day to day operations and projects.		3	3	9	<ul style="list-style-type: none"> <li>The COVID-19 Fund is being used to finance an agency resource. The introduction of the post has offered relief for first line calls and Committee meetings.</li> <li>The agency resource is more expensive than an established post and is not a permanent solution.</li> </ul>	3	2	6	ICT structure will be reviewed in-line with corporate employment and operating model  Continually review and monitor support tickets	No change.	Head of Business Change, ICT, Digital
CR26	Supply Chain	EU shortage of materials to manufacture coloured plastic  National shortage of agency drivers to undertake HGV driving.  There is fast becoming a global shortage of microchips and some vehicle manufacturers have suspended production of new vehicles,	The Council may not be able to supply new brown and green bins for at least 3 months.  A cancellation of driver testing during lockdown has led to a shortage of newly qualified drivers and changes to IRS rules have led many agency drivers to take permanent positions.  Could potentially impact fleet purchases and the supply of computer equipment.		4	3	12	<ul style="list-style-type: none"> <li><b>EU shortage of materials to manufacture plastic:</b> Current stocks are diminishing but should last a few more weeks. Orders have been placed for both brown and green bins and should be first in line when material supplies pick up. Additional black bins have been ordered and will be supplied with different coloured lids. Manufacturers have advised that they can provide the lids in different colours.</li> <li><b>National shortage of HGV drivers/production of new vehicles:</b> Currently discussing with all employees, the opportunity to be trained to drive HGV's. There are also three drivers not employed on Waste Services who can be utilised in an emergency. Four drivers have been recruited into vacant posts. There are a further three vacant driver posts and will be looking to recruit into these posts as soon as possible,</li> <li><b>Global shortage of microchips:</b> No immediate concerns over purchase of new vehicles, if situation deteriorates then the Team will look to source ex-demonstrator vehicles or nearly new/used vehicles. Short-term hire will also be considered where appropriate</li> <li>The shortage of semiconductors, a key component part in almost all modern electronics, is having a large effect on production of many products. Cars and Computer equipment are high profile products to suffer supply chain problems. The only way to combat this problem in relation to purchase of new equipment is to order early and allow up to six months for delivery. Where practical and financially viable orders can be made before the need arises. A good example could be purchase of a new laptop after members approve the post rather than after the candidate has accepted the post and will be starting in a matter of weeks.</li> </ul>	4	3	12	Currently looking at HGV apprenticeships  Management is in constant discussions with local agency driver suppliers to secure additional cover.	Updated mitigating actions for EU shortage of materials to manufacture plastic and National shortage of HGV drivers.  No change (IT, Housing)	Head of Operational Services  Head of Business Change, ICT, Digital

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								<ul style="list-style-type: none"><li>NOVUS and other contractors have been able to secure alternative supplies/products.</li></ul>						Head of Housing

Risk Matrix Template

The table below outlines how the impact and likelihood of the risk is scored using the threshold and description as guidance.

Impact	Very High (4)	4	8	12	16	<div>12-16 6-9 1 - 4</div> <div>Significant Risk Medium Risk Low Risk</div>
	High (3)	3	6	9	12	
	Medium (2)	2	4	6	8	
	Low (1)	1	2	3	4	
		Remote (1)	Possible (2)	Probable (3)	Highly Probable (4)	
		Likelihood				

Impact	Thresholds and Description
1 – Low	Limited impact on service objectives if any, section objectives unlikely to be met, financial loss less than £10,000, no media attention
2 – Medium	Slight delay in achievement of service objectives, minor injuries, financial loss over £50,000, adverse local media attention, breaches of local procedures
3 – High	Significant threat to Council objectives. Non-statutory duties not achieved, permanent injury, financial loss over £100,000, negative national media attention, litigation expected, serious issues raised through inspection, breakdown of confidence of partners.
4 – Very high	Objectives cannot be delivered. Statutory duties not achieved, death, financial loss over £500,000, adverse national media attention, litigation almost certain, prosecutions, breaches of law, inspection highlights inadequate service, Council unable to work with partner organisation
Likelihood	Thresholds and Description
1 – Remote	May occur only in exceptional circumstances (e.g. once in 10 years)
2 – Possible	Unlikely to occur but could at some time (e.g. once in three years)
3 – Probable (in two years)	Fairly likely to occur at some time or under certain circumstances (e.g. once in two years)
4 – Highly probable (in 12 months)	Will probably occur at some time or in most circumstances (e.g. once in 12 months)

Corporate Risk Matrix

The below table summarises the risk likelihood and impact for risks after controls have been put in place to mitigate the risk.

Impact	Very High (4)				
	High (3)	CR3, CR19	CR23	CR13, CR14, CR18	CR12, CR22, CR26
	Medium (2)	CR7, CR8,	CR2, CR4, CR17, CR21	CR9, CR20, CR24	CR16
	Low (1)	CR10, CR11, CR15	CR1		
		Remote (1)	Possible (2)	Probable (3)	Highly Probable (4)
		Likelihood			

CR1	Universal Credit (UC)	Ongoing changes to the welfare system and Universal Credit impact on resources in Benefits and Customer Services.
CR2	Fraudulent activities	The possibility of fraud being undetected.
CR3	Procurement Services	Limited resources to enable good quality advice and support for Services.
CR4	Public Building	Ensuring public buildings are safe and have adequate repair budgets to ensure they remain fit for purpose.
CR7	Payroll Service	There is no additional capacity or expertise within the team to cope with any down time so the risk of.
CR8	Payroll Software Contract Expiry	The contract expires in March 2022
CR9	Transformation Compliance	Committing to already allocated resources or finances of projects outside the annual work programme for ICT and Business Change
CR10	Banking and Counterparty Limits	Authorised signatories being unavailable, Internet failure resulting in no access to the bank accounts.
CR11	Failure of systems external to Finance	The Academy system interfaces data for Housing Benefit, Council Tax and Business Rates daily. The AIM system interfaces cash files daily.
CR12	Government Funding	A reduction in core funding
CR13	The Economy	The impact of the national economic situation locally.
CR14	Technology, Data and Security - keeping pace with developments in IT, together with the management and security of data	There is a potential security risk for running outdated or unsupported systems. Employees not following due process in relation to IT and data security
CR15	Technology and Data – quality of performance data.	Inaccurate monitoring and reporting of performance data
CR16	Business Continuity	Flu Pandemic, Fuel Shortage, Loss of Buildings, ICT Failure
CR17	Capacity and Resilience	Service demand and loss of skills
CR18	Terrorism and potentially violent situations	As a public body there is a potential for the Council and its workforce to become a target.
CR19	Statute and Regulation	Failure to meet requirements.
CR20	Health and Safety	the potential to contravene regulations through bad practice.
CR21	Managing the environmental impact of incidents across the District	Incidents arising directly from actions by the Council in the provision of its services. For example, an oil spill which contaminates land or water courses

CR22	Climate Emergency	The failure of the Council to achieve carbon neutrality for its operations by 2030 and carbon neutrality for the District by 2050.
CR23	Internet Connection	The effects of the internet connection becoming unavailable for a length of time would be a major incident.
CR24	Technical Resource	The Council relies on a small pool of technical specialists and support operatives to keep the organisation operational
CR26	Supply Chain	EU shortage of materials to manufacture coloured plastic National shortage of agency drivers to undertake HGV driving. There is fast becoming a global shortage of microchips and some vehicle manufacturers have suspended production of new vehicles,

<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 9</b>
<b>DATE OF MEETING:</b>	<b>17 MARCH 2022</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (CORPORATE RESOURCES)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>VICKI SUMMERFIELD</b> <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a>	<b>DOC:</b> S/finance/committee/2021-22/March 2022/general fund revenue monitoring Q3
<b>SUBJECT:</b>	<b>GENERAL FUND REVENUE MONITORING 2021-22</b>	
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM08</b>

## **1.0 Recommendations**

- 1.1 That the latest revenue financial position for 2021/22 as detailed in the report is considered and approved.

## **2.0 Purpose of the Report**

- 2.1 To provide an update on performance against budget for 2021/22.
- 2.2 The report details performance up to 31 January 2022 unless otherwise stated and is an update of income and expenditure for 2021/22.
- 2.3 The report covers the General Fund income and expenditure. There are no further changes to the Medium-Term Financial Plan (**Appendix 1**) approved by Full Council on 23 February 2022, although the projected out-turn position for 2021/22 as detailed in the report, could help to consolidate the current financial position.
- 2.4 The report also provides an update on the Council's additional costs due to the COVID-19 pandemic and how these have been financed.

## **3.0 Detail**

- 3.1 Apart from Council housing, day-to-day revenue income and expenditure for Council services is accounted for through the General Fund. The net expenditure is financed through the Council's Core Spending Power which includes:
  - General Government Grant
  - Council Tax
  - Retained Business Rates
  - New Homes Bonus

- 3.2 The Base Budget for 2021/22 approved in February 2021, estimated a budget deficit of £100,984. As previously reported in August and November 2021, the budgeted deficit was increased to £530,289 due to a review of contingent sums, together with the pay award for local government employees.
- 3.3 During the Budget Round for 2022/23, the Deficit was increased further by £211,620 to £741,909.
- 3.4 This included provision for additional costs in the Land Charges Service (£100,000) the installation of a new inspection pit at the Depot (£60,000) together with the approved loyalty payments made to staff in the Waste and Cleansing Service of £33,000. These amounts were approved by the Committee in February 2022.
- 3.5 Provisions and contingent sums now held within the Budget for 2021/22 are detailed in the following table.

	£
Operational Services - Allocated Growth Excluded From Base Budget	243,274
Land Charges Service Review Provision	100,000
Public Sector Audit Appointments - Additional External Audit Fees	20,000
Operating Licence Inspection Pit	60,000
Income Loss - Forestry England Reported January 2022	14,000
Licensing Posts Regrade - approved July 2021	2,445
PCI Compliance Reported January 2021	17,235
Parish Concurrent Functions and Grants to Voluntary Bodies	13,488
Driver and Mechanic Incentive Payment	33,350
Local Plan Review	15,000
Pay Award for Local Government Officers 2021/22 (2%)	151,173
Administration of Childcare Vouchers	1,750
Pension Earmarked Reserve Drawdown	-41,122
Provision for Employer's NIC on "off-payroll" payments	10,000
Contingent Sum - Growth	32,630
Waste and Recycling	50,000
<b>Total Provisions and Contingent Sums 2021/22</b>	<b>723,223</b>

### Position as at January 2022

- 3.6 A summary of the financial position for the year compared to the Base Budget for each Policy Committee is shown in the following table.

## COMMITTEE SUMMARY - BUDGET MONITORING JANUARY 2022

### Summary by Policy Committee

	ANNUAL			RESERVES	
	Full Year	Projected	Projected		Net effect on
REVENUE	Budget	Actual	Variance	Earmarked	GF
	£	£	£	£	£
Environmental and Development Services	6,227,089	5,868,350	358,739	51,919	306,819
Housing and Community Services	2,650,462	2,040,013	610,448	581,740	28,708
Finance and Management	6,038,722	2,048,613	3,990,109	3,699,091	291,018
<b>TOTAL</b>	<b>14,916,273</b>	<b>9,956,977</b>	<b>4,959,297</b>	<b>4,332,750</b>	<b>626,546</b>

- 3.7 The above table shows that net expenditure is expected to be substantially lower than Budget. However, this includes approximately £4.3 million relating to grant income and external contributions received under Section 106 agreements for projects which stretch beyond the current financial year.
- 3.8 Although accounted for in the year of receipt, this funding is transferred to specific reserves and drawn down to finance expenditure when it is incurred.
- 3.9 Excluding transfers to specific reserves, the above table shows that based on current spending, there is a projected decrease in expenditure across services of £626,546. This would reduce the overall deficit for 2021/22 (noted at 3.3) to approximately £125,000.
- 3.10 Therefore, this will help to sustain the General Fund Reserve in the medium-term.
- 3.11 An analysis by the main service areas is shown in the following table with more detail by specific cost centre included in **Appendix 2**.

#### COMMITTEE SUMMARY - BUDGET MONITORING JANUARY 2022

##### Summary by Service Area

REVENUE	ANNUAL			RESERVES	
	Full Year	Projected	Projected	Net effect on	
	Budget	Actual	Variance	Earmarked	GF
	£	£	£	£	£
Economic Development	344,350	348,429	-4,079	0	-4,079
Environmental Services	809,185	772,831	36,354	971	35,383
Highways & Parking	61,801	55,065	6,735	0	6,735
Licensing & Land Charges	-1,566	147,622	-149,188	0	-149,188
Planning	638,628	299,378	339,251	33,000	306,251
Street Scene	1,194,076	1,130,922	63,154	17,948	45,206
Waste & Transport	3,180,615	3,114,104	66,511	0	66,511
Community Development & Support	698,302	647,987	50,315	45,979	4,336
Recreational Activities	152,990	148,469	4,521	0	4,521
Leisure Centres & Community Facilities	757,807	328,587	429,221	407,518	21,703
Parks & Open Spaces	577,272	600,734	-23,461	-6,312	-17,149
Private Sector Housing	464,091	314,238	149,853	134,555	15,298
Central Support Services	4,075,361	3,994,264	81,096	6,772	74,324
Corporate & Democratic Costs	534,770	501,029	33,741	0	33,741
Elections & Registration	228,425	172,059	56,366	0	56,366
Parishes, Interest, S106 Receipts	769,220	2,859,135	3,628,355	3,604,213	24,142
Estate Management	-245,318	-316,787	71,469	0	71,469
Revenues & Benefits	676,265	557,184	119,081	88,106	30,975
	<b>14,916,273</b>	<b>9,956,977</b>	<b>4,959,297</b>	<b>4,332,750</b>	<b>626,546</b>

- 3.12 The main reasons for the projected variance are summarised in the following table and detailed in the sections (commentary) that follows.

	£'000
Salary savings (vacancies, maternity etc.) - E&D	1,023
Salary savings (vacancies, maternity etc.) - F&M	229
Salary savings (vacancies, maternity etc.) - H&C	243
<b>Total Employee</b>	<b>1,495</b>
Increased Planning Fee Income	236
Waste Disposal	202
Election Savings	56
Professional Fees - Finance and NNDR Collection	40
Commercial Income	61
Investment Income	33
Unbudgeted Grant Income	16
Extra Refuse Collections	27
PSAA Audit Rebate	8
Members Allowance, Room Hire and Training	9
<b>Total Favourable Variances</b>	<b>2,183</b>
Responsive Tree Works in Churchyards	-6
Emergency Fire Support and Flood Mitigation	-8
Bank Charges	-10
Freighter Parking Charges	-12
Legal Support for Tender	-12
Recycling Calendars	-13
Telephone and Data Charges	-14
Bin and Sack Purchases	-15
Head of Service Recruitment	-17
PWC Vision Reform	-19
Fuel	-30
Vehicle Spare Parts	-35
Vehicle Hire	-84
Agency and Consultancy Costs	-1,280
Other Variances (net)	-3
<b>Total Adverse Variances</b>	<b>-1,558</b>
<b>TOTAL - OVERALL PROJECTED VARIANCE</b>	<b><u>626</u></b>

3.13 As at Quarter 2 (reported to the Committee in November 2021) the overall projected variance was approximately £257,000. The favourable increase is due to the continuing incidence of vacant posts across the Council, together with increasing income in planning fees, recycling income (from the new Contract) investment and commercial property receipts.

3.14 Salary savings in year relate to vacancies, although these savings are mainly offset by agency and consultancy to maintain services in the interim. Lower costs could also be realised following the announcement of the Pay Award for Local Government employees for 2021/22. The average settlement has recently been agreed at 1.75%, compared to 2% included in the Budget.

3.15 The following table shows the expected costs and savings on staffing in year.

	<b>Employee £'000</b>	<b>Agency £'000</b>	<b>Variance £'000</b>	
Recycling	410	-470	-60	Recruitment in progress
Parks and Open Spaces	156	-95	61	Recruitment in progress
Street Scene	164	-51	113	Recruitment in progress
Planning	114	-150	-36	Vacant Posts/Long-term sickness
Direct Services Administration and Management	142	-122	20	Recruitment in progress
Legal	72	-15	57	Recruitment in progress
Land Charges	61	-180	-119	Vacancies - Lichfield DC supporting
Revenues and Customer Services	73	0	73	Vacancies
Economic Development	53	-54	-1	Vacant post
Waste and Transport	37	-74	-37	Vacancies /Absences
Property and Public Buildings	17	-2	15	Vacancies
Democratic	42	-6	37	Long-term sickness
Organisational Development	31	-5	26	Vacancy recruited
Rosliston	22	-11	11	Vacant post
Environmental	37	-3	34	Recruitment in progress/Long-term sickness
Community Centres	22	-12	10	Vacant post
Licensing	15	-24	-9	Maternity cover
Business Change	4	-6	-2	Long-term sickness
Finance	23		23	Professional fees offset cost
	<b>1,495</b>	<b>-1,280</b>	<b>216</b>	

### **Favourable Variances**

- 3.16 Planning applications are significantly higher than forecast (£232k) and have picked up considerably in the past few months after a lower number during 2020/21. There is no slowdown in applications expected at this stage.
- 3.17 Additional income has been generated through increased recycling rates, which increased during Covid-19, and which appear to have been sustained following the easing and then lifting of restrictions.
- 3.18 The overall increase includes the first quarter's figures under the new Recycling Contract, which has generated additional income of £161k. This is detailed later in the Report.
- 3.19 Savings are expected on Conducting Elections and Registration of Electors. Grant income of £31k was received for COVID safe practices during the elections held earlier in 2021/22 of which costs of only £9k have been incurred. Changes to the canvas have also been implemented resulting in no casual staffing costs.

- 3.20 Professional fee savings are now expected in Finance Services (£38k) due to the payroll service remaining in-house at this stage. Costs are being incurred for the unbudgeted payroll post, but this is covered by the saving.
- 3.21 Income from letting industrial units and collection of trade waste are exceeding the Budget. This is not expected to change now at this stage but is being kept under review.
- 3.22 Investment income is greater than budget due to the large value of cash deposits held by the Council. £4m is currently invested in a longer-term pooled property fund with an average return of 4%. The budget for investment income is prudently based on a low interest rate and is therefore likely to exceed the budget. This could increase further due to recent and expected rises in interest rates.
- 3.23 Grant income has been received for the administration of Housing Benefits. Costs have already been incurred against this sum in year due to resourcing for changes brought on by Covid-19, but the remaining balance of £16k is expected to be surplus.
- 3.24 Public Sector Audit Appointments have issued a rebate of £8k to the Council which was unbudgeted.
- 3.25 The Council has also received a one-off credit from the Central Midlands Audit Partnership of £43k, due to surplus reserves built-up since the Partnership was formed several years ago.

### **Adverse Variances**

- 3.26 Emergency tree works have been undertaken in churchyards to ensure health and safety measures are in place (£8k) and other emergency works on flood mitigation in Melbourne and equipment for a serious fire in Hilton have also been required (£6k).
- 3.27 Due to the additional number of transactions being processed through the Council's bank account, higher costs than budgeted are being incurred. These costs are covered however within the increase in investment income.
- 3.28 Recycling costs have been incurred for the annual calendars which were unbudgeted. Additional costs for fuel in excess of the budget approved in August (£30k) are being incurred. In addition, costs for parking of recycling freighters off-site are being incurred due to there being insufficient capacity at the Depot to store the vehicles overnight. This cost is expected to continue. Legal charges were also incurred for support for the tender for the new recycling contract (£12k).
- 3.29 Costs in excess of the budget are being seen on mobile and land line telephones. Mobile data usage (£7k) has increased since March 2020 due to working from home and the Council is incurring additional line charges (£7k).

### **Risk Areas**

#### **Recycling Contract**

- 3.30 As approved by the Committee in August 2021, the Recycling Service appointed three contractors for bulking, transportation and disposal of waste with the Council's Operational Services team continuing with recycling collection.

3.31 The Contract includes a risk share of the sales price of materials disposed of by the two main contractors. Sales prices are determined and based on the [Letsrecycle.com](https://letsrecycle.com) website and full analysis of the risk was presented to the Committee in August.

3.32 The Contract and revised way of working commenced on 7 October 2021. In the first quarter of operation, the income generated for the Council under the risk share arrangement is shown in the table below.

Quarter 3	Tonnes	£
Mixed papers	635.24	-79,379
Aluminium cans	28.22	-30,841
Steel cans	73.98	-16,598
Clear blue PET	80.38	-24,740
HDPE natural	26.80	-16,613
Other plastics (PTT)	130.00	-7,338
Plastic Film	2.04	61
Hard Plastics	7.49	-169
Mixed Glass	722.57	0
General waste	151.18	14,589
<b>Lets Recycle Income Generation</b>		<b>-161,027</b>

3.33 As can be seen above, income on materials for the first quarter of the new Contract has performed extremely well. As part of the Contract, general waste is chargeable to the Council, but it is expected that as the Contract progresses, the tonnage for general waste will reduce as the contractor will find more of the materials previously considered as general waste to be recyclable.

3.34 To ensure the recycling costs are kept within the approved budget of £920k, an income of approximately £400k needs to be generated in the year.

3.35 Past performance is of course no guarantee of future performance, but a straight-line projection of the first quarter, would see the £400k exceeded in the first year.

3.36 As a contingency, £350,000 has been set-aside in an earmarked reserve to protect against a fall in prices over the life of the Contract. Depending on the final out-turn performance for 2021/22, consideration will be given to topping-up this reserve.

3.37 It is intended to update the Committee each quarter with details of the recycling contract identifying any risks and potential benefits as the new service model matures.

## Vacancies

3.38 As can be seen at the table in 3.15, there are a significant number of vacant posts within the General Fund. Whilst a number of these are in the process of being recruited, there are areas where significant costs are being incurred to support services.

