F B McArdle
Chief Executive
South Derbyshire District Council,
Civic Offices, Civic Way,
Swadlincote, Derbyshire DE11 0AH.

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Typetalk 18001
DX 23912 Swadlincote
Democratic.services@southderbyshire.gov.uk

Our Ref
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Date: 21 April 2021

Dear Councillor,

Finance and Management Committee

A Meeting of the **Finance and Management Committee** will be a **Virtual Committee**, held via Microsoft Teams on **Thursday, 29 April 2021** at **18:00**. You are requested to attend.

Yours faithfully,

Frank McArdle

Chief Executive

To:-   **Labour Group**
Councillor Pearson (Chairman), Councillor Pegg (Vice-Chairman) and Councillors Richards, Rhind, Southerd and Taylor.

Conservative Group
Councillors Brown, Churchill, Ford and Watson.
.
Independent Group
Councillors Angliss and Fitzpatrick.

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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   COUNCIL TAX HARDSHIP FUND & SECTION 13A POLICY 2021 - 2022   **4 - 7**

7   DISCRETIONARY HOUSING PAYMENT FUND 2021 - 2022   **8 - 11**

8   TRANSFORMATION AND BUSINESS CHANGE PLAN FINANCING AND MILESTONES   **12 - 33**

9   COMMITTEE WORK PROGRAMME   **34 - 43**

Exclusion of the Public and Press:

10   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.

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

12   COLLECTION RATES, DEBT RECOVERY AND WRITE-OFFS

13   REVIEW OF PLANNING SERVICES STRUCTURE

14 ROSLISTON FORESTRY CENTRE STAFFING

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 6
DATE OF MEETING:	29th APRIL 2021	CATEGORY: DELEGATED/
REPORT FROM:	STRATEGIC DIRECTOR (CORPORATE RESOURCES)	OPEN PARAGRAPH NO:
MEMBERS' CONTACT POINT:	ELIZABETH BARTON (01283 595779) elizabeth.barton@southderbyshire.gov.uk	DOC:
SUBJECT:	COUNCIL TAX HARDSHIP FUND & SECTION 13A POLICY 2021 - 2022	REF:
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: FM 12

1.0 Recommendations

1.1 That the balance on the 2020/2021 Covid Hardship Fund of £99,093 is carried forward to the 2021/2022 financial year.

1.2 That £59,093 of the carry forward is used to support new claims from residents in 2021/2022, and that £40,000 is held back to support changes/new claims that date back to 2020/2021.

1.3 That the proposals to support residents in 2021/2022 using combined funds (totalling £145,002) through the variety of local Hardship measures as detailed in this report, are approved.

1.4 That the committee delegates authority to approve the Section 13A policy that provides the Council with the framework to make the awards/deliver the Council Tax reduction schemes detailed in this report to the Strategic Director (Corporate Resources).

2.0 Purpose of Report

2.1 To update the Committee on the Council's 2021/2022 Hardship Funding allocation. To update the Committee on the success of the Council's distribution of its 2020/2021 Hardship Funding allocation. To detail proposals for the use of residual Hardship Funding from 2020/2021 and new Hardship Funding for 2021/2022 to support a variety of schemes as detailed in this report.

3.0 Executive Summary

3.1 The Council was awarded £606,011 Hardship Funding by the Government to reduce the Council Tax Bills of working age people who claimed Council Tax Support in 2020/2021, in response to the COVID-19 pandemic.

3.2 The standard scheme required by Government was to reduce Council Tax bills for 2020/2021 by up to £150, however in South Derbyshire, members agreed to increase the level bills were reduced by up to £300.

3.3 So far in 2020/2021, the Council has distributed 83% of the 2020/2021 funding which has supported 2,462 households and reduced their Council Tax bills by up to £300. It has also reduced the level of debt recovery the Council has had to carry out to collect payments from any households that were not up to date on their payments. A balance of £102,282 remains from the 2020/2021 allocation.