3.39 The main financial risk to note is that due to the current economic climate, there are vacant roles within service areas that may be difficult to recruit into due either to a shortage of candidates or market salary levels being greater than the Council's core evaluated pay structure. This is being kept under review.

## Land Charges

- 3.40 As previously reported, this Service is being supported by Lichfield District Council. The cost of support from Lichfield is expected to be approximately £180k by March (unchanged from Quarter 2).
- 3.41 Land searches however have increased during the year and there is expected to be a favourable outturn of approximately £14k on income.
- 3.42 The future delivery of the Service is under review and as previously approved, this will be overseen by the Overview and Scrutiny Committee. In the meantime, an additional £200k was included in the MTFP during the Budget Round for 2022/23 to cover the increased costs.

## Housing Benefit

- 3.43 The Council has an allowance for errors for awarding housing benefit incorrectly and generally keeps within this limit each year.
- 3.44 If errors are less than or equal to 0.48% of total benefit awarded, the Council is able to keep 100% of the benefit issued through Subsidy. If errors are between 0.49% and 0.54%, the Council retains 40% of the total error awarded.
- 3.45 In 2021/22, one particularly claim has resulted in a benefit error of £15k going back to 2015. This now creates a risk to the overall error rate reported through the subsidy system. The Council has an error rate of around £40k per annum which is generally fully reclaimable, but this one large error could potentially exceed the 0.54% error rate in year.
- 3.46 The Benefits team have worked on processes and are hopeful that they will still fall below the 0.54% error rate as it currently stands. If however this is not achieved, a reduction in subsidy of up to £60k could be seen in year which would be an unbudgeted General Fund cost.

## COVID-19: Income and Expenditure

- 3.47 The Government issued £490k of additional funding in Quarter 1 of 2021/22 to assist with additional expenditure due to the Pandemic.
- 3.48 During 2020/21, the Council received four tranches of funding for expenditure pressures totalling just over £1.4m. A carry forward of £181k into 2021/22 was approved as part of the outturn report in July 2021.
- 3.49 The following table shows the funding received, the carry forward from 2020/21 and the expected expenditure during 2021/22.

	£
Bought Forward 2020/21	-181,218
Grant Payment Q1	-490,231
<b>Total Funding</b>	<b>-671,449</b>
Discretionary Housing Additional Funds	40,000
Discretionary Grant Awards (funds committed)	84,300

**Total Funding to Spend** ~~Page 108 of 189~~ **-587,149**

Agency	62,116
ICT and Home Working	37,245
Bank Charges	3,593
Recycling Costs	-11,257
Casual Wages & Overtime	42,006
Committee Sound System and Chairs	24,599
Active Nation Room Hire for Committees	6,240
Kennelling Costs	35,814
PPE	7,575
Market Safety Measures	2,380
Cleaning of Public Buildings	9,629
Ventilation in Council Chamber	18,656
Audit Fees	12,941
Kiosk Corridor Changes	2,747
Car Parking Deficit	7,222
Active Nation Management Fee	4,719
Vehicle Hire	8,099
<b>Total Spending to 31st January 2022</b>	<b>274,325</b>
<b>Remaining Funding</b>	<b>-272,824</b>

- 3.50 Costs for kennelling animals under the Animal Welfare Act are no longer being incurred as the court case has now been heard. The animals have been rehomed and therefore there will be no further costs.
- 3.51 Overtime costs are being incurred for additional work related to the Business Grant schemes and Test and Trace. Following the full lifting of restrictions, it is expected based on current data and Government deadlines, that these schemes will end by April 2022. In addition to the overtime, banking costs are being incurred for same day payments for the schemes.
- 3.52 The cleaning regime currently in place in Public Buildings is expected to continue for the remainder of the year and PPE expenditure is likely to remain at a higher level in the short-term.
- 3.53 Most employees are now set up to work from home where they are able to but there are still potentially areas of cost yet to be seen. This will be kept under review pending a final decision on the proposed Flexible Working Policy.
- 3.54 The Council set-aside £100k for discretionary grants where businesses, charitable and voluntary/community organisations did not qualify for a mandatory Business Grant or other support through national schemes. To-date, £15,700 has been paid out with £84,300 remaining.
- 3.55 The credit amount for Recycling relates to an over accrual at the year-end for the previous Contract. This in effect was a bigger draw down than required in 2020/21 and is to be rectified in 2021/22.
- 3.56 Income losses are not yet included. It is expected that these losses will be reimbursed through a separate scheme introduced by the Government and should not be a significant overall cost to the Council in any case.

## **Core Grants and Funding**

3.57 The Council's central funding, besides Business Rates, is fixed for the year and is shown in the following table.

	£
Council Tax	5,915,215
Retained Business Rates	3,779,996
Lower Tier Services Grant	519,414
New Homes Bonus	3,381,317
Collection Fund Surplus	124,054
<b>Total Funding</b>	<b><u>13,719,996</u></b>

3.58 The final amount retained for Business Rates will depend upon income and expenditure during the year, which includes provisions and any return from the Derbyshire Business Rates Pool. This will be determined during Quarter 4.

## **4.0 Financial Implications**

4.1 As detailed in the report.

## **5.0 Corporate Implications**

### **Employment Implications**

5.1 None.

### **Legal Implications**

5.2 None.

### **Corporate Plan Implications**

5.3 There are no specific targets within the Corporate Plan but ensuring sustainability of the Council's financial position enables services to deliver targets included within the Plan.

### **Risk Impact**

5.4 Budget risks are detailed in the Report.

## **6.0 Community Impact**

### **Consultation**

6.1 None.

### **Equality and Diversity Impact**

6.2 None.

### **Social Value Impact**

6.3 None.

## **Environmental Sustainability**

6.4 None.

### **7.0 Background Papers**

7.1 None

## GENERAL FUND MEDIUM TERM FINANCIAL PLAN

## FEBRUARY 2022

Budget £ 2021.22	Projection £ 2022.23	Projection £ 2023.24	Projection £ 2024.25	Projection £ 2025.26	Projection £ 2026.27
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**BASE BUDGET**

Environmental & Development	6,227,089	6,127,447	6,459,707	6,648,845	6,841,902	7,042,482
Housing & Community	2,650,462	2,765,816	2,871,210	2,924,361	2,978,079	3,048,401
Finance & Management	6,038,722	6,167,461	6,307,621	6,475,909	6,645,992	6,818,113
<b>Net Service Expenditure</b>	<b>14,916,273</b>	<b>15,060,724</b>	<b>15,638,538</b>	<b>16,049,115</b>	<b>16,465,973</b>	<b>16,908,996</b>

**Accounting Adjustments**

Reverse out Depreciation	-1,435,413	-1,268,382	-1,268,382	-1,268,382	-1,268,382	-1,268,382
Minimum Revenue Provision (MRP)	181,932	174,654	167,668	160,962	154,523	148,342
Voluntary Revenue Provision (VRP - Recycling Bins & Grove Active Zone)	75,891	20,556	20,556	1,639	0	0
	<b>13,738,682</b>	<b>13,987,551</b>	<b>14,558,379</b>	<b>14,943,334</b>	<b>15,352,114</b>	<b>15,788,956</b>

**Add: Known Variations**

Vehicle Maintenance Plan (Tyres and Spare Parts)	0	0	25,000	30,000	40,000	55,000
Operational Services - Allocated Growth Excluded From Base Budget	243,274	146,652	382,329	160,367	164,376	168,486
Growth Provision Drawdown	0	0	-172,294	0	0	0
Land Charges Service Review Provision	100,000	100,000	0	0	0	0
Public Sector Audit Appointments - Additional External Audit Fees	20,000	20,000	20,000	20,000	20,000	20,000
Drakelow Concurrent Functions	0	2,185	2,229	2,273	2,319	2,365
Operating Licence Inspection Pit	60,000	0	0	0	0	0
Income Loss - Forestry England Reported January 2022	14,000	0	0	0	0	0
Licensing Posts Regrade - approved July 2021	2,445	0	0	0	0	0
PCI Compliance Reported January 2021	17,235	0	0	0	0	0
Parish Concurrent Functions and Grants to Voluntary Bodies	13,488	10,452	10,661	10,874	11,092	11,313
Driver and Mechanic Incentive Payment	33,350	33,350	0	0	0	0
Route Optimisation Potential Project Delay	0	43,235	0	0	0	0
Local Plan Review	15,000	15,000	0	0	0	0
Potential Pay Award	151,173	156,385	160,295	164,302	168,410	172,620
Incremental Salary Increases	0	0	18,425	6,671	2,253	0
Investment Income	0	0	51,000	68,040	70,000	70,000
Administration of Childcare Vouchers	1,750	1,750	1,750	1,750	1,750	1,750
Potential Cost of New Waste Disposal Site	0	47,560	49,938	52,435	55,057	57,809

Potential Loss of Industrial Unit Income	0	0	196,500	196,500	196,500	196,500
Pension Earmarked Reserve Drawdown	-41,122	-43,589	-6,783	0	0	0
District Election May 2023	0	0	125,000	0	0	0
<b>TOTAL ESTIMATED SPENDING</b>	<b>14,369,275</b>	<b>14,520,532</b>	<b>15,422,429</b>	<b>15,656,546</b>	<b>16,083,869</b>	<b>16,544,799</b>

#### Provisions

Provision for Employer's NIC on "off-payroll" payments	10,000	10,000	10,000	10,000	10,000	10,000
Contingent Sum - Growth	32,630	160,000	105,000	143,254	143,144	113,144
New Parishes - Concurrent Functions	0	0	2,500	5,000	10,000	15,000
Waste and Recycling	50,000	50,000	50,000	50,000	50,000	50,000
<b>TOTAL PROJECTED SPENDING</b>	<b>14,461,905</b>	<b>14,740,532</b>	<b>15,589,929</b>	<b>15,864,800</b>	<b>16,297,013</b>	<b>16,732,943</b>

#### FINANCING

Business Rates Retention	-3,779,996	-3,795,025	-3,795,025	-3,795,025	-3,795,025	-3,795,025
Services Grant Allocation	0	-173,984	0	0	0	0
Lower Tier Services Grant Allocation	-519,414	-291,393	-3,045,089	-2,740,580	-2,524,205	-2,524,205
New Homes Bonus	-3,381,317	-3,018,486	0	0	0	0
Council Tax Income	-5,915,215	-6,346,143	-6,619,037	-6,900,088	-7,198,224	-7,505,363
<b>Core Spending Power</b>	<b>-13,595,942</b>	<b>-13,625,031</b>	<b>-13,459,151</b>	<b>-13,435,692</b>	<b>-13,517,453</b>	<b>-13,824,592</b>
Add Estimated Collection Fund Surplus - Council Tax	-124,054	-204,767	-55,000	-55,000	-55,000	-55,000

#### TOTAL FINANCING

	<b>-13,719,996</b>	<b>-13,829,798</b>	<b>-13,514,151</b>	<b>-13,490,692</b>	<b>-13,572,453</b>	<b>-13,879,592</b>
<b>Revenue Surplus (-) / Deficit</b>	<b>741,909</b>	<b>910,734</b>	<b>2,075,778</b>	<b>2,374,108</b>	<b>2,724,560</b>	<b>2,853,351</b>

#### Capital Contributions

Melbourne Sports Park Drainage	166,020	0	0	0	0	0
IT and Digital Strategy	166,000	160,000	160,000	160,000	166,500	173,000
Purchase of Town Centre Land	44,335	0	0	0	0	0
Community Partnership Scheme	264,853	0	0	0	0	0
Rosliston Forestry Centre - Play Project	50,000	0	0	0	0	0
Asset Replacement and Renewal Fund	358,000	357,000	356,000	355,000	355,000	355,000
<b>TOTAL CAPITAL CONTRIBUTION</b>	<b>1,049,208</b>	<b>517,000</b>	<b>516,000</b>	<b>515,000</b>	<b>521,500</b>	<b>528,000</b>

#### TOTAL GENERAL FUND SURPLUS (-) / DEFICIT

	<b>1,791,117</b>	<b>1,427,734</b>	<b>2,591,778</b>	<b>2,889,108</b>	<b>3,246,060</b>	<b>3,381,351</b>
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**GENERAL FUND RESERVE BALANCE**

Balance b/fwd	-13,193,524	-11,402,407	-9,974,673	-7,382,894	-4,493,786	-1,247,726
Revenue <b>Surplus (-) / Deficit</b>	741,909	910,734	2,075,778	2,374,108	2,724,560	2,853,351
Capital Contributions	1,049,208	517,000	516,000	515,000	521,500	528,000
<b>Balance c/fwd</b>	<b>-11,402,407</b>	<b>-9,974,673</b>	<b>-7,382,894</b>	<b>-4,493,786</b>	<b>-1,247,726</b>	<b>2,133,625</b>

## ENVIRONMENTAL &amp; DEVELOPMENT SERVICES - BUDGET MONITORING JANUARY 2022

## SUMMARY OF PERFORMANCE

REVENUE	Full Year			RESERVES	
	Budget	Projected Actual	Variance	Earmarked	General Fund
	£	£	£	£	£
Tourism Policy, Marketing & Development	61,071	66,483	-5,412		-5,412
Promotion and Marketing of the Area	273,252	273,279	-27		-27
Community Development	10,027	8,667	1,360		1,360
<b>ECONOMIC DEVELOPMENT</b>	<b>344,350</b>	<b>348,429</b>	<b>-4,079</b>	<b>0</b>	<b>-4,079</b>
Food Safety	81,771	54,402	27,369		27,369
Pollution Reduction	410,289	373,798	36,491		36,491
Pest Control	15,752	14,733	1,019		1,019
Public Health	0	28	-28		-28
Public Conveniences	30,367	29,151	1,216		1,216
Community Safety (Safety Services)	173,485	199,100	-25,614		-25,614
Environmental Education	95,721	100,120	-4,399	971	-5,370
Welfare Services	1,800	1,500	300		300
<b>ENVIRONMENTAL SERVICES</b>	<b>809,185</b>	<b>772,831</b>	<b>36,354</b>	<b>971</b>	<b>35,383</b>
Environmental Maintenance (Other Roads)	-70,557	-70,557	0		0
Public Transport	29,001	22,266	6,735		6,735
Off-Street Parking	103,357	103,356	0		0
<b>HIGHWAYS &amp; PARKING</b>	<b>61,801</b>	<b>55,065</b>	<b>6,735</b>	<b>0</b>	<b>6,735</b>
Local Land Charges	-3,539	126,316	-129,855		-
Licensing	1,973	21,305	-19,332		-19,332
<b>LICENSING &amp; LAND CHARGES</b>	<b>-1,566</b>	<b>147,622</b>	<b>-149,188</b>	<b>0</b>	<b>149,188</b>
Emergency Planning and Works	16,000	19,487	-3,487		-3,487

Building Regulations	35,200	35,216	-16
Dealing with Development Control Applications	281,178	6,517	274,661
Structure and Local Planning	313,807	258,422	55,385
Street Name & Numbering	-7,556	-20,264	12,707

	-16	
33,000	241,661	Fav pay £89k, fee income £295k (20% fee to be earmarked); adv agency £150k, staff advertising £2k
	55,385	Fav pay £25k, grants £10k
	12,707	

#### PLANNING

**638,628 299,378 339,251**

**33,000 306,251**

Grounds Maintenance	653,399	618,287	35,112
Countryside Recreation & Management	0	0	0
Street Cleansing (not chargeable to highways)	540,678	512,635	28,042

	35,112	Fav pay £39k
	0	
17,948	10,094	Fav pay £125k; adv agency £54k, bins and sacks £5k

#### STREET SCENE

**1,194,076 1,130,922 63,154**

**17,948 45,206**

Household Waste Collection	1,745,163	1,822,025	-76,862
Trade Waste Collection	-99,563	-103,185	3622.69
Recycling	450,835	141,083	309,752
Direct Services Central Admin	323,206	327,570	-4,364
Transport Services	760,974	926611.8	165638.2

	-76,862	Fav pay £21k, DCC contribution £40k, extra collections £27k; adv agency £74k, vehicle hire £80k
	3,623	Fav fee income £41k, disposal costs £21k; adv bins & sacks £10k
	309,752	Fav DCC contribution £100k, pay £410k, £210k recycling income, £64k vehicle hire, £5k insurance claim; adv agency £470k, vehicle parking £12k, recycling calendars £13k, legal support tender £12k
	-4,364	Fav pay £142k; adv agency £122k
	165,638	Fav pay £16k; adv agency £24K, fuel £30k, spare parts £35k

#### WASTE & TRANSPORT

**3,180,615 3,114,104 66,511**

**0 66,511**

**6,227,089 5,868,350 358,739**

**51,919 306,819**

# HOUSING & COMMUNITY SERVICES - BUDGET MONITORING JANUARY 2022

## SUMMARY OF PERFORMANCE

REVENUE	Full Year			RESERVES		
	Budget £	Projected Actual £	Variance £	Earmarked £	General Fund £	
General Grants, Bequests & Donations	300,510	299,258	1,252		1,252	Fav pay £6k
Community Centres	210,725	252,168	-41,443	-46,800	5,357	Fav pay £22k; adv agency £12k, fee income £5k
Community Safety (Crime Reduction)	129,952	28,873	101,079	101,079	-0	Fav pay £20k, Liberation day cancellation £5k, BCU £35k, PCC contribution £7.8k, Grants £26k
Defences Against Flooding	56,237	66,281	-10,044	-8,300	-1,744	Adv flooding works across district
Market Undertakings	878	1,406	-529		-529	Adv trade waste
Village Halls	-0	0	-0		-0	
<b>COMMUNITY DEVELOPMENT &amp; SUPPORT</b>	<b>698,302</b>	<b>647,987</b>	<b>50,315</b>	<b>45,979</b>	<b>4,336</b>	
Arts Development & Support	15,040	5,048	9,992		9,992	Fav prof fees £10k, Room hire £1.2k; adv fees £2k
Events Management	115,668	112,825	2,843		2,843	Fav salaries £4k, events £13k; adv fees £14k
Midway Community Centre	13,066	23,722	-10,656		-10,656	Adv fee income due to covid and extension, Adv gas charges
Stenson Fields Community Centre	9,216	6,874	2,342		2,342	Fav materials £3k; Adv gas £1k
<b>RECREATIONAL ACTIVITIES</b>	<b>152,990</b>	<b>148,469</b>	<b>4,521</b>	<b>0</b>	<b>4,521</b>	
Melbourne Assembly Rooms	-1,668	-1,568	-100		-100	
Get Active in the Forest	31,175	1,114	30,061	30,061	0	Fav pay £17k, income £7k, service delivery £6k
Sports Development & Community Recreation	171,118	-24,258	195,376	195,376	-0	
Indoor Sports & Recreation Facilities	537,233	515,431	21,802		21,802	Fav utility over accrual 20/21 £22k
Outdoor Sports & Recreation Facilities (SSP)	0	-158,733	158,733	158,733	-0	
Play schemes	19,950	-3,399	23,348	23,348	0	
<b>LEISURE CENTRES &amp; COMMUNITY FACILITIES</b>	<b>757,807</b>	<b>328,587</b>	<b>429,221</b>	<b>407,518</b>	<b>21,703</b>	
Allotments	-1,091	-1,028	-63		-63	

Rosliston Forestry Centre	249,137	203,482	45,655		45,655	Fav pay £42k, R&M £31k, car park income £10k, log cabin income £9k; adv agency £11k, FE contribution £14k, Fees £13k
Cemeteries	18,950	12,485	6,465		6,465	Fav fees £13k; adv memorial testing £5k, prof fees £2k
Closed Churchyards	7,241	19,565	-12,324		-12,324	Adv reactive tree works
Parks and Open Spaces	303,035	366,229	-63,194	-6,312	-56,882	Fav pay £156k; adv agency £95k, tree works £43k, £20k park repairs, income £13k, tree consultant £17k

#### PARKS & OPEN SPACES

<b>577,272</b>	<b>600,734</b>	<b>-23,461</b>
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<b>-6,312</b>	<b>-17,149</b>
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Housing Standards	93,369	80,044	13,325
Housing Strategy	97,880	93,748	4,132
Administration of Renovation & Improvement Grants	50,298	48,254	2,044
Bed / Breakfast Accommodation	6,500	105	6,395
Pre-tenancy Services	190,421	45,934	144,487
Other Housing Support Costs (GF)	25,623	46,153	-20,530

#### PRIVATE SECTOR HOUSING

<b>464,091</b>	<b>314,238</b>	<b>149,853</b>
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<b>134,555</b>	<b>15,298</b>
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<b>2,650,462</b>	<b>2,040,013</b>	<b>610,448</b>
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<b>581,740</b>	<b>28,708</b>
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SUMMARY OF PERFORMANCE

REVENUE	Full Year			RESERVES		
	Budget £	Projected Actual £	Variance £	Earmarked £	General Fund £	
Business Change	98,042	107,393	-9,351		-9,351	Fav pay £4k, training £5k; adv agency £6k, £2k advertising
Digital Services	153,559	150,225	3,334		3,334	Fav printing £2k
Caretaking	135,993	126,067	9,926		9,926	Fav pay £17k; adv agency £2k, void clean £5k
Senior Management	445,826	463,554	-17,728		-17,728	Adv HoS recruitment £17k
Financial Services	387,047	355,154	31,892		31,892	Fav prof fees £38k; adv pay £23k
Internal Audit	109,307	81,078	28,229		28,229	Adv Inflation
Merchant Banking Services	61,200	71,196	-9,996		-9,996	Adv increased banking transactions £10k
ICT Support	732,555	718,748	13,807	20,826	-7,019	Adv mobile phones £7k, land lines £7k
Legal Services	264,534	217,038	47,496		47,496	Fav pay £69k, Fees £4K; adv agency £15k, staff advertising £5k, recruitment exp £5k, legal support £4k
Performance & Policy	36,720	36,580	141		141	
Personnel/HR	361,327	350,444	10,884	4,946	5,938	Fav pay £21k; adv medical fees £11k, recruitment expenses £3k
Communications	75,667	73,938	1,728		1,728	Fav pay £10k; consultancy support £5k
Customer Services	492,308	466,840	25,468		25,468	Fav pay £20k; stationary £5k
Health & Safety	48,073	44,477	3,595		3,595	Fav pay £3k
Admin Offices & Depot	632,236	684,681	-52,445	-19,000	-33,445	adv utilities £12k
Protective Clothing	28,819	34,556	-5,737		-5,737	
Procurement	12,149	12,296	-147		-147	
<b>CENTRAL SUPPORT SERVICES</b>	<b>4,075,361</b>	<b>3,994,264</b>	<b>81,096</b>	<b>6,772</b>	<b>74,324</b>	
Democratic Representation & Management	85,473	51,242	34,231		34,231	Fav pay £42k; Adv Agency £5.5K, Cllr investigations £1k
Corporate Management	64,458	82,724	-18,266		-18,266	PWC vision reform
Corporate Finance Management	37,437	28,650	8,788		8,788	PSAA audit rebate
Elected Members	347,401	338,414	8,987		8,987	Fav allows £5k, room hire £1k, mileage £2k