3.4 The Government's allocation of Hardship Funding for 2021/2022 is less substantial at £82,720, and the Government has provided Councils with the freedom to decide how to best spend it to support their communities:

Broadly, we expect that the funding will meet the additional costs associated with increases in local council tax support ('LCTS') caseloads in 2021-22. Decisions on local council tax support scheme design for 2021-22 will be for billing authorities to take as usual, in consultation with their major precepting authorities and the public. The funding is un-ringfenced and can be used to provide other support to vulnerable households, including through local welfare schemes.

3.5 The Council is also free to determine how to best invest the remaining funds from 2020/2021's allocation.

3.6 Together the funds from this year (2021-2022) and last year's remaining funds total £181,813.

3.7 This report details proposals to invest these funds in 2021/2022 to best support the South Derbyshire community.

4.0 Detail

4.1 The following schemes are proposed to allocate the Hardship Funding available to best support residents on low incomes in 2021/2022:

Allocate monies to support new cases that extend back into 2020-2021

4.2 Often customers are not aware that they could have claimed Local Council Tax Support (LCTS), particularly if they are experiencing financial difficulties for the first time in their working lives, which many residents are due to the impact of COVID. As such it can take some claimants some time to come forward to ask for support. Because of this, it is proposed the Council allocates a sum of funding to allow for new claimants and changes to existing cases that became eligible in 2020/2021 to be processed this year. It is recommended that £40,000 is allocated to support this.

Apply a local £50 Hardship reduction to all working age claimants of Local Council Tax Support for 2021-2022

4.3 Based on the current caseload of 1,656, applying a £50 Hardship reduction to all working age claimants of Local Council Tax Support (LCTS) would cost approximately £81,000. To allow for a growth in cases, modelled on the growth in case load in 2020-2021, a further £32,000 would need to be allocated to support new cases. This would bring the required budget to £112,948.

4.4 This proposal recognises that working age people are most likely to have been affected by COVID-19 financially, whether through reduced salary via the furlough scheme, or via job losses or reduced hours.

Reduce the Council Tax bill to zero for those expected to pay 8.5%

4.5 In 2013 when the local Council Tax Reduction Scheme (LCTS) was introduced, working-age people who were not protected from the changes, were expected to pay a minimum of 8.5% towards their Council Tax bill (around £103 per year for two adults in a band A property).

4.5 At 1 March 2021 there were 376 households who were expected to contribute the minimum of 8.5% towards their bill, from their Income Support/Employment and Support Allowance/Jobseekers Allowance. This number, by nature of the cases, does not vary by more than 5%.

4.6 Although these households would benefit from the £50 blanket reduction, this measure would further reduce their bill to £0.

4.7 As well as improving these people's financial situation, it would also save the Council significant time and money chasing very small council tax payments that are often worth less than the cost of recovery.

4.8 This would cost £23,592 (based on the caseload at 12 March 2021).

4.9 This proposal also recognises that working age people are most likely to have been affected by COVID-19 financially, whether through reduced salary via the furlough scheme, or via job losses or reduced hours.

Award adhoc payments

4.9 For the remaining budget of around £5,273 it is proposed that the Section 13A policy for 2021/2022 retains the flexibility for officers to make an ad-hoc reduction to assist customers who cannot pay due to severe financial hardship, not limited to those receiving Council Tax Reduction.

4.10 If the carry forward budget of £40,000 for 2020/2021 cases is not required, and if the 2021/2022 caseload does not grow as forecast, additional monies could be put toward the ad hoc awards later in the year.

5.0 Financial Implications

Proposed costs

Proposals	Maximum cost (with growth in cases)
Available budget	£181,813
Carry forward for 2020-2021 cases	£40,000
Award a £50 blanket reduction	£112,948
Remove 8.5% baseline reduction	£23,592
Ad hoc reductions for those in financial hardship	£5,273
Remaining balance	£0

6.0 **Corporate Implications**

6.1   None.

7.0. **Community Implications**

7.1   Working age recipients of Local Council Tax Support will be positively supported via this scheme, and any financial difficulties they are facing, potentially as a result of COVID, will be reduced as a result.

8.0 **Conclusions**

8.1   None.

9.0 **Background Papers**

9.1   None.

REPORT TO:	**FINANCE AND MANAGEMENT COMMITTEE**	**AGENDA ITEM: 7**
DATE OF MEETING:	**29th APRIL 2021**	**CATEGORY: DELEGATED/**
REPORT FROM:	**STRATEGIC DIRECTOR (CORPORATE RESOURCES)**	**OPEN**
MEMBERS' CONTACT POINT:	**ELIZABETH BARTON (01283 595779)** elizabeth.barton@southderbyshire.gov.uk	**DOC:**
SUBJECT:	**DISCRETIONARY HOUSING PAYMENT FUND 2021 - 2022**	**REF:**
WARD (S) AFFECTED:	**ALL**	**TERMS OF REFERENCE: FM 12**

1.0 Recommendations

1.1 That the Committee approves a sum of £40,000 is transferred from the Council's COVID-19 fund to top up the Council's Discretionary Housing budget for 2021/2022. This is due to the fact that this year's allocation from Government is 44.7% lower than 2020/2021's allocation, which was fully spent in year to support local residents in need.

2.0 Purpose of Report

2.1 To update the Committee on the Council's 2021/2022 Discretionary Housing Payment (DHP) allocation. To update the Committee on the administration of the Council's 2020-21 Discretionary Housing Payment allocation. To request that the Committee consider transferring £40,000 into the Discretionary Housing budget from the COVID-19 fund in order to directly support those residents who are experiencing financial difficulties and require help with their rent payments as a result of COVID-19.

3.0 Executive Summary

3.1 Discretionary Housing Payments provide extra financial help towards housing costs to those in rented accommodation and facing hardship in the district, where they receive Housing Benefit or the housing element of Universal Credit.

3.2 Payments tend to be allocated when people are facing severe financial hardship or where their tenancy may be at risk. The payments are made from a limited fund and are made as a short-term measure for those experiencing difficult circumstances.

3.3 The Council was allocated £156,990 Discretionary Housing Payment from the Government in 2020-21 and the full amount was spent to support households across the district.

3.4   The Council will receive a significantly reduced sum of £86,879 from Government to support residents in 2021/2022. This represents a 44.7% reduction when compared to the previous year (2020/2021).

3.5   It is recognised that this reduction in funding may lead to increased costs to the Council through increased homelessness and the use of B&Bs, as a result of loss of private sector tenancies which have historically been prevented through Discretionary Housing Payments (DHPs). The loss of private sector tenancies is identified as the second highest cause of homelessness in South Derbyshire. This was one of the findings of the review of homelessness and rough sleeping presented to Housing & Community Services Committee on the 28 January 2021 and remains a significant risk to the Council. During the pandemic, landlords have not been able to seek possession of properties, but the stop has now been lifted, so an increase in cases may be seen.

3.6   The Government has held back £40 million of the total £140 million of national funding for Discretionary Housing Payments for 2021/2022 and plans to allocate the remainder mid-year, depending on caseload. Whilst it is likely that the Council will receive a further allocation, it is currently unclear how much additional funding it may receive, and indicators suggest the total amount will still be significantly less than in previous years.

3.7   Because the Council has to space out the allocation of funding to the most vulnerable cases across the year, and because it does not want to run out of money mid-way through the year, without the confidence it has an adequate budget to work with, it is likely cases that would have been approved for support last year, will be rejected this year, to ensure funding is available for more needy cases later in the year.

How Discretionary Housing funding is spent

3.8   Awards are made on a weekly basis, a lump sum payment, or sometimes a combination of both. Weekly awards provide a 'top up' so the resident can meet their rent costs and are typically made for between 13 and 26 weeks depending on the applicant's circumstances.