<b>CORPORATE &amp; DEMOCRATIC COSTS</b>	<b>534,770</b>	<b>501,029</b>	<b>33,741</b>	<b>0</b>	<b>33,741</b>	
Registration of Electors	56,531	24,344	32,188		32,188	Fav canvas saving
Conducting Elections	171,893	147,715	24,179		24,179	Fav grant income for covid safety £31k; adv costs of safety measures £9k
<b>ELECTIONS &amp; REGISTRATION</b>	<b>228,425</b>	<b>172,059</b>	<b>56,366</b>	<b>0</b>	<b>56,366</b>	
Funded Pension Schemes	280,072	168,844	111,228	111,228	0	Earmark for pension revaluation
Increase/Decrease in Provision for Bad or Doubtful Debts (GF)	175,000	175,000	0		0	
Planning Agreements	0	-3,492,985	3,492,985	3,492,985	0	
Parish Councils	417,607	426,711	-9,104		-9,104	
Interest & Investment Income (GF)	-147,585	-180,831	33,245		33,245	Fav investment income
External Interest Payable (GF)	500	500	0		0	
Other Operating Income & Expenditure	43,627	43,627	0	0	0	
<b>PARISHES, INTEREST, S106 RECEIPTS &amp; PROVISIONS</b>	<b>769,220</b>	<b>-2,859,135</b>	<b>3,628,355</b>	<b>3,604,213</b>	<b>24,142</b>	
Estate Management	-245,318	-316,787	71,469		71,469	Fav sals £10k, rent £40k
<b>ESTATE MANAGEMENT</b>	<b>-245,318</b>	<b>-316,787</b>	<b>71,469</b>	<b>0</b>	<b>71,469</b>	
Council Tax Collection	116,327	107,122	9,206		9,206	Fav sals £9k
Non Domestic Rates Collection	-84,500	-88,251	3,751		3,751	Fav prof fees £2k over budgeted
Revenues & Benefits Support & Management	136,633	96,854	39,779	32,338	7,441	Fav pay £7k
Rent Allowances Paid	53,047	53,047	0		0	
Net cost of Rent Rebates Paid	81,999	81,999	0		0	
Corporate Fraud	45,474	45,002	472		472	
Housing Benefits Administration	327,285	271,516	55,768	55,768	0	Fav pay £37k, grant income £16k
Concessionary Fares	0	-10,106	10,106		10,106	
<b>REVENUES &amp; BENEFITS</b>	<b>676,265</b>	<b>557,184</b>	<b>119,081</b>	<b>88,106</b>	<b>30,975</b>	
	<b>6,038,722</b>	<b>2,048,613</b>	<b>3,990,109</b>	<b>3,699,091</b>	<b>291,018</b>	



REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM:10
DATE OF MEETING:	17 MARCH 2022	CATEGORY: DELEGATED
REPORT FROM:	STRATEGIC DIRECTOR (CORPORATE RESOURCES)	OPEN
MEMBERS' CONTACT POINT:	VICKI SUMMERFIELD <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a>	DOC: s/finance/committee/2021-22/March 2022/hra revenue financial monitoring Q3
SUBJECT:	HOUSING REVENUE ACCOUNT REVENUE FINANCIAL MONITORING 2021-22	
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: FM08

## 1.0 Recommendations

- 1.1 That the latest revenue financial position on the Housing Revenue Account for 2021/22 as detailed in the report is considered and approved.

## 2.0 Purpose of the Report

- 2.1 To provide an update on performance against budget for 2021/22 on the Housing Revenue Account (HRA).
- 2.2 The report details performance up to 31 January 2022 unless otherwise stated and is an update of income and expenditure for 2021/22.
- 2.3 There has been no further update to the HRA's Financial Plan approved by the Committee in February 2022, as detailed in **Appendix 1**.

## 3.0 Detail

- 3.1 The Council is required to account separately for income and expenditure in providing council housing. Income is generated through the HRA from rents from tenants in dwellings, garages and shops, together with provision of the Careline Service.
- 3.2 The Base Budget approved in February 2021 for the HRA was set with an estimated deficit of £1,645,806. As reported in August 2021, the budget deficit was increased following the approval of an upgrade to the Housing Management Software of £29,600. A further update was made in November 2021 due to the pay award for local government employees of £27,421. The deficit is now estimated at £1,702,827.

## Latest Position

- 3.3 The Quarter 2 position was reported to the Committee in November 2021. This highlighted that the HRA was projected to be on Budget overall for 2021/22.
- 3.4 There were, however, some larger variances within the overall position, with savings on vacant posts being offset by agency staff, together with a reduction in rent due to high void levels, being offset by savings in interest payments on HRA debt.
- 3.5 The position as at January 2022 is shown in the following table.

### HRA SUMMARY BY AREA - BUDGET MONITORING JANUARY 2022

	ANNUAL			RESERVES	
	Full Year Budget £	Projected Actual £	Projected Variance £	Earmarked £	Net effect on HRA £
Rent and Rechargeable Repairs	-12,484,167	-12,322,233	-161,934	0	-161,934
Repairs and Maintenance	3,478,745	4,177,455	-698,710	0	-698,710
Managing Tenancies	1,802,926	1,914,147	-111,221	-18,828	-92,393
Supported Housing	663,447	404,356	249,184	0	249,184
Interest Payable and Receivable	1,737,855	1,299,398	438,457	0	438,457
Capital and Debt Repayment	6,277,000	6,277,000	0	0	0
Bad Debt Provision	125,000	125,000	0	0	0
Contingent Sums	102,021	102,021	0	0	0
	<b>1,702,827</b>	<b>1,977,145</b>	<b>-284,224</b>	<b>-18,828</b>	<b>-265,396</b>

- 3.6 The above table shows that the HRA is currently projected to be adverse compared to budget by approximately £265k in 2021/22. This is due mainly to a projected overspend on Housing Repairs of £300k, together with a further reduction in rental income of £100k. This has partly been offset by a further reduction in interest charges of approximately of £135k.
- 3.7 The main reasons for the variances are summarised in the following table.

### HRA VARIANCE TO BUDGET JANUARY 2022

	£'000
Salary savings (vacancies, maternity etc.)	398
Interest Income and Expenditure	282
Additional Careline Income	74
Compensation	20
Cleaning	17
Disrepair Claims	-30
Reduced Rent due to Void Dwellings	-249
Agency and Consultancy Staff	-437
Repairs	-337
Other Variances (net)	-3
<b>TOTAL - OVERALL PROJECTED VARIANCE</b>	<b>-265</b>

- 3.8 Expected salary savings in year relate to vacancies but are more than offset by agency and consultancy to maintain services in the interim whilst recruitment takes place.
- 3.9 The reduction in interest charges is due to the interest rate on variable rate debt (£10 million) being around 0.25% compared to a Budget based on 3.5%. As previously reported, this debt will be paid at the end of March 2022, so although interest payments will be lower in the future, savings of this magnitude will not be seen after 2021/22.
- 3.10 As previously reported, successful disrepair claims have been made against the Council which were not covered by the Council's insurance policy. These claims are usually made in defence of rent arrears action by the landlord and have risen in recent years.
- 3.11 They are generally due to long standing repairs and maintenance issues including damp proofing works that may not have been undertaken in a reasonable timeframe. The claims now appear to be reducing and are not expected to be in excess of £30k. The majority of the payments are made up of the claimant's solicitor costs.

### **Housing Repairs**

- 3.12 During the last quarter, it has emerged that there is likely to be a significant overspend of approximately £300,000. This is due to an increase in responsive repairs and in particular, additional works required to bring void properties back to acceptable standards for reletting.

### **Rental Income**

- 3.13 Consequently, this has had an impact on income, which is lower in year due mainly to rent loss on void properties. The turnaround time of void properties has been improving from over 200 days (on average) at one stage in 2020/21, to a current performance of 160 days. The performance on voids has been reported to Housing and Community Services Committee and was considered recently on 10 March 2022.
- 3.14 A budget of £215k for void losses and £21k for Right to Buy (RTB) losses is included as a reduction in the expected rental income each year. The expected loss from voids is now forecast to be approximately £450k.
- 3.15 As at 31 January 2022, the number of RTBs was 18 compared to a Budget of 20 for 2021/22. At this stage, it is not anticipated that RTBs will have any further impact on rental income.
- 3.16 The Council also has a number of "passive" properties that are taken out of the rent roll for varying reasons. Where there is the ability to let properties as they are at decent standard, they are being let to Housing Register applicants as promptly as possible to help mitigate the overall losses.

## **Risk Areas**

### **Vacancies**

- 3.17 As with the General Fund, there are a number of vacant posts within the HRA that pose a risk to the financial position due to the added cost of agency and support.
- 3.18 The general employment market currently is leading to a shortage of available candidates in certain areas, and this is being kept under review.

### **Careline**

- 3.19 As previously reported, Derbyshire County Council have informed the Council that there will no longer be any funding available for the service managed by the Council after March 2023. The reduction in funding of £130,000 per year, has been reflected in the HRA's Financial Plan approved by the Committee in February 2022.
- 3.20 A working group including all districts and the County Council, has been set up to review options for future service delivery. Progress is being reported to the Housing and Community Services Committee and an initial report was considered on 110 March 2022.
- 3.21 Another potential risk to the HRA for the Careline service is the transfer of the system to digital from analogue. Costs will be considered as part of the overall review of future Careline provision.

## **4.0 Financial Implications**

- 4.1 As detailed in the report.

## **5.0 Corporate Implications**

### **Employment Implications**

- 5.1 None.

### **Legal Implications**

- 5.2 None.

### **Corporate Plan Implications**

- 5.3 There are no specific targets within the Corporate Plan but ensuring sustainability of the Council's financial position enables HRA Services to deliver targets included with the Plan.

### **Risk Impact**

- 5.4 Budget risks are detailed in the Report.

## **6.0 Community Impact**

### **Consultation**

6.1 None.

**Equality and Diversity Impact**

6.2 None.

**Social Value Impact**

6.3 None.

**Environmental Sustainability**

6.4 None.

**7.0 Background Papers**

7.1 None.

## HOUSING REVENUE ACCOUNT FINANCIAL PROJECTION - JANUARY 2022

	2021.22 Approved Budget £'000	2022.23 Approved Budget £'000	2023.24 Forecast £'000	2024.25 Forecast £'000	2025.26 Forecast £'000	2026.27 Forecast £'000	2027.28 Forecast £'000	2028.29 Forecast £'000	2029.30 Forecast £'000	2030.31 Forecast £'000	2031.32 Forecast £'000
<b>INCOME</b>											
Rental Income	-12,385	-12,893	-13,124	-13,433	-13,749	-14,073	-14,403	-14,740	-15,085	-15,437	-15,797
Non-Dwelling Income	-127	-124	-127	-130	-133	-137	-140	-144	-148	-151	-155
Supporting People Grant	-130	-130	0	0	0	0	0	0	0	0	0
Other Income	-177	-177	-177	-177	-177	-177	-177	-177	-177	-177	-177
<b>Total Income</b>	<b>-12,819</b>	<b>-13,324</b>	<b>-13,428</b>	<b>-13,740</b>	<b>-14,059</b>	<b>-14,387</b>	<b>-14,720</b>	<b>-15,061</b>	<b>-15,410</b>	<b>-15,765</b>	<b>-16,129</b>
<b>EXPENDITURE</b>											
General Management	1,848	2,053	2,098	2,145	2,192	2,241	2,291	2,342	2,394	2,447	2,502
Supporting People	951	900	925	950	976	1,004	1,032	1,062	1,094	1,126	1,161
Responsive	1,406	1,674	1,714	1,755	1,797	1,840	1,884	1,928	1,974	2,021	2,070
Planned Maintenance	1,975	1,785	1,828	1,873	1,918	1,965	2,013	2,062	2,113	2,164	2,217
Bad Debt Provision	125	125	131	134	137	140	144	147	150	154	158
Interest Payable & Receivable	1,738	1,456	1,456	1,186	1,186	1,186	885	886	886	886	886
Depreciation	4,127	4,213	4,504	4,481	4,458	4,435	4,413	4,390	4,368	4,345	4,323
<b>Net Operating Income</b>	<b>-649</b>	<b>-1,118</b>	<b>-772</b>	<b>-1,216</b>	<b>-1,395</b>	<b>-1,576</b>	<b>-2,058</b>	<b>-2,244</b>	<b>-2,431</b>	<b>-2,622</b>	<b>-2,812</b>
<b>Known variations:</b>											
Reversal of Depreciation	-4,127	-4,213	-4,504	-4,481	-4,458	-4,435	-4,413	-4,390	-4,368	-4,345	-4,323
Capital Expenditure	1,683	1,620	1,433	1,877	1,916	1,847	2,182	2,261	2,489	2,403	1,805
Disabled Adaptations	300	300	300	300	300	300	300	300	300	300	300
Asbestos and Health & Safety Surveys	100	100	100	100	100	100	100	100	100	100	100
Debt Repayment - Balance of Depreciation	1,444	1,593	2,221	1,704	1,642	2,038	1,281	1,179	979	1,042	1,618
Major Repairs Reserve	600	600	550	600	600	250	650	650	600	600	600
Asset Replacement Earmarked Reserve	45	45	45	45	45	45	45	45	45	45	50

	2021.22 Approved Budget £'000	2022.23 Approved Budget £'000	2023.24 Forecast £'000	2024.25 Forecast £'000	2025.26 Forecast £'000	2026.27 Forecast £'000	2027.28 Forecast £'000	2028.29 Forecast £'000	2029.30 Forecast £'000	2030.31 Forecast £'000	2031.32 Forecast £'000
Additional Debt Repayment Transfer	2,150	2,500	2,100	1,500	1,300	1,850	750	750	750	1,000	800
Investment Income	0	0	25	25	25	25	25	25	25	25	25
Capital works non-traditional properties	100	100	0	0	0	0	0	0	0	0	0
Potential Pay Award	27	28	29	30	30	31	32	33	33	34	35
ICT Upgrades	30	0	0	0	0	0	0	200	0	0	0
Rent Loss Provision	0	65	66	68	69	71	73	74	76	78	80
Incremental Salary Increases	0	0	5	5	5	5	6	6	6	6	6
<b>HRA Surplus (-) / Deficit</b>	<b>1,703</b>	<b>1,620</b>	<b>1,598</b>	<b>556</b>	<b>180</b>	<b>552</b>	<b>-1,028</b>	<b>-1,012</b>	<b>-1,396</b>	<b>-1,334</b>	<b>-1,717</b>

#### HRA General Reserve

HRA Reserve B/fwd	-8,430	-6,727	-5,107	-3,509	-2,952	-2,772	-2,221	-3,249	-4,261	-5,657	-6,991
(Surplus) / Deficit for year	1,703	1,620	1,598	556	180	552	-1,028	-1,012	-1,396	-1,334	-1,717
<b>HRA Reserve C/fwd</b>	<b>-6,727</b>	<b>-5,107</b>	<b>-3,509</b>	<b>-2,952</b>	<b>-2,772</b>	<b>-2,221</b>	<b>-3,249</b>	<b>-4,261</b>	<b>-5,657</b>	<b>-6,991</b>	<b>-8,708</b>

#### RESERVES

##### Debt Repayment Reserve

Balance B/fwd	-8,006	-1,600	-5,693	-14	-3,218	-6,160	-48	-2,079	-4,008	-5,737	-7,779
Depreciation balance	-1,444	-1,593	-2,221	-1,704	-1,642	-2,038	-1,281	-1,179	-979	-1,042	-1,618
Transfers to reserve	-2,150	-2,500	-2,100	-1,500	-1,300	-1,850	-750	-750	-750	-1,000	-800
Repayment of loan	10000	0	10,000	0	0	10,000	0	0	0	0	10,000
<b>Reserve C/fwd</b>	<b>-1,600</b>	<b>-5,693</b>	<b>-14</b>	<b>-3,218</b>	<b>-6,160</b>	<b>-48</b>	<b>-2,079</b>	<b>-4,008</b>	<b>-5,737</b>	<b>-7,779</b>	<b>-197</b>

##### Earmarked Reserve

Balance B/fwd	-401	-401	-298	-298	-73	-118	-163	-208	-253	-298	-63
Vehicle Replacement Transfer to Reserve	-45	-45	-45	-45	-45	-45	-45	-45	-45	-45	-50
Software Upgrade	45	148	45	0	0	0	0	0	0	0	0
Asset Replacement	0	0	0	270	0	0	0	0	0	280	0
<b>Reserve C/fwd</b>	<b>-401</b>	<b>-298</b>	<b>-298</b>	<b>-73</b>	<b>-118</b>	<b>-163</b>	<b>-208</b>	<b>-253</b>	<b>-298</b>	<b>-63</b>	<b>-113</b>

## HOUSING REVENUE ACCOUNT FINANCIAL PROJECTION - JANUARY 2022

	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29	2029.30	2030.31	2031.32
	Approved Budget £'000	Approved Budget £'000	Forecast £'000	Forecast £'000	Forecast £'000	Forecast £'000	Forecast £'000	Forecast £'000	Forecast £'000	Forecast £'000	Forecast £'000
<b>Major Repairs Reserve</b>											
Balance B/fwd	-4,592	-5,292	-5,992	-6,542	-7,142	-7,742	-7,992	-8,642	-9,292	-9,892	-10,492
Transfers to reserve	-600	-600	-550	-600	-600	-250	-650	-650	-600	-600	-600
Earmarked non-traditional properties	-100	-100	0	0	0	0	0	0	0	0	0
<b>Reserve C/fwd</b>	<b>-5,292</b>	<b>-5,992</b>	<b>-6,542</b>	<b>-7,142</b>	<b>-7,742</b>	<b>-7,992</b>	<b>-8,642</b>	<b>-9,292</b>	<b>-9,892</b>	<b>-10,492</b>	<b>-11,092</b>
<b>New Build Reserve</b>											
Capital Receipts B/fwd	-1,642	-1,861	-2,582	-3,197	-3,808	-4,420	-5,031	-5,643	-6,255	-6,866	-7,478
Acquisitions in year	505	0	0	0	0	0	0	0	0	0	
RTB Receipts in year	-724	-721	-615	-612	-612	-612	-612	-612	-612	-612	-612
Borrowing in year	0	0	0	0	0	0	0	0	0	0	0
<b>Balance c/fwd</b>	<b>-1,861</b>	<b>-2,582</b>	<b>-3,197</b>	<b>-3,808</b>	<b>-4,420</b>	<b>-5,031</b>	<b>-5,643</b>	<b>-6,255</b>	<b>-6,866</b>	<b>-7,478</b>	<b>-8,089</b>



<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 11</b>
<b>DATE OF MEETING:</b>	<b>17 MARCH 2022</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (CORPORATE RESOURCES)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>VICKI SUMMERFIELD</b> <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a>	<b>DOC:</b> s/Finance/Committee/2021-22/March 2022/Collection Fund Q3
<b>SUBJECT:</b>	<b>COLLECTION FUND 2021-22</b>	
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM08</b>

## **1.0 Recommendations**

- 1.1 That the latest Collection Fund position for 2021/22 as detailed in the report is considered and approved.

## **2.0 Purpose of the Report**

- 2.1 To provide an update on performance of the Collection Fund against the approved budget for Quarter 3 of 2021/22.
- 2.2 The detail included within the report is at 31 January 2022 unless otherwise stated.

## **3.0 Detail**

- 3.1 The Collection Fund is a statutory requirement that accounts separately for the Council Tax and National Non-Domestic Rates (NNDR) collected by the Council.
- 3.2 The Council is classed as a Billing Authority for both Council Tax and NNDR and is responsible for levying and collecting charges from residents and businesses located within the district annually.
- 3.3 Estimates of expected income generated from taxation charges are reported annually to the Government as part of the Council Tax Base and NNDR1 returns.
- 3.4 The returns are used to determine the precept due in the following financial year to the Preceptors and the Council's share is reported to the Committee as part of the budget round in January each year.
- 3.5 Any surplus or deficit generated on the Fund during the previous financial year is allocated to the relevant Preceptor as part of the annual budget round.

## **Council Tax**

- 3.6 Council Tax was introduced on 1 April 1993 and each residential property is allocated a band according to their open market value at 1 April 1991. Detail of the bands is listed below.

Band	Between	
A	£0	£40,000
B	£40,001	£52,000
C	£52,001	£68,000
D	£68,001	£88,000
E	£88,001	£120,000
F	£120,001	£160,000
G	£160,001	£320,000
H	£320,001	and above

- 3.7 The amount of Council Tax payable by an individual household is calculated using the band allocation less deductions for national and local exemptions and discounts.
- 3.8 As part of the forecast for the following years precepts, the Council is required to calculate estimated chargeable dwellings, revised for estimated exemptions as noted above. An average Band D equivalent tax base is then determined and is used as the basis for the Council Tax setting by each of the Preceptors, including the Council.
- 3.9 The precept for each Preceptor is calculated using the estimated tax base multiplied by the Band D value. The Band D is reported annually to Full Council as part of the Council Tax Settling report. This report details out the approved Band D for each of the Preceptors and the demand on the Collection Fund in the following year.
- 3.10 The approved Band D and precept demands as set in March 2021 for 2021/22 are included in the following table.