3.9   In 2020-21 the Council made weekly awards averaging £32.49 to support tenants with shortfalls in their rent comprising of:

- £13,343 to those receiving Housing Benefit and renting from the Council.
- £14,021 to those receiving Housing Benefit and renting from Registered Social Landlords.
- £19,848 to those receiving Housing Benefit and renting from private landlords.
- £41,694 to those receiving Universal Credit (all tenancy types).

3.10 One-off awards are where a lump sum payment is made to help a tenant with a life changing event. Recent examples have freed up larger properties for families to move into, supported a family to move areas for mental health reasons, and allowed tenants to stay in their homes while they receive help with their debts and finances.

3.11 Lump sum awards totalling £70,317 distributed in 2020-21, with the highest being £3,013 to clear rent arrears that accrued following reduced employment because of a long-term physical illness that led to mental health issues. Clearing the rent arrears enabled the tenant to move to more suitable housing, closer to a support network of friends and family.

3.12 Residents apply for Discretionary Housing Payments and are signposted to do this by the Customer Services Team, the Housing Services Team and the Revenues and Benefits teams.

3.13 The Committee notes that nationally the funding has been reduced by 44.7% for 2021/2022, with the possibility of an additional small allocation in the latter half of the year.

3.14 The Committee notes that the Discretionary Financial Assistance Regulations 2001 allow the Council to top up this fund by 2.5 times the amount of the Central Government allocation.

Impact of COVID-19

3.15 In 2020/2021 there was a shift in the nature of the requests and the reason for the financial hardship, with the underlying reason often being COVID-19 related. It is anticipated that residents will face similar COVID related hardship and require similar if not more support into 2021/2022, particularly as the furlough scheme ends and expected redundancies occur where businesses do not survive.

3.16 Notable changes include increased support required for those fleeing domestic violence and the financial impact following the general breakdown of relationships because of the pressures of lockdown.

3.17 Those with COVID-19, those recovering from its effects, or those who were required to self-isolate or shield, have experienced health issues, financial changes, and mental health issues, often making it difficult to maintain their housing payments.

3.18 Changes in employment from businesses closing, furlough, redundancy and reduced working hours have also all created financial hardship, leading to rent arrears.

4   Detail

4.1 It is considered likely that the effects from COVID-19 will continue into the 2021/22 year, and that some residents will continue to face severe financial hardship and require additional financial support as a result.

4.2 It is also considered that the Council's current Discretionary Housing Payment allocation of £86,879 for 2021/22 will not allow the Council to continue supporting residents on the same basis as in 2020/2021.

4.3 It is envisaged that the biggest impact will be on the lump sum awards which would need to be minimal if the Council is required to spread its payments throughout the financial year to support those with shortfalls in their rent from welfare reform restrictions.

4.4 As the Government's hold on evictions has now ended, the Council is particularly concerned that some residents may lose their homes if there is insufficient budget to provide vital assistance.

4.5 As such, it is proposed that £40,000 is transferred from the Council's COVID-19 fund to top up the available Discretionary Housing budget. This would bring the budget up to £126,879 and allow some freedom to give out lump sum payments in the early months, whilst giving the Council confidence adequate budget will remain to make weekly payments as and when necessary throughout the year.

4.6   In addition, further funding is expected from Government later in the year, which may, in addition to the proposed £40,000 allocation, bring the total fund available to support residents up to a similar level to 2020-21.

5.0   Financial Implications

5.1   Councils have received a Discretionary Housing Payment allocation from Government since 2001. Councils can choose to top-up their annual allocation by up to 2.5 times, as defined by the Discretionary Financial Assistance Regulations 2001.

5.2   As previously reported, the Council received approximately £1.4 million of Government funding in 2020/2021 to meet additional costs and income losses due to COVID-19.

5.3   Of this sum the Committee set-aside a Community Fund of £100,000 to support local businesses, voluntary groups and individuals who may not have qualified for other support. Currently, £15,500 of this sum has been allocated. If the Committee wish to top up the Government's Discretionary Housing allocation in 2021/2022, it seems appropriate that the Community Fund is used for this purpose.

5.4   Should the Council receive a greater than expected second allocation of Discretionary Housing funding, it would be feasible to transfer all/some of the budget back into the COVID Community Fund. This will be kept under review.

6.0   Corporate Implications

6.1   None.

7.0.   Community Implications

7.1   Residents of all types of rented accommodation across the district will be positively supported via the increased budget, providing financial assistance in the hardship they are facing, potentially as a result of COVID-19.

8.0   Conclusions

8.1   None.

9.0   Background Papers

None

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 8
DATE OF MEETING:	29th APRIL 2021	CATEGORY: DELEGATED
REPORT FROM:	STRATEGIC DIRECTOR (CORPORATE RESOURCES)	OPEN
MEMBERS' CONTACT POINT:	ANTHONY BAXTER (01283 595712) anthony.baxter@southderbyshire.gov.uk	DOC:
SUBJECT:	TRANSFORMATION AND BUSINESS CHANGE PLAN: FINANCING AND MILESTONES	
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: FM13

1.0 Recommendations

1.1 That the Committee considers progress as set out in the Transformation and Business Change Plan 2020 to 2024 and Annual Work Programme 2020-21.

1.2 To approve the funding of Business Change and Transformation project, agreed by the Transformation Steering Group and outlined in this report.

1.3 That the General Fund capital costs associated with implementing new systems are financed from the ICT/Business Change and Transformation Earmarked Reserves.

1.4 That the HRA capital costs associated with implementing the upgrade to the Housing systems is funded from a specific Earmarked Reserve and the HRA General Reserve.

1.5 That on-going license and maintenance costs are funded from within existing budgets in the General Fund as detailed in the report.

1.6 That an increase to the HRA revenue expenditure for on-going license and maintenance costs is approved.

1.7 That a fixed term post is recruited to help support the Housing system upgrades and is funded from the HRA General Reserve.

1.8 That the recruitment to vacant posts, in services where investment in transformation is being implemented, is subject to the consideration of the Senior Leadership Team in accordance with the Vacancy Management Procedure. Opportunities will be considered on a case by case basis, as they arise.

1.9 That subsequent efficiencies and budget savings from transformation projects are recorded and reported to Committee as part of quarterly performance reporting.

2.0 Purpose of the Report

2.1 Transforming processes, systems and customer interfaces are key priorities in the Council's Corporate Plan. This report sets out the progress so far and seeks approval for the investment needed to support the delivery of several other corporate priorities and to enable business change at the Council.

3.0 Executive Summary

3.1 The Transformation and Business Change Plan is split into 4 core Themes to support the Corporate Plan. These themes cover Customers, Technology, People and Process.

3.2 Against each theme, definitive projects have been identified. These projects differ in their length, complexity, and cost. The Annual work programme is the document produced each year to record and prioritise the delivery of projects identified in the Transformation Roadmap.

3.3 Progress within the current year's Annual Work Programme on a number of projects has now reached the stage where a commitment to invest in the relevant service areas is required to allow the projects to proceed to the next stage of procurement and award of contract.

3.4 These projects are considered key projects if the Council is to deliver its commitments to improvements in digital technology to enable more efficient working and more effective interfaces with people who contact and deal with the Council.

3.5 In doing so, it is important to note:

- It is proposed that the capital financing required will be funded from specific Earmarked reserves that have been set-aside to deliver improvements in technology and consequently transformation. In addition, on-going license and support costs will be financed from within existing budgets and savings previously identified on the General Fund with additional revenue expenditure requirements being proposed for the HRA.

- A key principle of any transformation programme is that the original investment provides a payback. The business cases for these projects highlight that they will deliver efficiency savings over several years. Budget savings will be recorded, reported back to the Committee and only built into the MTFP when they are realised.

- There is no pressure on current job roles although methods of working and manual processes are likely to change as the new technology becomes embedded. Therefore, through natural wastage or structure changes, it is proposed that when jobs become vacant, they are subject to additional scrutiny before recruitment. This will be overseen by the Senior Leadership Team and would only apply to those services when investment in transformation is being implemented.