Preceptor	Band D £	Precept £
South Derbyshire District Council	167.96	5,915,215
Derbyshire County Council	1,383.07	48,708,959
Police and Crime Commissioner	241.60	8,508,669
Derbyshire Fire and Rescue Service	79.27	2,791,731
<b>TOTAL</b>	<b>1,871.90</b>	<b>65,924,574</b>

- 3.11 Parish Councils are also able to make a demand on the Collection Fund and this is approved as part of the Council Tax Setting report. The demand for Parishes in 2021/22 totals £929,527.
- 3.12 The Council's forecast of collectable income for Council Tax in 2021/22 and the projected outturn for the year is summarised below with further detail included in **Appendix 1**. This generally reflects what was approved by the Committee in January 2022 as part of the Budget Round and for estimating the surplus on Council Tax for 2021/22.

	Forecast £'000	Q3 Projected £'000	Variance £'000
Council Tax Collectable	68,476	69,170	694
Expenditure	-68,224	-68,240	-16
<b>Estimated Surplus / (Deficit)</b>	<b>252</b>	<b>930</b>	<b>678</b>

3.13 Growth of the Tax Base during the year over and above that forecast is resulting in an expected increase in income. The number of chargeable dwellings included in the forecast was 46,311 (as at October 2020) with an average Band D equivalent number of 35,218. The actual chargeable dwellings on 31 January 2022 was 48,074, an increase of 1,763 with a Band D equivalent of 36,769, an increase of 1,551.

3.14 A surplus payment to the Preceptors of £1,200,000 was approved in January 2021 as part of the budget round for 2021/22 and is detailed below.

	£
Derbyshire County Council	880,948
Police and Crime Commissioner	144,241
Derbyshire Fire and Rescue	50,757
South Derbyshire District Council	124,054
	<b>1,200,000</b>

3.15 The Balance brought forward in 2021/22 on the Fund was £2.6 million. Allowing for the surplus in the year above of £930,000 and the payment of £1.2 million, the estimated surplus on the Fund for 2021/22 is £2.3 million.

3.16 As part of the Budget Round for 2022/23, the Committee declared a surplus of £2.0 million, of which the Council's share is £204,000; this will be credited to the General Fund in 2022/23.

## **NNDR**

### **Background**

3.17 Taxation to fund local services has been in existence for over 50 years but under the Local Government Finance Act 1988, a consistent administrative assessment from 1 April 1990 in England and Wales was introduced in relation to property taxes.

3.18 The Valuation Office Agency (VOA) is responsible for setting the rateable value of business premises which is the average rental that could be achieved per annum at a fixed valuation date using assumptions set by statute.

3.19 A business within the district is charged annually by the Council based on the rateable value set by the VOA multiplied by the non-domestic rating multiplier which is set by the Government.

3.20 The chargeable amount can be altered with mandatory and discretionary reliefs and the overall rateable value can also be challenged and appealed by a business.

- 3.21 The retention of business rates for local authorities changed significantly on 1 April 2013. Prior to this date, business rates were collected by authorities and paid over to the Government, and this was then redistributed across the country by a set formula.
- 3.22 The introduction of a new funding system provided a direct financial incentive for authorities to work with local businesses to create a favourable environment for growth, but this also added more risk as bad debts, business failures and appeals are now partially borne by local authorities.
- 3.23 Under the current system, a Start-up Funding Assessment was determined for each authority which reviewed the income required to fund services. The assessment set out a Baseline Need and this was split between Revenue Support Grant (RSG) and business rates.
- 3.24 To fund the Baseline Need, local authorities each had an expected level of business rates to be collected which was referred to as the NDR Baseline. For authorities with a Baseline Need that is higher than their NDR Baseline, a Top Up grant would be required. When the Baseline Need is lower than the NDR Baseline, a Tariff is payable by the authority. The Council pays a Tariff of over £6m per annum.
- 3.25 Authorities that collect a higher level of income than their NDR Baseline are rewarded through the scheme as they are able to keep a proportion of the growth. Where there is growth above the Baseline however, a levy becomes payable to the Government.
- 3.26 Where an authority does not achieve its allocated NDR Baseline, a safety net system was also introduced to ensure that income achieved below 92.5% of the Baseline would be reimbursed centrally. The first 7.5% would need to be covered locally. The safety net is funded by the levy noted in 3.24.
- 3.27 Authorities are able to combine rates into a Pool to retain more of the business rates income locally. All Top Up and Tariff allocations are combined as part of the Pool and one levy rate and safety net rate is then applied to any income growth/loss in the Pool.
- 3.28 The Council joined the Derbyshire Business rates Pool in 2015/16 after approval at the Committee in October 2014. The Council contributes to the Pool annually due to the growth above the Baseline, but the contribution is far lower than the levy imposed by the Government had the Pool not been in existence.
- 3.29 Generally, being part of the Pool, generates a net contribution back to the Council of £200,000 per year.

### **Local Performance**

- 3.30 Through the Collection Fund Account, precepts are paid to the Government (50%), Derbyshire County Council (9%), Derbyshire Fire and Rescue (1%) and South Derbyshire District Council (40%). The Council also has to fund the Tariff noted above which reduces the actual income retained to approximately 15% overall.
- 3.31 The NNDR1 return is completed in January each year, and this provides the forecasted income for the following financial year for all Preceptors. Within the return the surplus or deficit from the previous financial year is split between the Preceptors and paid/recovered as part of the precept payment. A summary of the return for 2021/22 is included below. [Page 134 of 189](#)

	Precept £	Deficit £	Total £
South Derbyshire District Council	11,141,791	-2,361,299	8,780,492
Central Government	13,927,239	-2,951,624	10,975,615
Derbyshire County Council	2,506,903	-531,292	1,975,611
Derbyshire Fire and Rescue	278,545	-59,032	219,513
	<b>27,854,478</b>	<b>-5,903,247</b>	<b>21,951,231</b>

3.32 The forecast collectable income as per the NNDR1 return versus the actual performance on 28 February 2022 is summarised below with further detail included in **Appendix 1**.

	Forecast £'000	Q3 Projected £'000	Variance £'000
NNDR Income (incl Relief)	28,597	24,920	-3,677
Expenditure	-28,597	-28,687	-90
<b>Estimated Surplus / (Deficit)</b>	<b>0</b>	<b>-3,767</b>	<b>-3,767</b>

3.33 Due to Covid which reduced income and increased bad debt and appeals provisions during 2020/21, a large deficit of £9.2 million was made on the Fund. It was legislated to spread any deficit on the Fund over a three-year period to ensure that all Preceptors had a longer time frame to cover the loss in income. In addition, the Government provided further relief and grants to councils to cover these losses.

3.34 As the impact of Covid has continued into 2021/22 with businesses not returning to normal trading conditions until recent months, further relief has been issued to the Council from the Government to help mitigate losses on the Fund.

3.35 It is expected that a large deficit will be seen again in year as highlighted in the above table. The forecasted deficit for 2021/22 has increased from the previous quarter by approximately £300,000. The Government will cover losses on the Fund caused by increased statutory reliefs by issuing section 31 Grants to the Council.

3.36 The Council set-aside £3.2 million of Government funding from 2020/21 to help mitigate the losses from Business Rates on the General Fund. This will be drawn down over a three-year period in line with the spreading of the deficit with £2.3 million expected to be draw down in 2021/22.

#### **4.0 Financial Implications**

4.1 Included within the report.

#### **5.0 Corporate Implications**

##### **Employment Implications**

5.1 None.

##### **Legal Implications**

5.2 None.

## **Corporate Plan Implications**

- 5.3 The ability to achieve all Corporate Plan objectives is dependent upon the financial sustainability of the Council.

### **Risk Impact**

- 5.4 None.

## **6.0 Community Impact**

### **Consultation**

- 6.1 None.

### **Equality and Diversity Impact**

- 6.2 None.

### **Social Value Impact**

- 6.3 None.

### **Environmental Sustainability**

- 6.4 None.

APPENDIX 1

COLLECTION FUND MONITORING 2021/22 (as at 31 January 2022)

	Actual 2020/21	Estimated 2021/22	Qtr. 3 Projection 2021/22	Notes
<b>COUNCIL TAX - INCOME &amp; EXPENDITURE</b>	£'000	£'000	£'000	
<b>INCOME</b>				
Council Tax Collectable (net of costs)	65,215	68,476	69,170	Est. Increase in Tax Base and Precepts at 5%
<b>EXPENDITURE</b>				
County Council Precept	46,517	48,709	48,709	As approved by Full Council 1 Mar 2021
Police and Crime Commissioner Precept	7,812	8,509	8,509	As above
Fire and Rescue Authority Precept	2,680	2,792	2,792	As above
SDDC Precept	5,705	5,915	5,915	As above
SDDC Parish Precepts	848	929	929	As above
Increase in Bad Debts Provision	1,546	1,370	1,386	Estimated at 2% of income
<b>Total Expenditure</b>	<b>65,108</b>	<b>68,224</b>	<b>68,240</b>	
<b>Surplus for the Year</b>	<b>107</b>	<b>252</b>	<b>930</b>	
<b>COUNCIL TAX BALANCE</b>				
Opening Balance 1 April	3,310	2,617	2,617	Per Final Accounts 2020/21
Share of Previous Surplus to County Council	-587	-881	-881	As approved by Full Council 14 Jan 2021
Share of Previous Surplus to Police	-96	-144	-144	As above
Share of Previous Surplus to Fire Authority	-34	-51	-51	As above
Share of Previous Surplus to SDDC	-83	-124	-124	As above
Surplus for Year (as above)	107	252	930	
<b>Closing Balance as at 31 March</b>	<b>2,617</b>	<b>1,669</b>	<b>2,347</b>	

**BUSINESS RATES - INCOME & EXPENDITURE**

£'000

£'000

£'000

**INCOME**

Business Rates Collectable	19,572	28,308	24,631
Transitional Protection Payments	343	289	289
<b>Total Income</b>	<b>19,915</b>	<b>28,597</b>	<b>24,920</b>

Estimate as per NNDR1

**EXPENDITURE**

Central Government Precept	13,862	13,927	13,927
SDDC Precept	11,089	11,141	11,141
Derbyshire County Council Precept	2,495	2,507	2,507
Fire and Rescue Service Precept	277	279	279
Cost of Collection	93	94	94
Increase in Bad Debts Provision	589	199	246
Provision for Appeals	799	450	493
<b>Total Expenditure</b>	<b>29,204</b>	<b>28,597</b>	<b>28,687</b>

Per NNDR1 Submission

As above

As above

As above

Estimated using debtor position at 31 Dec 20

Estimated using appeals list at 31 Dec 20

**Surplus / Deficit (-)****-9,289                      0                      -3,767****BUSINESS RATES BALANCE**

Opening Balance 1st April	1,155	-8,157	-8,157
Prior Year Share of Surplus (-) / Deficit to Government	36	2,952	2,952
Prior Year Share of Surplus (-) / Deficit to SDDC	-19	2,361	2,361
Prior Year Share of Surplus (-) / Deficit to County	-40	531	531
Prior Year Share of Surplus (-) / Deficit to Fire	0	59	59
Surplus / Deficit (-) for the Year as above	-9,289	0	-3,767
<b>Closing Balance as at 31st March</b>	<b>-8,157</b>	<b>-2,254</b>	<b>-6,021</b>

Per Final Accounts 2020/21

Per NNDR1 Submission

As above

As above

As above

<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM:12</b>
<b>DATE OF MEETING:</b>	<b>17 MARCH 2022</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (CORPORATE RESOURCES)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>VICKI SUMMERFIELD</b> <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a>	<b>DOC:</b> s/finance/committee/2021-22/March 2022/capital financial monitoring
<b>SUBJECT:</b>	<b>CAPITAL FINANCIAL MONITORING 2021-22</b>	
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM08</b>

## **1.0 Recommendations**

- 1.1 That the latest capital financial position for 2021/22 as detailed in the report is considered and approved.
- 1.2 That the balance of S106 available for use by the Council for capital projects as detailed in **Appendix 2** is noted.

## **2.0 Purpose of the Report**

- 2.1 To provide an update on performance against the budget on the Council's Capital Programme for 2021/22.
- 2.2 The report details performance of both the HRA and General Fund up to 31 January 2022 unless otherwise stated and is an update of progress on capital projects for 2021/22.

## **3.0 Detail**

- 3.1 The Council's capital programme consists of many different projects covering both the General Fund and HRA.
- 3.2 General Fund projects are developed in line with strategies reported to policy committees and are funded through Section 106 developer contributions, General Fund contributions, grant income and capital receipts generated from asset sales.
- 3.3 HRA projects are mainly for refurbishment of council houses, disabled adaptations to council housing and new build and are funded by HRA reserves plus grant income.
- 3.4 The capital budget for 2021/22 was approved in February 2021 and was updated in August 2021 following the outturn for 2020/21 to reflect the carry forward of income and expenditure for incomplete projects.

- 3.5 Progress during the year on capital projects and the total financing of all projects is summarised in the following tables with detail of financial performance for each project listed in **Appendix 1**.
- 3.6 The actual figures represent actual payments made to-date. There are other commitments and contractual sums being agreed on a weekly basis and these will increase the overall expenditure by the year-end.

### CAPITAL MONITORING JANUARY 2022

	EXPENDITURE		
	Actual £	Budget £	Variance £
Major Improvements	2,251,707	2,383,000	131,293
Disabled Adaptations	186,187	300,000	113,813
New Build and Acquisition	235,237	505,030	270,293
<b>TOTAL HRA</b>	<b>2,673,131</b>	<b>3,188,030</b>	<b>515,399</b>
Private Sector Housing	685,373	1,915,495	1,230,122
Environmental Services	258,895	799,873	540,978
Community Projects	476,415	3,630,131	3,153,716
Vehicle Replacements	205,440	673,568	468,128
ICT Strategy	103,414	166,000	62,586
Asset Replacement and Renewal	46,489	619,150	572,661
<b>TOTAL GENERAL FUND</b>	<b>1,776,026</b>	<b>7,804,217</b>	<b>6,028,191</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>4,449,157</b>	<b>10,992,247</b>	<b>6,543,590</b>

	FUNDING		
	Actual £	Budget £	Variance £
Section 106	68,436	1,076,121	1,007,685
Grants	930,697	2,658,545	1,727,848
HRA	2,437,894	2,683,000	245,106
Revenue Contribution	0	15,000	15,000
General Fund	257,737	718,708	460,971
Capital Receipts	504,739	2,634,466	2,129,727
Earmarked Reserves	249,654	1,206,407	956,753
<b>TOTAL FUNDING</b>	<b>4,449,157</b>	<b>10,992,247</b>	<b>6,543,090</b>

### Council Housing

- 3.7 Generally, good progress continues to be made across all areas of the Programme and there are no major issues to report at this stage. Detail of the planned expenditure was reported to the Housing and Community Services Committee in August 2021.
- 3.8 The budget for new build and acquisition schemes consists of acquisitions of properties in Newhall and Overseal.

## **General Fund Capital**

### **Private Sector Housing Works**

- 3.9 This consists of numerous projects (detailed in **Appendix 1**) which are mainly funded through the Better Care Fund. After a slow start in the year due to project mobilisation, faster progress has since been made on many projects. Full details of the projects were reported to the Committee in August 2021.
- 3.10 In addition, the Council is supporting community flood prevention measures which funds a maximum of £5,000 per qualifying household and is reimbursed to the Council by DEFRA.
- 3.11 No proposal is made at the stage to include a budget as there is no upper limit to the amount the Council can allocate to households, and it is therefore difficult to predict the likely expenditure at this stage. To-date works in excess of £70k have been completed, the cost of which is being reimbursed.

### **Leisure and Community Schemes**

- 3.12 The Community Partnership Scheme has all the funding committed to specific projects, but the funding is still to be drawn down from the Council.
- 3.13 The Melbourne Sports Park drainage project is now complete but as previously reported, overspent by £69k. This has subsequently been financed through Section 106 contributions, with a balance of £4k being funded by a General Fund contribution.
- 3.14 All of the remaining projects were approved as part of the Capital Bidding round in October 2020. Progress was slow during 2020/21 and budgets were therefore carried forward into 2021/22. It is unlikely that all of the projects will be complete during 2021/22 and a revision to the profile of the budgeted expenditure may be required later in the year.
- 3.15 Projects are at various stages of completion and progress on individual projects are being reported to the Housing and Community Services Committee. The project at Midway Community Centre is expected to be complete by the year-end and a report to deliver the Urban Park is subject to a separate report elsewhere on this Agenda.
- 3.16 Some projects such as the creation of the Paradise Garden and the cemetery extension in Marston-on-Dove, are unlikely to start in 2021/22 due to recruitment to new posts taking longer than expected.

### **Environmental Projects**

- 3.17 Good progress is now being made on the Green Homes Grant project. The Council has secured two grant allocations from the Government to-date and progress is being made on allocating the funds to households within the District.

### **Vehicle Replacements**

- 3.18 A carry forward was required into 2021/22 due to a delay in vehicle supplies during Covid-19. Replacements are now taking place; a review of the longer-term replacement programme is due [Page 14 of 189](#) Committee later in 2022.

## Asset Refurbishment and Replacement

- 3.19 The main projects relate to the Town Centre and Public Realm works. Some initial ground investigation works have been undertaken and both projects have now been specified in detail. Final proposals and the funding package for these projects are subject to a separate report elsewhere on this Agenda.

## IT Strategy

- 3.20 In accordance with the Strategy, sums are being set-aside annually to fund new equipment and software.
- 3.21 A three-year planning cycle for replacements of equipment is in place and any overspends, or underspends will either require a drawdown from earmarked reserves or a contribution. Expenditure will accord with resources set-aside.

## Capital Reserves

- 3.22 The capital reserve balances for the HRA are shown in the following table.

	Balance 1 April 2021 £'000	Estimate Income 2021/22 £'000	Estimate Expend 2021/22 £'000	Balance 31 March 2022 £'000
New Build and Acquisition Reserve	-1,642	505	-724	-1,861
Major Repairs Reserve	-4,592	-700	0	-5,292
Debt Repayment Reserve	-8,006	-3,594	10,000	-1,600
<b>Total - HRA Capital Reserves</b>	<b>-14,240</b>	<b>-3,789</b>	<b>9,276</b>	<b>-8,753</b>

- 3.23 The New Build and Acquisition Reserve is topped up by all retained receipts of sales of Council houses under Right to Buy.
- 3.24 Right to Buy sales have totalled 18 as at 31 January 2022 and a total sum of £1,4 million has been received by the Council.
- 3.25 The Council will not retain this amount as under regulations, a “pooling amount” is paid to the Government, which is calculated at the year-end. Based on previous years’ calculations the maximum this will be is 50%. Therefore, the amount expected as shown in the above table of £724k, should be realised.
- 3.26 Any underspends on the HRA capital programme are transferred to the Major Repairs Reserve at year-end and the balance is then utilised in future years as the schedule for capital works is undertaken. The Reserve accounts for timing differences between years.
- 3.27 Currently the HRA has debt of £57.4m to be repaid to the Public Works Loan Board at specific dates over a 30-year period. The profile of debt repayment is listed in the following table.

Date due	£
28-Mar-22	10,000,000
28-Mar-24	10,000,000
28-Mar-27	10,000,000
28-Mar-32	10,000,000
28-Mar-37	10,000,000
28-Mar-42	7,423,000

**57,423,000**

3.28 Sums are being set-aside each year for the scheduled repayments and are included in the HRA's MTFP.

### **Section 106 and General Fund Capital Reserves**

3.29 As part of the Council's Reserve balances, Section 106 receipts are accumulated and drawn down against specific projects in line with Planning Agreements.

3.30 Section 106 contributions are a large element of funding for the Council's capital programme and future planned works. The list of contributions within the Council's control are detailed in **Appendix 2** with commentary regarding committed projects and the time frame to spend. This updated on a regular basis and reported to Committee quarterly.

3.31 Section 106 receipts are received and monitored by the Council for other public bodies such as Derbyshire County Council and the NHS with sums also being allocated specifically to the Council.

3.32 **Appendix 2** details the total Section 106 receipts available for the Council to spend on projects and has been broken down between community sums and affordable housing sums. The table below, summarises the position as at 31 January 2022.

3.33 During Quarter 3, the balance of funds after drawdowns and additional receipts, increased by £1.2 million overall.

	£'million
Affordable Housing	5.1
Community	3.6
Property	0.1
Other	0.5
	<b><u>9.3</u></b>

### **General Capital Receipts**

3.34 The Capital Receipts Reserve is made up of asset sales which are then reinvested into leisure and community facilities, together with funding for environmental projects and asset replacements, as detailed in the Report.

3.35 The current position of the Reserve is detailed in the following table.

## GENERAL FUND CAPITAL RECEIPTS RESERVE

	2021.22 £	2022.23 £	2023.24 £	2024.25 £	2025.26 £	2026.27 £
Balance B/fwd	2,569,462	2,538,138	979,259	790,798	543,170	56,830
Drainage Easement at Woodville	107,911	0	0	0	0	0
Collaboration Agreement - Oversetts Road	420,783	278,475	0	0	0	0
<b>Total Receipts</b>	<b>528,694</b>	<b>278,475</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Vehicle Replacements	0	0	0	0	-600,000	0
Capital Bids 2020	-225,286	-1,796,979	-188,461	-162,628	0	0
Costs Associated to Land Sales	-20,000	0	0	0	0	0
Midway Community Centre	-250,000	0	0	0	0	0
Repairs to Village Halls and Community Facilities	-6,700	-2,375	0	0	0	0
Public Buildings Maintenance	-58,032	0	0	0	0	0
Strategic Housing Market Assessment	0	0	0	-25,000	0	0
Private Sector Stock Condition Survey	0	0	0	-60,000	0	0
Empty Property Grants	0	-38,000	0	0	0	0
<b>Committed Expenditure</b>	<b>-560,018</b>	<b>-1,837,354</b>	<b>-188,461</b>	<b>-247,628</b>	<b>-600,000</b>	<b>0</b>
<b>Reserve C/fwd</b>	<b>2,538,138</b>	<b>979,259</b>	<b>790,798</b>	<b>543,170</b>	<b>-56,830</b>	<b>56,830</b>

3.36 The Strategic Market Housing Assessment and Private Sector Stock Condition Survey are both scheduled to recur every five years.

3.37 Planned vehicle replacements may need to be drawn from capital receipts in 2025/26 as there is currently a shortfall in funding. This is under review and the planned scheduled replacements are due to be reported to Environmental and Development Services Committee and this Committee later in 2022.

3.38 It is likely that the Council will receive further sums from the Collaboration Agreement at Oversetts Road and other assets which may be deemed “surplus to requirements”. As the income is not guaranteed and quantifiable, no indicative figures are included at this stage.

### 4.0 Financial Implications

4.1 Detailed in the report.

### 5.0 Corporate Implications

5.1 None directly.

### 6.0 Community Impact

6.1 None directly.

## COMMITTEE SUMMARY - CAPITAL MONITORING JANUARY 2022

	EXPENDITURE		
	Actual £	Budget £	Variance £
Major Improvements under Self-financing	2,251,707	2,383,000	131,293
Major Disabled Facilities Grant (Council Houses MRA)	186,187	300,000	113,813
New Build - Lullington Road, Overseal	4,326	0	-4,326
New Build - Orchard Street, Newhall	0	280,000	280,000
Contribution to county wide stock modelling report	500	0	-500
New Build - Acresford Road, Overseal	230,411	225,030	-5,381
<b>HOUSING REVENUE ACCOUNT</b>	<b>2,673,131</b>	<b>3,188,030</b>	<b>514,899</b>
Disabled Facility Grants and other Works	257,798	664,293	406,495
Discretionary Top-up Grants	0	100,000	100,000
Healthy Homes Project	38,325	50,000	11,675
Dedicated Mental Health Worker	33,333	40,000	6,667
Additional Technical Officer	28,191	40,000	11,809
Empty Property Grants	0	38,000	38,000
Relocation Grant	2,750	100,000	97,250
Dementia Friendly Homes Grant	0	30,000	30,000
Domestic Violence Crisis Prevention	54,167	65,000	10,833
Hospital Discharge Grant	34,150	30,000	-4,150
Healthy Homes Assistance Fund	46,503	340,929	294,426
Pilot Schemes	30,821	129,593	98,772
Capital One-off Projects	25,000	32,680	7,680
Temporary Health & Housing Co-ordinator	0	45,000	45,000
Stay Active and Independent for Longer	29,416	60,000	30,584
Temporary Public Health Officer	32,799	45,000	12,201
Temporary Occupational Therapist	0	55,000	55,000
Fuel Poverty	0	50,000	50,000
Property Flood Resilience Recovery Support Scheme	72,121	0	-72,121
<b>Private Sector Housing</b>	<b>685,373</b>	<b>1,915,495</b>	<b>1,230,122</b>
Fly Tipping and Environmental Surveillance	13,571	25,323	11,752
Green Homes Grant - Local Authority Delivery	245,324	774,550	529,226
<b>Environmental Services</b>	<b>258,895</b>	<b>799,873</b>	<b>540,978</b>
Community Partnership Scheme	25,000	264,853	239,853
Melbourne Sports Park - Drainage Works	197,759	193,201	-4,558
Midway Community Centre Extension	64,561	270,000	205,439
Midway Community Centre - Pitches	0	0	0
Oversetts Road Football Facility	0	1,188,159	1,188,159
SuDS Improvements	5,368	20,000	14,632
Paradise Garden, Swadlincote Town Centre	0	30,000	30,000
Revitalising Rosliston Forestry Centre	51,494	344,834	293,340
CCTV in Swadlincote Town Centre	9,945	11,500	1,555
Improvements to Play Areas	1,915	153,965	152,050
Extension to Marston on Dove Cemetery	0	48,000	48,000
Miners Memorial Project, Eureka Park	15,090	185,000	169,910

Urban Park at William Nadin Way	105,284	840,619	735,335
Improvements to Swadlincote Woodlands	0	40,000	40,000
Eureka Park Bowling Green Improvements	0	40,000	40,000
<b>Community Services</b>	<b>476,415</b>	<b>3,630,131</b>	<b>3,153,716</b>
Vehicle Replacements	205,440	673,568	468,128
Public Building - Repairs & Renewals	0	278,000	278,000
Repairs to Village Halls & Community Facilities	0	6,700	6,700
Civic Hub - Town Centre Regeneration	0	298,365	298,365
Oversetts Road Project	0	0	0
IT Strategy	103,414	166,000	62,586
Repairs to Melbourne Assembly Rooms	2,275	24,566	22,291
Purchase of Chamber Building	15,634	11,519	-4,115
Drainage Easement at Woodville	0	0	0
Demolition of Bank House and Car Park Creation	28,581	0	-28,581
<b>Assets</b>	<b>355,343</b>	<b>1,458,718</b>	<b>1,103,375</b>
<b>GENERAL FUND</b>	<b>1,776,026</b>	<b>7,804,217</b>	<b>6,028,191</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>4,449,157</b>	<b>10,992,247</b>	<b>6,543,090</b>

**SECTION 106 FUNDING CURRENTLY AVAILABLE**
**APPENDIX 2**

		Cultural Services	Affordable Housing	Property	SDDC Unspecified	Spend Deadline	
1	1	£	£	£	£	1	1
2006/1453	Swadlincote	365				N/A	
2007/0873	Swadlincote	852				N/A	
2010/0320	Aston	932	0	0	0	N/A	£932 remaining - £19.7k claimed by Aston PC towards outdoor gym equipment in Aug-21.
2012/0568	Aston	539,550	0	0	0	£267,431 - 28/02/2024 £272,119 - 02/02/2026	180k to Derby City for Chellaston Community Centre - 87k is in discussion with Swarkestone / Elvaston Cricket Club
2014/0232	Aston	22,839	0	0	0	06/04/2024	Towards the provision of local outdoor recreational facilities - Weston & Aston PC have project for RIA
2016/0583	Aston	15,733	0	0	0	20/02/2024	Towards local areas of play - Derby City taking lead on spend
2016/0870	Aston	9,660	0	0	0	£4,775 - 26/06/2024 £4,885 - 21/11/2024	Towards provision of outdoor sports facilities at Aston recreation Ground - Aston PC claimed £5.3k in Oct-21 towards disabled access at Aston recreation centre
2016/0898	Aston	14,886	0	0	0	05/07/2023	Towards permitting public access to social and community facilities - Weston & Aston PC have project for RIA
2017/0416	Church Gresley	24,979	0	0	0	N/A	£12k towards play equipment at Maurice Lea Memorial Park, £7k towards Woodhouse Recreation Ground, £4k towards Greenbank Leisure Centre
2012/0743	Church Gresley	214,779		77,921	0	£135,922 - 20/11/2022 £156,778 - 30/08/2024	£212k towards Urban Park Project, £77.9k Green Bank
2012/0743	Church Gresley		152,773		0	N/A	Towards Cadley Hill affordable housing
2013/1040	Etwall	45,097	0	0	0	£28,688 - 22/02/2022 £16,409 - 14/03/2023	£45k remaining to be claimed by JPS for tennis courts/MUGA - spend approved at JMC, JPS in process of claiming
2014/0562	Etwall	124,176	0	0	0	£60,386 - 06/11/2024 £63,790 - 21/10/2026	Towards increasing the capacity of Etwall Leisure Centre - £60k to be claimed by JPS for tennis courts/MUGA - spend approved at JMC
2014/1136	Etwall	298,452	0		0	£201,668 - 01/06/2024 £96,784 - 19/06/2025	Towards improvements at Etwall Leisure Centre. £298k to be claimed by JPS towards tennis courts/MUGA - spend approved at JMC

2015/0768	Etwall	240,637		0	0	£98,440 - 14/02/2023 £47,686 - 28/09/2025 £94,511 - 27/07/2026	£188k towards Newhouse Farm Community Centre £52k towards group exercise and swimming provision at Etwall LC.
2015/0768	Etwall		1,071,180	0	0	09/08/2024	Towards housing within the Derby fringe
2015/0768	Etwall		1,071,180	0	0	20/10/2025	Towards housing within the Derby fringe
2015/0768	Etwall		1,103,640	0	0	27/07/2026	Towards housing within the Derby fringe
2017/0349	Etwall	75,648		0	370,682	28/09/2025	£75k Potentially towards a sporting hub - discussions ongoing, £370.6k towards travel plan.
2017/0349	Etwall		1,580,131			05/01/2027	Affordable housing within the administrative area of the Council (Northwest fringe)
2017/1293	Hilton	1,132	0	0	0	04/10/2024	Towards the provision of native hedgerow planting as mitigation for the loss of hedgerow to be caused as a result of the Development
2013/1044	Hilton	214,103	0	0	0	£55,425 - 21/06/2023 £158,677 - 30/06/2026	Hilton PC taking lead - £55k towards Scout Hut
2014/0948	Linton	187,415	0	0	0	04/12/2025	Towards outdoor Recreational facilities & improvement of off-site open space at Rosliston Forestry Centre
2015/0426	Linton	20,946	0	0	0	21/11/2024	Badgers Hollow Recreation Ground - towards provision and or improvement of youth facilities - Linton PC obtaining quotes
2015/0723	Linton	71,655	0	0	0	14/08/2024	Towards enhancements to RFC visitor centre, RFC play equipment and sports pitches at Strawberry Lane
2014/1141	Melbourne	15,326	0	0	0	£7,644 - 01/11/2028 £7,682 - 08/02/2029	Towards Kings Newton Bowls Club
2016/0094	Midway	26,256	0	0	0	19/10/2025	Towards Eureka Park, Miner's memorial and Swadlincote Town Hall improvements
2011/0952	Newhall and Stanton	15,708	0	0	0	05/05/2022	Included within the "Improvements to play areas" project at Newhall Park - SDDC currently retrieving quotes
2014/0222	Newhall and Stanton	16,892	0	0	0	£8,398 - 01/09/2022 £8,494 - 03/04/2023	Included within the "Improvements to play areas" project at Newhall Park
2014/0888	Newhall and Stanton	570,000	0	0	0	15/03/2025	Towards Oversetts Road Football Facility
2015/0396	Newhall and Stanton	13,815	0	0	0	04/09/2024	Towards Oversetts Road Football Facility
2017/0667	Newhall and Stanton	118,428		0	0	£42,246 - 02/02/2026 £76,182 - 02/02/2028	£76k Towards Urban Park project, £42k towards works to swimming pool at Green Bank

2017/0667	Newhall and Stanton		62,359	0	0	16/11/2025	Towards the provision of affordable housing on the Swadlincote South fringe
2017/0667	Newhall and Stanton		124,803	0	0	02/02/2026	Towards the provision of affordable housing on the Swadlincote South fringe
2017/0667	Newhall and Stanton		64,187	0	0	31/08/2026	Towards the provision of affordable housing on the Swadlincote South fringe
2016/1118	Repton	34,767	0	0	0	£17,277 - 02/03/2026 £17,490 - 13/07/2026	£12.4k Towards extension of Repton Village Hall, £22.3k towards improvements to Broomfield Playing Fields
2013/0643	Repton	0	497,916	0	0	22/12/2026	Towards Provision, improvement, maintenance or management of affordable housing within the Repton Ward
2014/0431	Seales	6,200	0	0	0	30/06/2022	Towards Salts Meadow and Swadlincote Woodlands Glade Creation in March 2022.
2015/0029	Seales	26,368	0	0	0	£12,904 - 25/03/2026 £13,464 - 01/10/2026	Towards the changeroom at Overseal Rec
2017/0819	Seales	5,635	0	0	0	28/02/2023	Towards improving existing changing rooms at Overseal Recreation Ground. Currently speaking with Overseal PC
2011/0006	Swadlincote	30,340	0	0	0	08/11/2023	Towards provision of play space - Including within the "Improvements to play areas" project
2019/1183	Swadlincote	0	0	0	14,208	N/A	Towards the CCG and improvements at Swadlincote Surgery
2011/0329	Swadlincote	19,386	0	0	0	29/03/2024	Towards the provision of local open space facilities - Including within the "Improvements to play areas" project
2013/0818	Swadlincote	59,497	0	0	0	20/03/2024	Towards purchasing and maintaining off-site open space - Urban Park project (spend deadline changed from 20/03/22)
2014/0300	Swadlincote	25,858	0	0	0	22/10/2024	Towards renovation of multi-use games area at Maurice Lea Memorial Park
2006/0885	Willington and Findern	19,950	0	0	100,000	11/10/2023	£19.9k towards enhancing open space/recreation facilities, £100k towards improvement to the culverts on and bridges over Willington Brook
2011/0292	Willington and Findern	41,007	0	0	0	N/A	Towards Twyford Pavilion - £5.8k paid to Willington Parish for tennis courts in Dec-21
2012/0586	Woodville	11,918	0	0	0	N/A	Towards the provision of Open Space

2012/0861	Woodville	22,134	0	0	0	N/A	Towards the provision of open space - Including within the "Improvements to play areas" project
2013/0364	Woodville	2,118	0	0	0	15/03/2022	Towards play equipment at Swadlincote Woodlands - SDDC currently in the process of retrieving prices
2015/0534	Woodville	31,692	0	0	0	03/01/2023	Towards open space - Woodville PC taking lead
2015/0561	Woodville	20,402	0	0	0	12/12/2024	£16.9k towards Main Street Rec, £3.5k towards Goseley Community Centre
2015/0563	Woodville	8,335	0	0	0	07/02/2024	Towards provision of outdoor sports facilities, open space and build facilities - currently in talks with Hartshorne PC
2015/0976	Woodville	7,316	0	0	0	29/11/2023	Woodville Parish looking to spend at Woodville Recreation Ground
2016/0329	Woodville	28,960	0	0	0	02/07/2025	£5.5k towards improvements of the pavilion at Woodville Rec, £14k towards grass pitches at Woodville Rec, £9.3k towards Footpath connections at Woodville Woodlands - Including within the "Improvements to play areas" project
2018/0377	Woodville	14,099	0	0	0	16/03/2026	£3.4k towards Goseley Community Centre, £10.6k towards Improvements to Swadlincote Woodlands. £6.2k paid to Hartshorne Cricket Club in Nov-21
2019/1205	Hilton	3,662			0	N/A	Towards enhancing and managing biodiversity
2019/1427	Newhall and Stanton	15,591	0	0	0	10/06/2026	Towards enhancements to the Urban Park
2017/0194	Repton	44,338	0	0	0	15/06/2026	£7.5k towards Repton Village Hall, £36.7k towards improvements & recreational facilities at Broomfield Playing Fields
2015/1108	Hatton	96,066	0	0	0	22/10/2026	Towards the enhancement of Scropton Road Recreation Ground
2016/0288	Swadlincote	26,000	0	0	0	24/06/2026	Towards improving play or sports facilities at Swadlincote Woodlands
2020/0592	Melbourne	51,361	0	0	0	04/10/2026	£18k towards enhancements of Melbourne Assembly Rooms, £33k towards MSP drainage project - application form sent 24/01/22
<b>TOTAL AVAILABLE</b>		<b>3,553,264</b>	<b>5,728,170</b>	<b>77,921</b>	<b>484,890</b>	<b>9,844,245</b>	

<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 13</b>
<b>DATE OF MEETING:</b>	<b>17 MARCH 2022</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (CORPORATE RESOURCES)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>VICKI SUMMERFIELD</b> <a href="mailto:victoria.summerfield@southderbyshire.gov.uk">victoria.summerfield@southderbyshire.gov.uk</a>	<b>DOC:</b> s/finance/committee/21-22/March 22/TM cover Q3
<b>SUBJECT:</b>	<b>TREASURY MANAGEMENT UPDATE 2021-22</b>	<b>REF</b>
<b>WARD (S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM08</b>

## **1.0 Recommendation**

- 1.1 That the latest Treasury Management Update for Quarter 3 for 2021/22 as detailed in **Appendix 1** is considered and approved.
- 1.2 That the updated Counterparty List for investments and bank deposits as detailed in **Appendix 2** is approved.

## **2.0 Purpose of the Report**

- 2.1 To provide an update on the Council's treasury management activities for the third Quarter of 2021/22.
- 2.2 To provide an update on external economic factors and how these may affect treasury management in the future.

## **3.0 Detail**

- 3.1 The Council is required to manage its treasury activities under the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code).
- 3.2 Alongside this, the Council follows the 2017 Prudential Code which requires a Capital Strategy to be regularly updated and approved by Full Council.
- 3.3 The aims of the Codes are to ensure that the Council's capital investment plans are affordable and sustainable, that treasury management decisions are taken in accordance with best practice and that financial planning and asset management are integrated into the corporate planning arrangements.

- 3.4 The Council reports the treasury activities quarterly and the Treasury Strategy annually to Full Council. The latest Capital Strategy was approved by Council in February 2022.
- 3.5 Details of the treasury activities for Quarter 2 are attached in **Appendix 1** but a summary of key local information is also contained in the following sections.

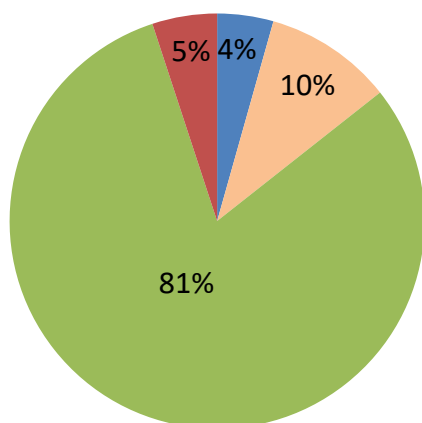
### **Treasury Management Summary**

- 3.6 The following table shows the level of cash balances held and the borrowing liability as at 31 December 2022, compared to six months ago in June 2021.

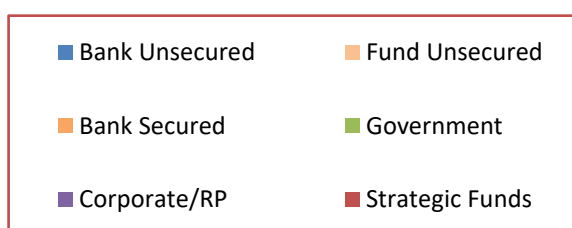
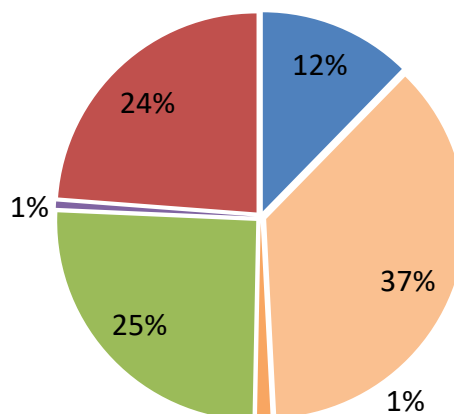
	30.06.21 Balance £m	Movement £m	31.12.21 Balance £m	Average Rate %
<b>Long-term borrowing:</b>				
Fixed	47,423	0	47,423	3.19%
Variable	10,000	0	10,000	0.17%
Short-term borrowing	89	0	89	0.00%
<b>Total borrowing</b>	<b>57,512</b>	<b>0</b>	<b>57,512</b>	
Long-term investments	4,000	0	4,000	4.17
Short-term investments	53,500	19,000	72,500	0.09%
Cash and cash equivalents	3,213	289	3,502	0.00%
<b>Total investments</b>	<b>60,713</b>	<b>19,289</b>	<b>80,002</b>	
<b>Net borrowing</b>	<b>-3,201</b>	<b>-19,289</b>	<b>-22,490</b>	

- 3.7 The table above shows that the cash balances have increased in the year, mainly due to additional Government Grants and Section 106 receipts.
- 3.8 The Council holds varying types of deposits, and the charts below show how the investment portfolio compares to other local district authorities.

**South Derbyshire**



**English Non-Met Districts**



- 3.9 As can be seen from the above, the unsecured funds held by other local authorities is a much higher percentage of their overall investment portfolio which will produce higher yields. However, the bail in exposure of these authorities is significantly higher than the Council who invest funds in a much more secure manner, by comparison.
- 3.10 Average rates of return on investments is still low but the CCLA Property Fund is a longer-term investment that is currently returning an average return of over 4%. The budget does not include a return at this level and therefore it is a benefit in year to the General Fund and HRA.
- 3.11 HRA debt is profiled for repayment over a twenty-year period and money is being set-aside each year in the Debt Repayment Reserve. The profiled repayment is listed in the following table.

Loan Profile	Type	Value £'000	Rate %	Maturity
Public Works Loan Board	Variable	10,000	0.17	2021/22
Public Works Loan Board	Fixed	10,000	2.70	2023/24
Public Works Loan Board	Fixed	10,000	3.01	2026/27
Public Works Loan Board	Fixed	10,000	3.30	2031/32
Public Works Loan Board	Fixed	10,000	3.44	2036/37
Public Works Loan Board	Fixed	7,423	3.50	2041/42

Total Long-term borrowing		57,423		
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### **Counterparty Limits**

- 3.12 The Council utilises a Treasury Adviser to provide updates on the financial markets and guide on the most secure financial institutions to invest surplus cash with.
- 3.13 A counterparty investment limit is approved by this Committee quarterly and the Council must report any breaches. A summary table is included within **Appendix 2** to show the maximum balances on deposit during the quarter.
- 3.14 There have been no breaches of the counterparty limits to report during the year.