4.0 <u>**Detail**</u>

4.1 The Change Programme is overseen by the Transformation Steering Group, which approves the annual work programme, meeting every six weeks to review the programme update produced by the Business Change Team. This Committee also appointed a Member Champion to sit on the Transformation Steering Group.

4.2 The programme update report provides an update on the progress of each project and allows for the effective governance of projects. The project management methodology allows for the escalation of issues and risks to the group where project tolerances are exceeded. A summary of the key projects, with progress updates, is shown in the following table.

Core Theme	Progress since July 2020
Our Customers	• Bookings and Appointments system procured and first processes ready to go live. Payment integration procured and configured to allow payments with bookings in the same system. Virtual appointments will be offered as bookable TEAMS meetings for cases such as planning advice, business growth advice etc. • Centralisation of customer contacts, Housing Repairs calls moved to Customer Services, with more service area trials underway. • A standardised and consistent approach to Customer Service developed through the consultation and authoring of a draft Customer Access Strategy 2021-2025. • Operating model and corporate roll out plan have been developed. Soft Market testing for a Customer Relationship Management solution has been completed, requirements evaluated, and full specification developed. Preferred supplier identified and business case developed.
Our Technology	• Major upgrade to finance system completed 12 April 2021. One of the largest undertakings in recent times, the system and infrastructure has been future proofed. • New approach to corporate intranet identified and implemented using Microsoft SharePoint and Office 365 features. The platform will provide the centre piece of agile working. • Core business processes automated using new technology procured to improve resilience and create efficiencies with effective data management. • Housing Modernisation review undertaken with an associated action plan created to set out a short to medium-term roadmap for the Housing Services improvements. Business case attached. • Comprehensive upgrade work has taken place to ICT security, including new Proxy servers, Internet Lines and Firewalls as well as migration to Office 365 and exchange online and Secure Email Gateway • Destination South Derbyshire brand established, and website developed. Visit South Derbyshire website is now live as part of the destination brand.

Our People	• E-learning/Learning Management System procured, configured and live to employees. • Review of Employee Lifecycle Processes, with streamlined processes have been drafted and await publication of final flow. • New tools within Microsoft 365 for engaging with the workforce identified and are in use day to day • Work has begun to present a formal approach to agile working across the organisation.
Our Process .	• A review into how the Council manages waste collection routes has been conducted and as a result a business case developed to invest in Route Optimisation consultancy and software allowing for significant savings to maintenance and fuel budget as well as reducing future growth commitments. Procurement has now concluded, and implementation can proceed. • Disabled Facilities Grant service has been reviewed and a new approach has been created. Procurement of a fit for purpose solution has completed and system went live beginning April 21. • An organisation-wide review has taken place on paper and printing use, both before COVID-19 and during. The findings of the review will add to the outputs of existing projects, or where necessary provide the business case for future improvements. • An organisation-wide review of commercial activities is currently taking place. Once complete a report will be produced on short, medium and long-term options for growth and diversification along with a suggested operating framework

4.3 For some key projects to move forward, investment is needed. These projects have (or will be) reviewed by the Business Change team and a detailed business case prepared with the options and recommendations. One such project, which is actually a programme of work incorporating several projects over multiple years, is the "WorkSmart" programme identified in the Transformation and Business Change plan called Housing Modernisation. **The project brief can be found in Appendix 1**

4.4 The Transformation Steering Group is responsible for reviewing and approving these business case documents and where approved the approval for investment is now sought from this Committee.

Housing Modernisation

4.5 The aim of the project is to provide vision for operating Housing Services at the Council with an associated action plan to set out a short to medium term roadmap. This will address the immediate risks and to provide a stable platform from which to provide best in class services to residents and partners whilst satisfying Corporate Plan dependencies.

4.6 Included in the modernisation programme are several projects that have already had some level of commitment, resource or outputs and are now being combined into a streamlined programme of work.