### **4.0 Financial Implications**

- 4.1 As detailed in the report

### **5.0 Corporate Implications**

- 5.1 None directly

### **6.0 Community Implications**

- 6.1 None directly

### **7.0 Background Papers**

- 7.1 Treasury Management in the Public Services Code of Practice (CIPFA Publication - December 2017)



# South Derbyshire District Council

## Treasury Management Report Q3 2021/22

## **Introduction**

The Authority has adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve treasury management semi-annual and annual reports.

The Authority's treasury management strategy for 2021/22 was approved at a meeting of the Authority on 23rd February 2022. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy.

The 2017 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Authority's Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 23<sup>rd</sup> February 2022.

The detail that follows is in accordance with the CIPFA Code and is written with support from the Council's Treasury Advisor, Arlingclose.

**Economic background:** The economic recovery from coronavirus pandemic, together with higher inflation and higher interest rates were major issues over the period.

The Bank of England (BoE) increased Bank Rate to 0.25% in December 2021 but maintained its Quantitative Easing programme at £895 billion. The Monetary Policy Committee (MPC) voted 8-1 in favour of raising rates, and unanimously to maintain the asset purchase programme.

Within the announcement the MPC noted that the pace of the global recovery was broadly in line with its November Monetary Policy Report. Prior to the emergence of the Omicron coronavirus variant, the Bank also considered the UK economy to be evolving in line with expectations, however the increased uncertainty and risk to activity the new variant presents, the Bank revised down its estimates for Q4 GDP growth to 0.6% from 1.0%. Inflation was projected to be higher than previously forecast, with CPI likely to remain above 5% throughout the winter and peak at 6% in April 2022. The labour market was generally performing better than previously forecast and the BoE now expects the unemployment rate to fall to 4% compared to 4.5% forecast previously, but notes that Omicron could weaken the demand for labour.

UK CPI for November 2021 registered 5.1% year on year, up from 4.2% in the previous month. Core inflation, which excludes the more volatile components, rose to 4.0% y/y from 3.4%. The most recent labour market data for the three months to October 2021 showed the unemployment rate fell to 4.2% while the employment rate rose to 75.5%.

Government support in the form of the furlough scheme ended on 30th September 2021 but the subsequent impact on jobs appears to have been more muted than previously been feared. In October 2021, the headline 3-month average annual growth rate for wages were 4.9% for total pay and 4.3% for regular pay. In real terms, after adjusting for inflation, total pay growth was up 1.7% while regular pay was up 1.0%. The change in pay growth has been affected by a change in composition of employee jobs, where there has been a fall in the number and proportion of lower paid jobs.

Gross domestic product (GDP) grew by 1.1% in the third calendar quarter of 2021 according to the final estimate (initial estimate 1.3%), compared to a gain of 5.4% q/q in the previous quarter, with the annual rate slowing to 6.8% from 23.6%. The data however predates the escalation in virus infections caused by the Omicron variant in December which will very likely result in a slowdown in activity in Q4.

GDP growth in the euro zone increased by 2.2% in calendar Q3 2021 following an upwardly revised gain of 2.2% in the second quarter and decline of -0.2% in the first. Headline inflation has been strong, with CPI registering 5.0% year-on-year in December, the sixth successive month of inflation. Core CPI inflation was 2.6% y/y in December, unchanged from November but well up from July's recent low of 0.7% y/y. At these levels, inflation is above the European Central Bank's target of 'below, but close to 2%', putting some pressure on its long-term stance of holding its main interest rate of 0%.

The US economy expanded at an upwardly revised annualised rate of 2.3% in Q3 2021, slowing sharply from gains of 6.7% and 6.3% respectively in the previous two quarters. In its December 2021 interest rate announcement, the Federal Reserve continue to maintain the Fed Funds rate at between 0% and 0.25% but outlined its plan to reduce its asset purchase programme earlier than previously stated and signalled they are in favour of tightening interest rates at a faster pace in 2022, with three 0.25% movements now expected.

Financial markets: Ongoing monetary and fiscal stimulus together with rising economic growth supported equity markets over the period, but higher inflation and the prospect of higher interest rates mixed with a new coronavirus variant ensured it was a bumpy period. The Dow Jones hit another record high during the quarter while the UK-focused FTSE 250 index continued making gains over pre-pandemic levels. The more internationally focused FTSE 100 saw more modest gains over the period and remains below its pre-crisis peak.

Inflation worries dominated bond yield movements over the period as initial expectations for transitory price increases turned into worries higher inflation was likely to persist for longer meaning central bank action was likely to start sooner and rates increase at a faster pace than previously thought.

The 5-year UK benchmark gilt yield began the quarter at 0.62% before rising to 0.82%. Over the same period the 10-year gilt yield fell from 1.00% to 0.97% and the 20-year yield declined from 1.35% to 1.20%.

The Sterling Overnight Rate (SONIA) averaged 0.07% over the quarter.

Credit review: Relatively benign credit conditions caused credit default swap (CDS) prices for the larger UK banks to remain low and had steadily edged down throughout the year up until

mid-November when the emergence of Omicron has caused them to rise modestly but have since continued their downward trajectory.

The pronounced gap in spreads between UK ringfenced and non-ringfenced entities continued to narrow and has now all but disappeared. At the end of the period Barclays Bank Plc was trading the highest at 53bps and Santander UK Plc the lowest at 26bps. The other ringfenced banks were trading between 34-37bps and Nationwide Building Society was 44bps.

There were a small number of credit rating and outlook changes over the period with Moody's downgrading DZ Bank to Aa2 and upgrading Co-operative Bank to Ba3 while Fitch revised the outlook on Australia and Rabobank to stable and S&P upgraded Nationwide BS, Standard Chartered Bank and Danske Bank to A+.

The ongoing vaccine rollout programme is credit positive for the financial services sector in general but there remains uncertainty around the full extent of the losses banks and building societies will suffer due to the pandemic-related economic slowdown, but the sector is in a generally better position now compared to earlier this year and 2020.

At the end of the period Arlingclose had completed its full review of its credit advice on unsecured deposits for UK and non-UK institutions whereby the maximum duration for all recommended counterparties were extended to 100 days.

As ever, the institutions and durations on the Authority's counterparty list recommended by treasury management advisors Arlingclose remain under constant review.

### **Local Context**

On 31st March 2021, the Authority had net borrowing of (£3.032m) arising from its revenue and capital income and expenditure. This fell to (£22.409M) by the end of the quarter. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors are summarised in below.

### **Capital Financing Requirement (CFR)**

	<b>31.03.21 Actual £,000</b>	<b>31.12.21 Actual £'000</b>
<b><u>Housing Revenue Account</u></b>		
Debt Outstanding	57,423	57,423
Capital Financing Requirement (CFR)	61,584	61,584
Statutory Debt Cap	66,853	66,853
<b>Borrowing Capacity (Cap less Debt Outstanding)</b>	<b>9,430</b>	<b>9,430</b>
<b><u>General Fund</u></b>		
Debt Outstanding	0	0

Capital Financing Requirement (CFR)	4,667	4,667
<b>Borrowing Capacity (Cap less Debt Outstanding)</b>	<b>4,667</b>	<b>4,667</b>
<b>Total Capital Financing Requirement (CFR)</b>	<b>66,251</b>	<b>66,251</b>

The Authority's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low.

The overall treasury management position as at 31<sup>st</sup> December 2021 and the change during the quarter is shown below.

### **Treasury Management Summary**

	30.06.21 Balance £m	Movement £m	31.12.21 Balance £m	Average Rate %
Long-term borrowing:				
Fixed	47,423	0	47,423	3.19%
Variable	10,000	0	10,000	0.17%
Short-term borrowing	89	0	89	0.00%
<b>Total borrowing</b>	<b>57,512</b>	<b>0</b>	<b>57,512</b>	
Long-term investments	4,000	0	4,000	4.17
Short-term investments	53,500	19,000	72,500	0.09%
Cash and cash equivalents	3,213	289	3,502	0.00%
<b>Total investments</b>	<b>60,713</b>	<b>19,289</b>	<b>80,002</b>	
<b>Net borrowing</b>	<b>-3,201</b>	<b>-19,289</b>	<b>-22,490</b>	

### **Borrowing update**

CIPFA published a revised Prudential Code for Capital Finance in Local Authorities on 20th December 2021. The Code took immediate effect although local authorities may defer introducing the revised reporting requirements until the 2023/24 financial year if they wish.

In order to comply with the Code, authorities must not borrow to invest primarily for financial return. The Code also states that it is not prudent for local authorities to make investment or spending decision that will increase the CFR unless directly and primarily related to the functions of the authority. Existing commercial investments are not required to be sold; however, authorities with existing commercial investments who expect to need to borrow should review the options for exiting these investments.

Borrowing is permitted for cashflow management, interest rate risk management, to refinance current borrowing and to adjust levels of internal borrowing. Borrowing to refinance capital expenditure primarily related to the delivery of a local authority's function but where a financial return is also expected is allowed, provided that financial return is not the primary reason for the expenditure.

The changes align the CIPFA Code with the PWLB which prohibits access to authorities planning to purchase 'investment assets primarily for yield' except to refinance existing loans or externalise internal borrowing. Acceptable use of PWLB borrowing includes service delivery, housing, regeneration, preventative action, refinancing and treasury management.

Municipal Bonds Agency (MBA): The MBA is working to deliver a new short-term loan solution, available in the first instance to principal local authorities in England, allowing them access to short-dated, low rate, flexible debt. The minimum loan size is expected to be £25 million. Importantly, local authorities will borrow in their own name and will not cross guarantee any other authorities.

If the Authority intends future borrowing through the MBA, it will first ensure that it has thoroughly scrutinised the legal terms and conditions of the arrangement and is satisfied with them.

UK Infrastructure Bank: £4bn has been earmarked for of lending to local authorities by the UK Infrastructure Bank which is wholly owned and backed by HM Treasury. There is an application and bidding process for these loans which is likely to favour environmental or regeneration projects. Loans will be available for qualifying projects at gilt yields plus 0.6%, which is 0.2% lower than the PWLB certainty rate. The first loan was made by this bank in October 2021 to Tees Valley Combined Authority.

### **Borrowing Strategy during the period**

At 31<sup>st</sup> December 2021 the Authority held £57.4m of loans. These loans were taken out by the Authority in 2011/12 for the purpose of HRA self-financing. The principal element of these loans is repayable in full on maturity, with interest being paid each March and September.

The short-term borrowing of £89k relates to deposits received from two Parish Councils within the District. These loans can be recalled on immediate notice. Interest is calculated at the Bank of England Base Rate, less 1%. No interest is currently being paid due to the Base Rate being less than 1%.

The following table shows the maturity dates of the loans and rate of interest payable.

### **Borrowing Position**

	Type	Value £'000	Rate %	Maturity
<b>Loan Profile</b>				
Public Works Loan Board	Variable	10,000	0.17	2021/22
Public Works Loan Board	Fixed	10,000	2.70	2023/24
Public Works Loan Board	Fixed	10,000	3.01	2026/27
Public Works Loan Board	Fixed	10,000	3.30	2031/32
Public Works Loan Board	Fixed	10,000	3.44	2036/37
Public Works Loan Board	Fixed	7,423	3.50	2041/42
<b>Total Long-term borrowing</b>		<b>57,423</b>		
Short-term Parish Council Loans		<b>89</b>	0.00	

<b>Total borrowing</b>		<b>57,512</b>		
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The Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective.

In keeping with these objectives, no new borrowing was undertaken while £10m of existing loans will be allowed to mature without replacement. This strategy enabled the Authority to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.

### **Treasury Investment Activity**

During the last quarter the Authority has received £1.6m central government funding to offer out grant schemes to support small and medium businesses, and members of the public in isolation during the coronavirus pandemic. The additional funds received have been temporarily invested in short-dated, liquid instruments such as call accounts and Money Market Funds. The Authority has distributed £0.5m of these funds by the end of September.

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the quarter, the Authority's investment balance ranged between £60m and £70m, due to timing differences between income and expenditure. The investment position during the quarter is shown in the table below.

#### **Treasury Investment Position**

	<b>31.03.21 Balance £'000</b>	<b>Q3 2021 Movement £'000</b>	<b>31.12.21 Balance £'000</b>	<b>31.12.21 Rate of Return %</b>
Banks (unsecured)	-956	4,458	3,502	0.00%
Local Authorities	44,000	20,500	64,500	0.15%
Money Market Funds	13,500	-5,500	8,000	0.02%
CCLA Property Fund	4,000	0	4,000	4.17%
<b>Total investments</b>	<b>60,544</b>	<b>19,458</b>	<b>80,002</b>	

Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

Ultra low short-dated cash rates which have been a feature since March 2020 when Bank Rate was cut to 0.1% have resulted in the return on sterling low volatility net asset value

money market funds (LVNAV MMFs) being close to zero even after some managers have temporarily waived or lowered their fees. At this stage net negative returns are not the central case of most MMF managers over the short-term, and fee waivers should maintain positive net yields, but the possibility cannot be ruled out.

Deposit rates with the Debt Management Account Deposit Facility (DMADF) are also largely around zero.

The progression of risk and return metrics are shown in the extracts from Arlingclose's quarterly investment benchmarking below.

### **Investment Benchmarking – Treasury investments managed in-house (excludes CCLA)**

#### **Security benchmark**

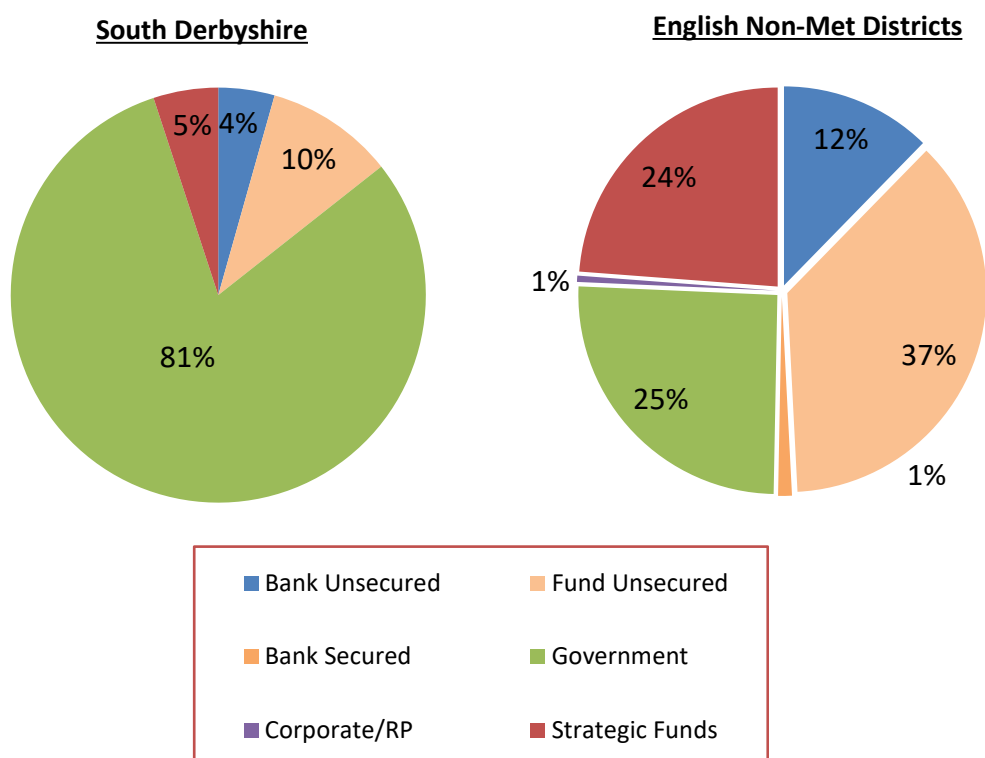
	<b>Credit Score</b>	<b>Credit Rating</b>	<b>Bail-in Exposure</b>	<b>Weighted Average Maturity (days)</b>	<b>Rate of Return %</b>
<b>31.12.2021</b>	4.34	AA-	15%	88	0.30%
<b>Similar LAs</b>	4.64	A+	68%	37	0.95%
<b>All LAs</b>	4.64	A+	66%	16	0.66 %

**Credit Score:** This is a value weighted average score calculated by weighting the credit score of each investment by its value. A higher number indicates a higher risk.

**Credit Rating:** This is based on the long term rating assigned to each institution in the portfolio, by ratings agencies Fitch, Moody's and Standard & Poor's. Ratings rang from AAA to D, and can be modified by +/-

**Bail in Exposure:** The adoption of a bail in regime for failed banks results in a potential increased risk of loss of funds for local authority should this need to be implemented. Therefore a lower exposure to bail in investments reduces this risk.

**Weighted Average Maturity:** This is an indicator of the average duration of the internally managed investments. Similar authorities have a similar profile to South Derbyshire; other larger authorities tend to hold a greater proportion of fund in money markets than fixed term deposits with other LAs, due to their cash flow requirements.



This chart illustrates the type of investment funds held by the Council in comparison to other similar Local Authorities, this shows in greater detail, the comparisons in the bail in exposure and rate of return, on the above security benchmark table. The unsecured funds held by other Local Authorities is a much higher percentage of their investment portfolio, which will offer them a higher rate of return (0.95%), however the bail in exposure risk to funds is 69% of their total portfolio. The Council have invested their funds in much safer secured investments (Government) which may produce a smaller yield (0.38%) but the risk to Council funds is low at 15%.

### **Externally Managed Pooled Funds**

£4m of the Authority's investments are invested in externally managed strategic pooled property funds where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability. These funds are expected to generate an average return of £30k - £40k per quarter, its estimated £120k - £160k income return will be achieved this year, which is used to support services in year.

Because the Authority's externally managed funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three- to five-year period total returns will exceed cash interest rates.

### **CCLA Property Fund Performance**

		2021/22	2021/22	2021/22
		Q1	Q2	Q3
Dividend Received	£	35,660	33,500	35,769
Annual Equivalent Interest Rate	%	3.83%	3.48%	3.54%
Bid (Selling) Price	pence/unit	298.98	309.24	324.83

The mid-market value of the fund as at the 31<sup>st</sup> December is £4,106,491 and the bid market value is £4,042,769. The quarters market and bid values have increased from September 21 by 8.64%. This reinforces the notion that the Fund should only be considered for long-term investments.

The authority's investment in the CCLA fund will remain stable throughout 21/22 with performance continuing to yield positive dividends.

## **Performance**

### **Average 7 day Interest Rate**

The main indicator the Council uses to measure its return on short-term investments to average over the year, is the Average 7-Day Money Market Rate. This is a standard measure of performance. Performance for the second quarter is shown below.

	As at 30.09.21	As at 31.12.21
Average 7-Day Money Market Rate (Target)	0.09%	0.06%
Average Interest Rate Achieved on Short Term Deposits	0.09%	0.09%

### **Cost of Debt**

This indicator shows how much the costs of borrowing impact upon each household (at Band D Council Tax rate) in the District. The impact on Council Tax is positive as the General Fund has no actual debt. The performance for the first quarter is shown below using the current interest received and the estimated annual interest based on current returns. This is compared to the actual annual interest received last year.

General Fund Impact per Council Tax Payer	Actual 31.03.2021	Actual 31.12.21	Estimated 31.03.2022
	£'000	£'000	£'000
Net Interest Received - General Fund	-£247,667	-£87,116	-£150,052
Band D Properties	34,474	35,218	35,218

<b>Cost per Band D Property</b>	<b>-£7.18</b>	<b>-£2.47</b>	<b>-£4.26</b>
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The cost of debt on each council tenant (HRA) is shown below. The performance for the first quarter is the actual costs compared to the estimated costs for the year. The fluctuation in interest paid is the decrease in interest rate of the £10m variable loan and the acquisition of new council houses.

<b>HRA Debt Interest per Dwelling</b>	<b>31.03.21 Actual</b>	<b>31.12.2021 Estimated</b>
HRA Interest Payable	1,540,408	1,521,944
Dwellings	2,974	2,974
<b>Annual Cost per Dwelling</b>	<b>£517.96</b>	<b>£511.75</b>

## **Compliance**

The Chief Finance Officer reports that during the second quarter treasury management activities have fully complied with the CIPFA Code of Practice and the Authority's approved Treasury Management Strategy.

Compliance with specific investment limits is demonstrated in the table below:

## Investment limits

Sector	Maximum Investment Q3 2021	Counterparty Limit	Time Limit	Sector Limit	Complied
The UK Government	£20m	£25m	364 days	n/a	✓
Local authorities & other government entities	£46m	£5m	364 days	Unlimited	✓
Banks (unsecured)*	£2.5m	£3m	35 days	Unlimited	✓
Building societies (unsecured)*	£2m	£2m	35 days	£5% <sup>m</sup>	✓
Money Market Funds*	£14m	£2m	60 days	£16m	✓
Strategic Pooled Funds	£4m	£4m	n/a	£4m	✓
Other Investments*	0	£1m	35 days	Unlimited	✓

## Other Revisions to CIPFA Codes

CIPFA published revised Prudential and Treasury Management Codes in December 2021. The Prudential Code takes immediate effect although detailed reporting requirements may be deferred until the 2023/24 financial year and have thus not been included in this report. There is no mention of the date of initial application of the TM Code.

The accompanying guidance notes to the Codes including the treasury management prudential indicators have not yet been published. The main changes or expected changes from previous codes that have not already been discussed above include:

- Additional reporting requirements for the Capital Strategy.
- For service and commercial investments, in addition to assessments of affordability and prudence, an assessment of proportionality in respect of the Authority's overall financial capacity (i.e. whether plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services).
- Forward looking prudential code indicators must be monitored and reported to members at least quarterly.
- A new indicator for net income from commercial and service investments to net revenue stream.
- Inclusion of the liability benchmark as a treasury management prudential indicator. CIPFA recommends this is presented as a chart of four balances – existing loan debt outstanding;

loans CFR, net loans requirement, liability benchmark – over at least 10 years and ideally cover the authority's full debt maturity profile.

- Excluding investment income from the definition of financing costs.
- Credit and counterparty policies should set out the Authority's policy and practices relating to Environmental, Social and Governance (ESG) investment considerations.
- Additional focus on the knowledge and skills of officers and elected members involved in decision making.

#### Arlingclose's Outlook for the remainder of 2021/22 and beyond

	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24
Official Bank Rate													
Upside risk	0.00	0.00	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk	0.00	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25

Arlingclose expects Bank Rate to rise again in Q1 2022. We believe the MPC will want to build on the strong message it delivered in December month by tightening policy despite Omicron uncertainty.

Arlingclose therefore expects Bank Rate to rise to 0.50% in Q1 2022, but then remain there. Risks to the forecast are initially weighted to the upside but becoming more balanced over time. The Arlingclose central forecast remains below the market forward curve.

Gilt yields are expected to remain broadly flat from current levels. Yields have fallen sharply at the longer end of the yield curve, but expectations of a rise in Bank Rate have maintained short term gilt yields at higher levels.

Easing expectations for Bank Rate over time could prompt the yield curve to steepen, as investors build in higher inflation expectations.

The risks around the gilt yield forecasts vary. The risk for short and medium term yields is initially on the upside but shifts lower later. The risk for long-term yields is weighted to the upside.

The global recovery from the pandemic has entered a more challenging phase. The resurgence in demand has led to the expected rise in inflationary pressure, but disrupted factors of supply are amplifying the effects, increasing the likelihood of lower growth rates ahead. The advent of the Omicron variant of coronavirus is affecting activity and is also a reminder of the potential downside risks.

Despite relatively buoyant activity survey data, official GDP data indicates that growth was weakening into Q4 2021. Other data, however, suggested continued momentum, particularly for November. Retail sales volumes rose 1.4%, PMIs increased, and the labour market continued to strengthen. The end of furlough did not appear to have had a significant impact on unemployment. Wage growth is elevated.

The CPI inflation rate rose to 5.1% for November and will rise higher in the near term. While the transitory factors affecting inflation are expected to unwind over time, policymakers' concern is persistent medium term price pressure.

These factors prompted the MPC to raise Bank Rate to 0.25% at the December meeting. Short term interest rate expectations remain elevated.

The outlook, however, appears weaker. Household spending faces pressures from a combination of higher prices and tax rises. In the immediate term, the Omicron variant has already affected growth – Q4 and Q1 activity could be weak at best.

Longer-term government bond yields remain relatively low despite the more hawkish signals from the BoE and the Federal Reserve. Investors are concerned that significant policy tightening in the near term will slow growth and prompt the need for looser policy later. Geopolitical and coronavirus risks are also driving safe haven buying. The result is a much flatter yield curve, as short-term yields rise even as long-term yields fall.

The rise in Bank Rate despite the Omicron variant signals that the MPC will act to bring inflation down whatever the environment. It has also made clear its intentions to tighten policy further. While the economic outlook will be challenging, the signals from policymakers suggest their preference is to tighten policy unless data indicates a more severe slowdown.

**COUNTERPARTY LIST 2021/22**  
(as at February 2022)

**Treasury investment counterparties and limits**

<b>Sector</b>	<b>Counterparty Limit</b>	<b>Time Limit</b>	<b>Sector Limit</b>
The UK Government	£25m	364 days	n/a
Local authorities & other government entities	£5m	364 days	Unlimited
Banks (unsecured)*	£3m	35 days	Unlimited
Building societies (unsecured)*	£2m	35 days	£5% <sup>m</sup>
Money Market Funds*	£2m	60 days	£16m
Strategic Pooled Funds	£4m	n/a	£4m
Other Investments*	£1m	35 days	Unlimited

***This table must be read in conjunction with the notes below***

**\* Minimum credit rating:** Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

**Government:** Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency.

**Banks and building societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.

**Money market funds:** Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. The Authority will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

**Strategic pooled funds:** Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

**Other investments:** This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Authority's investment at risk.

**Operational bank accounts:** The Authority may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £3m. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Authority maintaining operational continuity.

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<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 14</b>
<b>DATE OF MEETING:</b>	<b>17 MARCH 2022</b>	<b>CATEGORY: RECOMMENDED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR – CORPORATE RESOURCES</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>STEVE BAKER</b> <a href="mailto:steve.baker@southderbyshire.gov.uk">steve.baker@southderbyshire.gov.uk</a>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>LAND IN SWADLINCOTE</b>	<b>REF:</b>
<b>WARD AFFECTED:</b>	<b>SWADLINCOTE</b>	<b>TERMS OF REFERENCE: FM 01</b>

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## **1.0 Recommendations**

1.1 That approval be granted to transfer the remaining £375,204 from the Economic Regeneration Reserve into the Midland Road/Belmont Street capital budget to fund additional works.

1.2 That any underspend in the Town Centre Public Realm capital budget be transferred to the Midland Road/Belmont Street project.

1.3 That the plans detailed in **Appendix 2** be approved, subject to planning permission and the project being phased and revised to meet budget constraints.

## **2.0 Purpose of the Report**

2.1 This report updates the Committee on the current position on the Midland Road/Belmont Street town centre capital project.

2.2 It is proposed to expand this project into a multi-purpose, public realm development as part of the post-Covid regeneration of the town centre, subject to planning permission and available funds.

2.3 As a result the costs will increase significantly and this report seeks approval to use the remaining £375,204 within the Economic Regeneration Reserve and any underspend in the Town Centre Public Realm capital budget to fund additional works.

2.4 As the total cost is now estimated at £1,040,000 the project will be phased, with the second phase progressed when additional funds become available.

## **3.0 Executive Summary**

3.1 In September 2020, the capital bidding round allocated £300,000 for the demolition of Bank House/Bretby View and creation of car parking on Midland Road/Belmont Street as shown in **Appendix 1**.

3.2 These works were intended to address the dilapidated condition of the buildings and ongoing anti-social behaviour and create an interim car park use until such time as the site is redeveloped.

3.3 In recognition of the need to aid the town centre's post-Covid economic recovery it is now proposed to expand this project into a multi-purpose public realm development, as shown in **Appendix 2**. The scheme has been extended to include the demolition of the Indoor Market and replacement with a multi-use events and parking area.

3.4 As a result the cost will increase significantly and this report seeks approval to use the remaining £375,204 within the Economic Regeneration Reserve and any saving in the Town Centre Public Realm project to fund additional works.

3.5 As the total cost is now estimated at £1,040,000 it will be necessary to progress the project in phases. The first phase will deliver the creation of the multi-purpose events and parking space on the Indoor Market site together with the demolition of Bank House and Bretby View and grouting/capping of the mineshaft identified in the ground investigations.

3.6 A second phase to create new car parking and a pocket park on the site of the cleared Bank House/Sabines Yard site will be completed when additional funding becomes available.

#### **4.0 Detail**

4.1 In 2015, the Council purchased Bretby View/Sabines Yard as part of its town centre regeneration strategy, as shown in **Appendix 1**. The buildings have since been vacant pending clearance and redevelopment as part of the Civic Hub project.

4.2 The buildings are dilapidated and suffer anti-social behaviour and the capital bidding round in September 2020 allocated £300,000 to demolish them and create interim car parking.

4.3 The subsequent Covid pandemic has impacted significantly on both the Council's accommodation needs and the town centre economy. This has prompted a re-evaluation of the Council's property assets to ensure they reflect the changing working arrangements and contribute to the post-Covid economic recovery.

4.4 The Civic Hub project has now refocused on refurbishing the current Civic Offices with a view to delivering suitable accommodation for both Council staff and co-location with partner organisations.

4.5 The Council's Indoor Market and Midland Road/Belmont Street sites have the potential to make a significant contribution in reviving the town's economy through investment in public realm works. The Council is already investing in the refurbishment of The Delph shop frontages, with contractors now appointed to undertake these works.

4.6 The Town Centre Public Realm works will see The Delph resurfaced, together with the replacement of street trees and other works to improve the town's appearance. Initial ground investigations have confirmed the subsurface stability is satisfactory, and an

initial consultation with a contractor has confirmed these works should be deliverable within the allocated capital budget.

4.7 The current surface will be replaced with granite for improved durability and is expected to be completed by October 2022 having regard to the timescales for the Planning and tender processes and apparent four month lead-in time for the supply of materials.

4.8 Architects have prepared drawings illustrating the proposals for both sites and these are shown in **Appendix 2**.

4.9 The works proposed for the two sites are as follows:

### **Indoor Market**

4.10 The Indoor Market roof will be removed which in itself will address anti-social behaviour and pigeon mess.

4.11 The site will then become a car park and multi-use events space. The stores to the rear will be enlarged and include kitchen facilities and the site will be enclosed and landscaped to allow ticketed events. The existing steel columns will be retained and repurposed as lighting and service columns.

4.12 The events envisaged include food fairs, car boots, beer gardens, open-air cinema/theatre, trade shows etc.

4.13 Consultant engineers estimate the cost of these works at **£388,000** and it is intended that this element of the project will be completed as part of the Phase 1 works.

### **Bank House/Sabines Yard**

4.14 Bank House and Bretby View will be demolished and the site re-engineered through a cut and fill exercise to create car parking and a 'pocket park' to the south-east.

4.15 Bank House and Bretby View will be demolished as part of the Phase 1 works. A ground investigation has identified a mineshaft within the site, and this will need to be grouted and capped as part of this first phase.

4.16 The Council's consultant engineers estimate the cost of this demolition and mineshaft capping at **£145,000**. The Phase 1 works therefore total **£533,000** as shown in the Costs section below, and can be afforded if the remaining £375,204 Economic Regeneration sum is added to the original £300,000 capital allocation.

4.17 The next stage of works on this site would be the cut/fill/car park surfacing works, and these are best packaged as a single tender. As this work represents the majority of the remaining £507,000 cost, this creates a logical split between the two work phases. The practicality of including EV charge points will also be considered as part of this tender package.

4.18 It is proposed therefore that some remaining funds be used to tidy the site after demolition, but this second phase otherwise be progressed when additional funds become available.

## **5.0 Financial Implications**

### **Value for Money Tests**

#### **a) Economic**

5.1 The site clearance and remediation will need to be undertaken in any event for the redevelopment of this site. The works therefore represent real progress towards the longer-term regeneration of the town.

5.2 Demolition of the dilapidated buildings will avoid future repair costs which would otherwise be required to ensure the premises are safe and secure.

#### **b) Efficient**

5.3 The demolition will reduce the repair and maintenance liability which would otherwise be incurred to render the premises safe and secure. The site will need to be demolished in any event, and clearance now will generate maintenance cost savings in the period prior to development.

#### **c) Effective**

5.4 The site clearance and public realm works will enable this underused site to be used more effectively.

#### **d) Equitable**

5.5 The creation of free public car parking as part of this project will help support vulnerable groups such as small, town centre businesses and market traders.

### **Costs**

5.6 The balance on the Reserve is currently £375,204 after allocation from the £1,000,000 set-aside for regeneration works of £80,000 for the purchase of Unit 1 George Homes, £300,000 for the Town Centre Public Realm project and £244,796 for the Midland Road/Belmont Street capital project.

5.7 The Midland Road/Belmont Street project current totals £300,000 as this scheme had already been allocated £55,204 during a previous capital bidding round.

5.8 If the remaining amount on the Economic Regeneration Reserve is approved, the total amount available for the project and works now associated with this project is £675,204. This will fund the estimated cost of the Phase 1 works.

5.9 A breakdown of the phase 1 costs for the proposed project is illustrated below:

ELEMENT	BANKS HOUSE	MARKET HALL
Construction (£)	25,200.00	300,740.00
CCTV & Power Upgrade	Excluded	Inc
Mine Shaft Remedials	100,000.00	-
Preliminaries (£)	7,500.00	30,074.00
Section 278 Works	Excluded	Excluded
Contingency @ 5% (£)	6,635.00	16,540.70
Professional Fees @ 10% (£)	3,270.00	33,081.40
BCIS Inflation - 2% (Summer 2022 - Start on Site)	2,852.10	7,608.72
<b>Project Total</b>	<b>£145,457.10</b>	<b>388,044.82</b>
<b>PHASE 1 - ESTIMATED PROJECT COST</b>		<b>£533,501.92</b>

## 6.0 Corporate Implications

### Employment Implications

6.1 The creation of additional free car parking will support the most vulnerable, encouraging town centre activity and investment, particularly for small businesses suffering due to the economic impact Covid-19 and the market traders.

### Legal Implications

6.2 Not applicable.

### Corporate Plan Implications

6.3 A key aim of the Corporate Plan is to 'enhance the attractiveness of South Derbyshire', and 'improve public spaces to create an environment for people to enjoy.'

### Risk Impact

6.4 If the buildings are not demolished they will fall into increasing disrepair, representing a health and safety risk and requiring continued expenditure on reactive repairs to ensure they are safe and secure.

6.5 If the project did not proceed, the site would continue to be underused, and the opportunity to help local businesses during the peak of the economic impact of Covid-19 through the provision of public car parking and events facilities would be lost.

## 7.0 Community Impact

## **Consultations**

7.1 Consultations have been carried out with identified stakeholders and their comments are included within the report.

## **Equality and Diversity Impact**

7.2 The creation of additional free car parking at a time when the trend is towards on-line shopping will support the most vulnerable, encouraging town centre activity and investment, particularly for small businesses suffering due to the economic impact Covid-19 and the market traders.

## **Social Value Impact**

7.3 Bank House/Bretby View are no longer fit for any practical use and the surrounding land is underused. This project would deliver excellent services to the community and contribute towards the town's economic recovery.

## **Environmental Sustainability**

7.4 The clearance of inefficient and poorly insulated buildings will help tackle climate change and make a significant contribution towards enhancing the attractiveness of South Derbyshire.

7.5 The opportunity to include the installation EV recharging points will be considered as part of the phase 2 works.

## **8.0 Conclusion**

8.1 The site clearance and creation of public realm works within the town centre will contribute significantly to the town's economic recovery. The transfer of the remaining £375,204 from the Economic Regeneration Reserve is therefore recommended for approval.

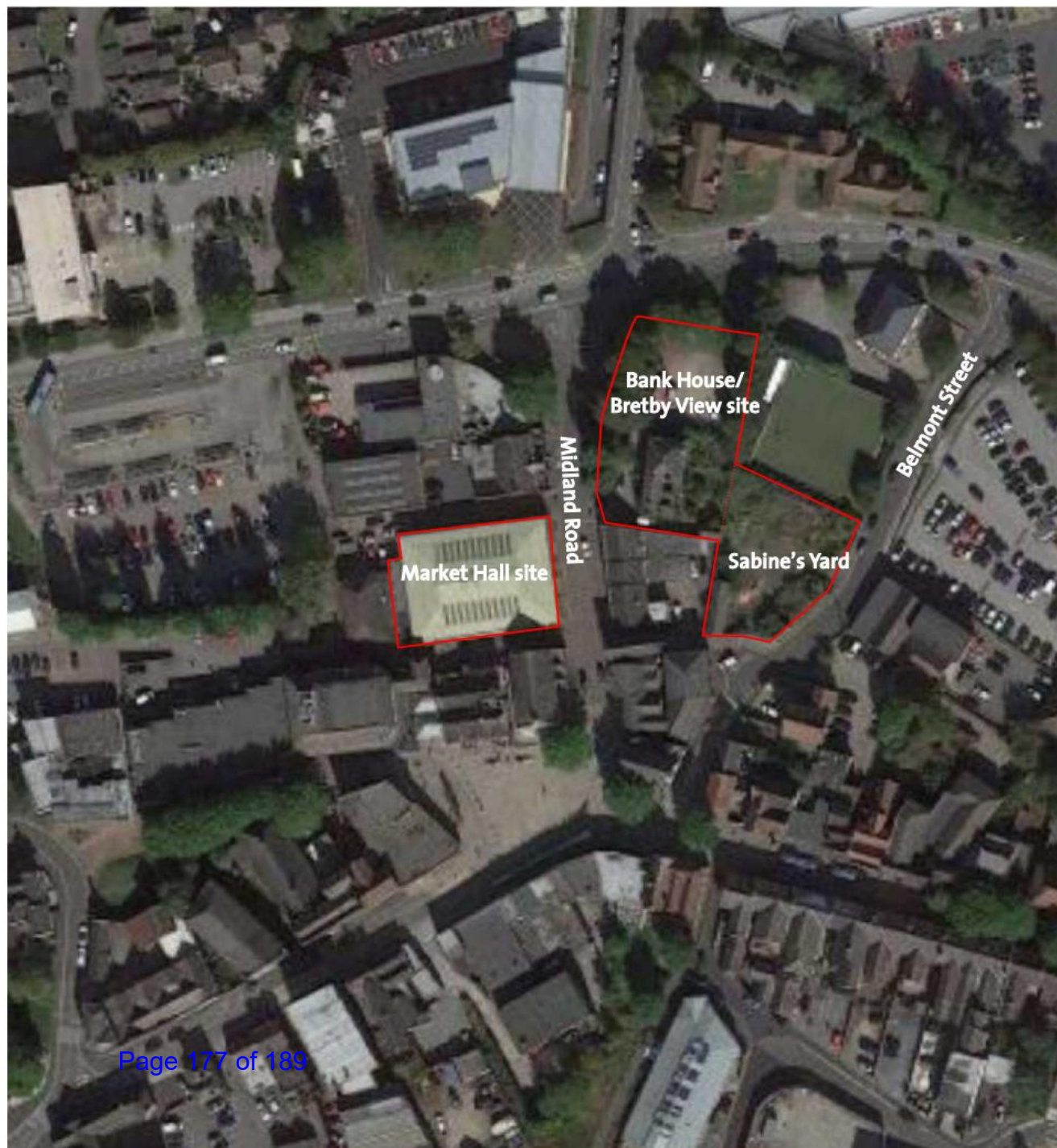
## **9.0 Background Papers**

**Appendix 1** - Midland Road/Belmont Street site

**Appendix 2** – Architects drawings illustrating the development proposals

## Location

The sites are in the centre of Swadlincote, accessed from Midland Road and Belmont Street.

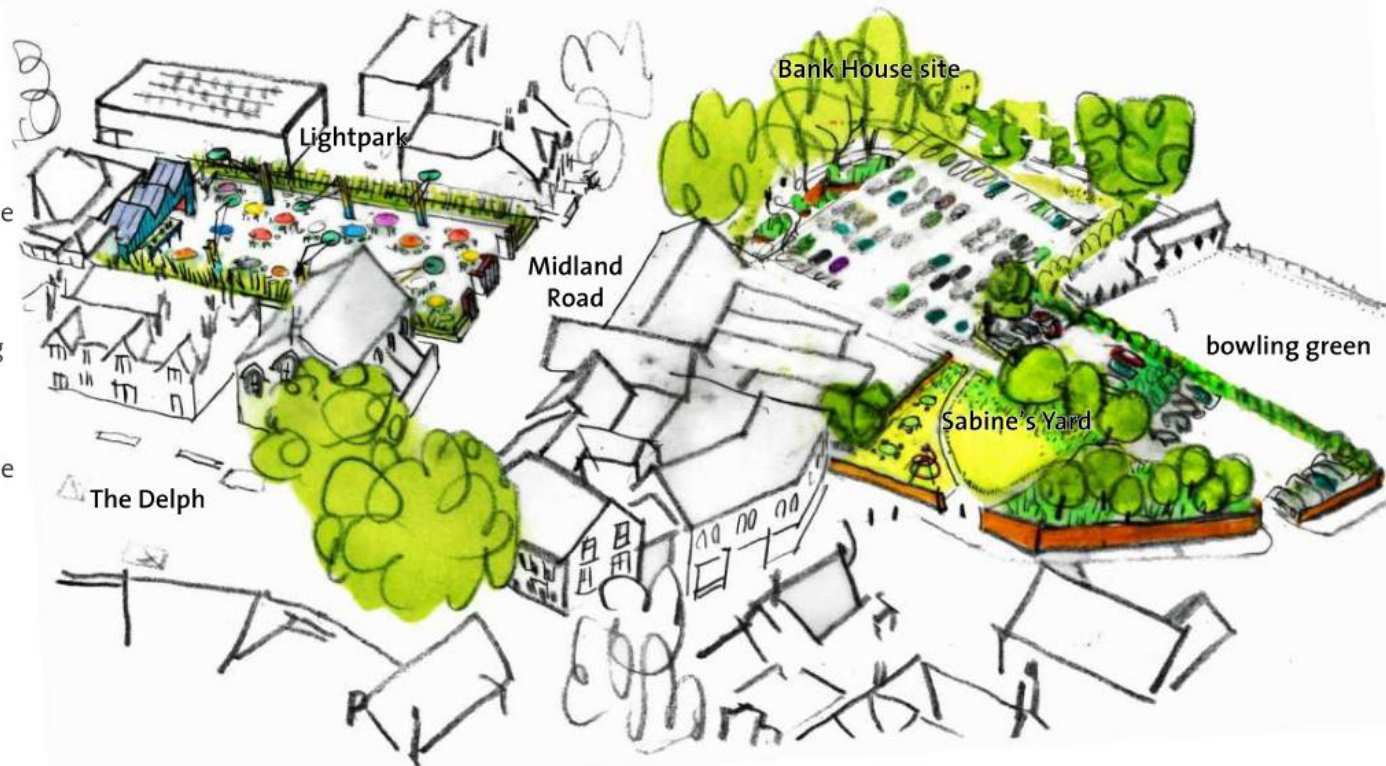


## Proposals

There are three areas:

1. Sabine's Yard falls into two parts. The northern part is turned into two small parking areas, following the existing levels as much as possible. The southern end becomes a pocket park, with a small wildflower orchard, a picnic lawn, trees, and a play area. The entrance from Belmont Street is in the same location as existing.
2. Bank House and Bretby View are demolished, and the site is graded and surfaced to provide a car parking terrain. At the northern end, a planted bank slopes down to Civic Way. The five large trees are protected, and new paths, access points and landscaping carried out. Vehicular access from Midland Road is at the same location as at present.
3. The former covered market shed is demolished. the site double-functions as both a car park and a multi-use events space. The stores at the rear of the building are enlarged, and the site is enclosed and landscaped to allow ticketed events. The existing steel columns are retained and repurposed as lighting and service columns. Our suggested name for this new space is the Lightpark.

The proposal creates a total of 105 parking spaces, including 11 accessible spaces.



# Annotated Bank House and Sabine's Yard plan



- Legend**
- Shady bank planting
  - Sunny meadow grass
  - Robust planting to stepped bank with geotextile reinforcement and gabion walls as required
  - Proposed Hard landscaping - vehicular grade tarmac
  - Proposed Hard landscaping - Pedestrian route
  - Proposed Retaining structure and timber vehicular guardrail
  - Proposed timber vehicular guardrail
  - CCTV Cameras - pole mounted
  - Proposed level
  - Existing level (for calculating cut / fill)
  - Direction of fall to the landscape
- Notes**
- Existing masonry wall repaired, raise to a consistent level
  - Orchard
  - Sunny public lawn
  - 'Play on the way' style playground and picnic spot
  - Lower parking court (approx level = +94.0m)
  - Upper parking court (approx level = +95.3m)
  - Sloping car park
  - Adapted steps and ramp between the trees (avoiding the root protection zone)
  - Safety spray for entering / existing cars and a pedestrian crossing with blister paving either side
  - New boundary wall to match existing west boundary treatment
  - New stone steps and retaining wall structure with stainless steel balustrade

**PRELIMINARY**

Rev  
A Issued to Client  
B Issued to Client

Date  
15.07.21  
19.07.21

SWADLINCOTE  
**SABINE'S YARD & BANK HOUSE  
PROPOSED PLANS**

1:400 @ A3  
1:200 @ A1

Drawn by: JP  
Checked by: CA

July 2021

**Ash Sakula Architects**  
T 020 7831 0195 W [www.ashsakula.com](http://www.ashsakula.com)

**SWA-201**

# Annotated Lightpark plan

Swadlincote Library

The little square behind the old market is relevelled with a new ramp and planting to give a more accessible route through the former market building.

This alley is resurfaced and well-lit to become an attractive pedestrian route from Midland Road to the bus station

Swadlincote Constitutional Club

Midland Road

Route through to storage when pivoted doors are locked

Camp kitchen providing back up to events

Bespoke pivoted doors set back within the 'proscenium arch' of the store extension provide a suitable backdrop to events, and enlarge the storage area.

The market car park is adaptable to many uses, being highly serviced with gates, power, lighting, water, drainage and rigging points, Adjacent storage for seating, tables, awnings, etc. Adjacent WCs.

Events envisaged include:

- Food fairs
- Farmers' markets
- Car boot sales
- Children's funfairs
- Beer garden
- Concerts
- Open air cinema / theatre
- Skating
- Silent raves
- Trade shows
- Puppet shows
- Pop up restaurant

Enlarged storage with PVs on south-sloping roof. Existing stores are supplemented with an accessible WC and camp kitchen facilities.

Sir Nigel Gresley - J D Wetherspoon

The new car park / flexible events space is surrounded on all four sides by a planter aligned with the existing and extended railings up which are grown a mix of deciduous and evergreen vines screening the cars.

Existing I-beam columns retained and reused as lighting columns and service points, providing electricity and water.

Railings extended as necessary

Existing and new gates and brick piers

We have assumed sufficient capacity in the existing drainage channels. This will require further investigation.

The old market shed is demolished, retaining the I-beam columns which become sculptural lamp standards and locations for power and water for non-car park uses.

Old Market Car Park  
33 spaces including 4 accessible



LOCATION PLAN  
Scale 1:1250

## Notes

- 1 Survey, clean and jetwash existing channel drain and reuse if capacity is sufficient for proposals. Gully and channel moved to suit proposals
- 2 New single swing gate. Galvanised steel with painted finish and timber detail. Feature lettering to the top of gate
- 3 New double swing gate. Galvanised steel with painted finish and timber detail. Feature lettering to the top of gate
- 4 Refurbish existing gate, repainting to match colour of balustrading. New opening date added to the top panel of gate
- 5 New painted metal canopy to main pedestrian entrance
- 6 Brick pavers retained and existing car park markings removed. Proposed car parking markings in thermoplastic paint
- 7 Existing columns retained, existing purlins to roof repurposed as arms to support lighting
- 8 Existing perimeter railings altered to remove the top horizontal railings and new sections added in galvanised steel to match existing profile. All to a new paint finish.
- 9 Planting to borders. Existing brick pavers removed, concrete slab cut back to allow minimum bedding depth of 600mm. Retaining edge added
- 10 New solid metal doors in a painted finish to stores. New brick nib using bricks reclaimed from the demolition. New lead roof above
- 11 Full height timber centrally pivoted doors with integral locking
- 12 Zinc standing seam cladding with Photovoltaics to South facing roof pitch
- 13 GRP cladding (Translucent) with integral LED lighting behind
- 14 New ramp, upstand in bricks reclaimed from demolition works. Balustrade to in metal vertical flats with PPC finish to match railings
- 15 Electric power double sockets (IP66) positioned at 2m AFFL to columns



Rev A Issued to Client Date 15.07.21

SWADLINCOTE  
LOCATION PLAN  
LIGHTPARK PROPOSED PLAN

1:2500 / 1:200 @ A3 Drawn by: JP  
1:1250 / 1:100 @ A1 Checked by: CA

July 2021

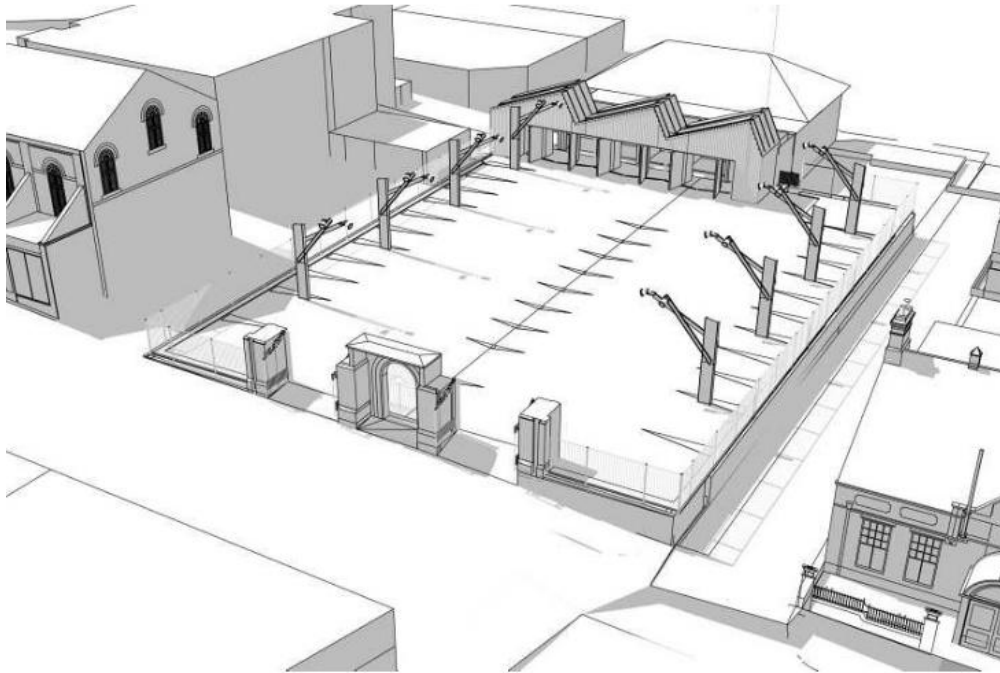
Ash Sakula Architects

T 020 7831 0195 W washsak.com

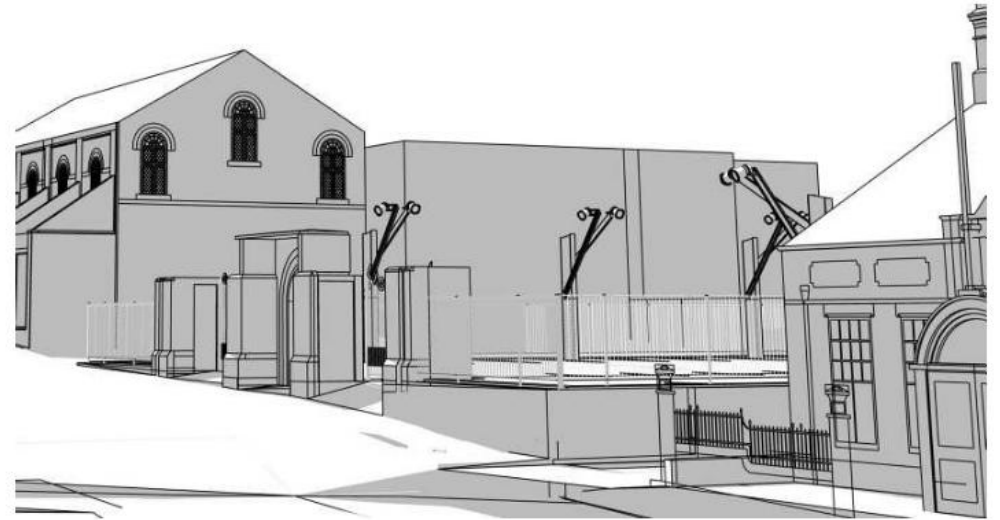
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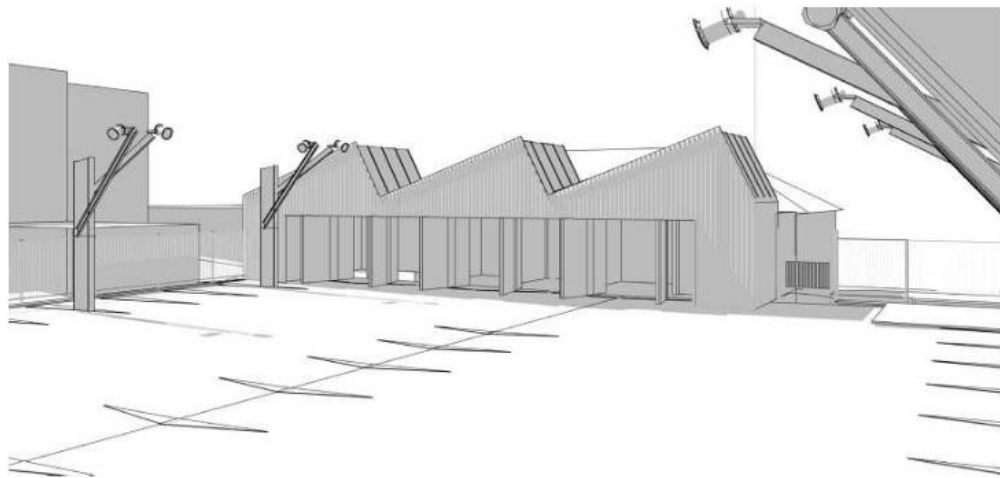
PRELIMINARY



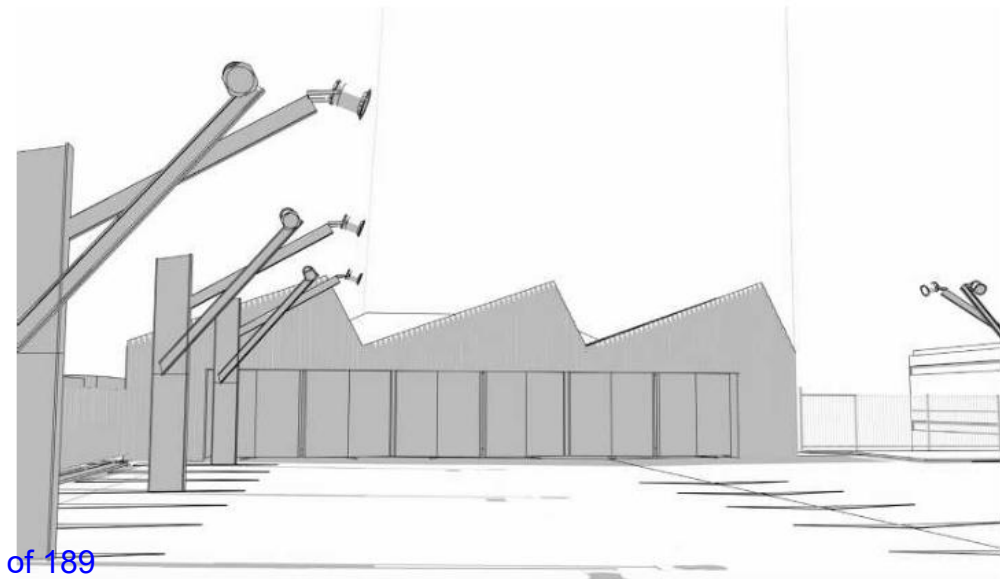
Aerial view looking west



View looking south west up Midland Road



View west towards stores with doors open



View west towards stores with doors closed

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<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 15</b>
<b>DATE OF MEETING:</b>	<b>17 MARCH 2022</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (CORPORATE RESOURCES)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>KEVIN STACKHOUSE (EXT 5811)</b> <a href="mailto:kevin.stackhouse@southderbyshire.gov.uk">kevin.stackhouse@southderbyshire.gov.uk</a>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>COMMITTEE WORK PROGRAMME</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: G</b>

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## **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 – Next F&M Committee 17<sup>th</sup> March 2022**  
**Work Programme for the Municipal Year 2021/22**

<b>Work Programme Area</b>	<b>Date of Committee Meeting</b>	<b>Contact Officer (Contact details)</b>
Corporate Resources & Chief Executive Service Plans	10 <sup>th</sup> June 2021	Fiona Pittam (Head of Organisational Development & Performance) <a href="mailto:Fiona.pittam@southderbyshire.gov.uk">Fiona.pittam@southderbyshire.gov.uk</a> (01283 595735)
Corporate Plan Performance Monitoring 2020/21: Quarter 4	10 <sup>th</sup> June 2021	Fiona Pittam (Head of Organisational Development & Performance) <a href="mailto:Fiona.pittam@southderbyshire.gov.uk">Fiona.pittam@southderbyshire.gov.uk</a> (01283 595735)
Compliments, Comments, Complaints and FOI Requests	10 <sup>th</sup> June 2021	Kevin Stackhouse (Strategic Director) <a href="mailto:Kevin.stackhouse@southderbyshire.gov.uk">Kevin.stackhouse@southderbyshire.gov.uk</a> (01283 595811)
Complaints Policy and Procedure	10 <sup>th</sup> June 2021	Kevin Stackhouse (Strategic Director) <a href="mailto:Kevin.stackhouse@southderbyshire.gov.uk">Kevin.stackhouse@southderbyshire.gov.uk</a> (01283 595811)
Climate Emergency Action Planning	10 <sup>th</sup> June 2021	Matthew Holford, (Head of Environmental Services) <a href="mailto:matthew.holford@southderbyshire.gov.uk">matthew.holford@southderbyshire.gov.uk</a> , 01283 595856
Final Revenue Budget Outturn 2020/21	22 <sup>nd</sup> July 2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)

Treasury Management Annual Report 2020/21	22 <sup>nd</sup> July 2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Final Capital Outturn 2020/21	22 <sup>nd</sup> July 2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Covid 19 Funding: Update	22 <sup>nd</sup> July 2021	Kevin Stackhouse (Strategic Director) <a href="mailto:Kevin.stackhouse@southderbyshire.gov.uk">Kevin.stackhouse@southderbyshire.gov.uk</a> (01283 595811)
Chief Executive's Directorate Service Plan 2021-22	22 <sup>nd</sup> July 2021	Frank McArdle (Chief Executive) <a href="mailto:frank.mcardle@southderbyshire.gov.uk">frank.mcardle@southderbyshire.gov.uk</a> (01283) 595702
Social Mobility Update	22 <sup>nd</sup> July 2021	Frank McArdle (Chief Executive) <a href="mailto:frank.mcardle@southderbyshire.gov.uk">frank.mcardle@southderbyshire.gov.uk</a> (01283) 595702
Corporate Plan Performance Monitoring 2021/22: Quarter 1	26 <sup>th</sup> August.2021	Fiona Pittam (Head of Organisational Development & Performance) <a href="mailto:Fiona.pittam@southderbyshire.gov.uk">Fiona.pittam@southderbyshire.gov.uk</a> (01283 595735)
Revenue Financial Monitoring 2021/22	26 <sup>th</sup> August.2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Capital Financial Monitoring 2021/22	26 <sup>th</sup> August.2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)

Treasury Update 2021/22	26 <sup>th</sup> August.2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Proposed Local Council Tax Support Scheme 2022/23: Options Paper Timetable	26 <sup>th</sup> August 2021	Lizzie Barton (Head of Customer Services) <a href="mailto:Elizabeth.barton@southderbyshire.gov.uk">Elizabeth.barton@southderbyshire.gov.uk</a> (01283 595779)
Freedom of Information Policy & Publication Scheme	7 <sup>th</sup> October 2021	Kevin Stackhouse (Strategic Director – Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbyshire.gov.uk">Kevin.stackhouse@southderbyshire.gov.uk</a>
Proposed Local Council Tax Support Scheme 2022/23: Options Paper Update	21 <sup>st</sup> October 2021	Lizzie Barton (Head of Customer Services) <a href="mailto:Elizabeth.barton@southderbyshire.gov.uk">Elizabeth.barton@southderbyshire.gov.uk</a> (01283 595779)
Corporate Plan Performance Monitoring 2021/22: Quarter 2	25 <sup>th</sup> November 2021	Fiona Pittam (Head of Organisational Development & Performance) <a href="mailto:Fiona.pittam@southderbyshire.gov.uk">Fiona.pittam@southderbyshire.gov.uk</a> (01283 595735)
General Fund Revenue Monitoring 2021/22	25 <sup>th</sup> November 2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
HRA Financial Monitoring 2021/22	25 <sup>th</sup> November 2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Collection Fund Position 2021/22	25 <sup>th</sup> November 2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)

Capital Financial Monitoring 2021/22	25 <sup>th</sup> November 2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Treasury Update 2021/22	25 <sup>th</sup> November 2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Compliments, Comments, Complaints and FOI Requests	25 <sup>th</sup> November 2021	Kevin Stackhouse (Strategic Director) <a href="mailto:Kevin.stackhouse@southderbyshire.gov.uk">Kevin.stackhouse@southderbyshire.gov.uk</a> (01283 595811)
Service Base Budgets 2022/23	13 <sup>th</sup> January 2022	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Council Tax and Surplus 2022/23	13 <sup>th</sup> January 2022	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Annual Training Report	13 <sup>th</sup> January 2022	David Clamp (Human Resources Manager) <a href="mailto:David.clamp@southderbyshire.gov.uk">David.clamp@southderbyshire.gov.uk</a> 07841 533977
Proposed Local Council Tax Support Scheme 2022/23	13 <sup>th</sup> January 2022	Lizzie Barton (Head of Customer Services) <a href="mailto:Elizabeth.barton@southderbyshire.gov.uk">Elizabeth.barton@southderbyshire.gov.uk</a> (01283 595779)
General Fund Consolidated Budget 2022/23 and MTFP to 2027	10 February 2022	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)

Housing Revenue Account Budget 2022/23 and Financial Plan to 2032	10 February 2022	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Capital Budget 2022 to 2027	10 February 2022	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Treasury Management Counterparty Limits	10 February 2022	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Proposed Local Council Tax Support Scheme 2022/23	10 February 2022	Lizzie Barton (Head of Customer Services) <a href="mailto:Elizabeth.barton@southderbyshire.gov.uk">Elizabeth.barton@southderbyshire.gov.uk</a> (01283 595779)
Supporting Aspirations Action Plan	10 February 2022	Mike Roylance (Head of Economic Development and Growth) <a href="mailto:Mike.Roylance@southderbyshire.gov.uk">Mike.Roylance@southderbyshire.gov.uk</a> (01283 595725)
Bikeability Co-Ordinator	10 February 2022	Ian Gee Active Schools Partnership Officer <a href="mailto:ian.gee@southderbyshire.gov.uk">ian.gee@southderbyshire.gov.uk</a> (01283 228751)
Schools' Partnership PE and School Sport Coach	10 February 2022	Ian Gee Active Schools Partnership Officer <a href="mailto:ian.gee@southderbyshire.gov.uk">ian.gee@southderbyshire.gov.uk</a> (01283 228751)
Corporate Plan Performance Monitoring 2021/22: Quarter 3	17 March 2022	Fiona Pittam (Head of Organisational Development & Performance) <a href="mailto:Fiona.pittam@southderbyshire.gov.uk">Fiona.pittam@southderbyshire.gov.uk</a> (01283 595735)

General Fund Financial Monitoring 2021/22	17 March 2022	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
HRA Financial Monitoring 2021/22	17 March 2022	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Collection Fund Position 2021/22	17 March 2022	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Capital Financial Monitoring 2021/22	17 March 2022	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Treasury Update 2021/22	17 March 2022	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Cadley Urban Park	17 March 2022	Hannah Peate (Active Communities & Health Partnership Manager) <a href="mailto:Hannah.peate@southderbyshire.gov.uk">Hannah.peate@southderbyshire.gov.uk</a>
Tree, Woodlands and Hedgerow Management Policy	17 March 2022	Christopher Worman Parks and Green Spaces Manager <a href="mailto:Christopher.worman@southderbyshire.gov.uk">Christopher.worman@southderbyshire.gov.uk</a>
Land in Swadlincote	17 March 2022	Steve Baker Head of Corporate Property <a href="mailto:steve.baker@southderbyshire.gov.uk">steve.baker@southderbyshire.gov.uk</a>

Annual Statement of Accounts 2020/21	TBC	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)