4.7 The main projects involved in the multiyear programme include the upgrade of the existing Housing Management System with a customer portal, the replacement of the

Choice-Based Lettings and Homelessness solution, an Asset Management solution as well as a mobile repairs operating model and software solution.

4.8 It is recognised that an ambitious plan will need to be appropriately resourced. The project team propose a temporary role, assumed at a PO2 grade but will need to go through the Council's job evaluation process, be established to programme manage the improvement work.

4.9 Even with an additional resource, the Modernisation Programme will need to be divided into stages to ensure normal business operations remain unaffected. To this end the project team propose the following start dates and priority to the projects:

	2021 Jan-Mar	2021 Apr - Jun	2021 Jul - Sep	2021 Oct - Dec	2022 Jan - Mar
Conclude the upgrade of Disabled Facilities Grant software and embed new processes	■				
Procurement exercise to ensure an appropriate contract is in place for the Housing Management System		■			
Establish a project to provide a proof of concept and first elements of mobile repairs service [Mobile Repairs stage 1]	■	■	■		
Establish a project to review stock condition data and maximise use of existing technology [Asset Management stage 1]		■	■	■	
Procure and implement Choice Based Lettings and Homelessness Solution		■	■	■	
Complete upgrade of Housing Management System (Supplier dependant)			■	■	
Using output from Mobile Repairs Stage 1 conduct review of options including procurement of new solution if required				■	■
Using output from Asset Management Stage 1 conduct review of options including procurement of new solution if required					■

4.10 It is proposed to use the most appropriate framework available to procure the consultancy and software. If the Council were to perform a full tender exercise, it is very likely that the costs of implementation would be similar, but the process would take far longer to implement.

4.11 A Project Brief with more detail can be found in **Appendix 1**.

5.0 Financial Implications

5.1 The project outlined in this report represent major transformation for the Council. Current resources and budgets have been identified to deliver the proposed changes to ensure zero growth on the General Fund.

5.2 All projects will need additional capital resources to fund the implementation. The projects are split between the General Fund and HRA and it is proposed to fund the implementation costs as listed in the following table.

Implementation Costs	General Fund £	HRA £
ICT Strategy	18,000	0
ICT and Mobile Working	0	103,000
Total Drawdown	**18,000**	**103,000**

5.3 The ICT Strategy has annual contributions transferred from the General Fund each year as reported in the MTFP and the balance as at April 2020 was £449,406. This reserve is proposed to fund the upgrade to the Choice Based Lettings (CBL) system of £18k.

5.4 Although CBL is a housing system, the system itself is for allocation of housing to any individual and is in line with our statutory obligation through Homelessness. This system is therefore fully funded by the General Fund. There will be no additional ongoing revenue costs after this upgrade is implemented.

5.5 The ICT and Mobile Working Reserve is topped up by the HRA and was set up specifically for upgrades to Housing software and for the implementation of mobile working. The balance on this reserve as at April 2020 was £186,521 and an additional £105k is to be transferred into this reserve in March 2021 as reported in the MTFP.

Housing Modernisation

5.7 One-off capital costs of £82,000 for the upgrade to the main Housing system and £21,000 for Asset Management system updates will be required. This is to be funded from the ICT and Mobile Working earmarked reserve as noted above.

5.8 Additional annual maintenance costs for the Housing Management System of £29,600 is proposed to be funded from the HRA. This is the market rate for a modern Housing Solution. The impact to the HRA for the proposed upgrades is shown in the following table.

	HRA				
	2021.22 £	2022.23 £	2023.24 £	2024.25 £	2025.26 £
Orchard					
Annual Maintenance Charge	107,600	107,600	107,600	107,600	107,600
Temporary Post	45,000	45,000	45,000	0	0
	152,600	**152,600**	**152,600**	**107,600**	**107,600**
Funding:					
Current Budget	-78,000	-78,000	-78,000	-78,000	-78,000
ICT and Mobile Working Reserve	-45,000	-45,000	-45,000	0	0
	-123,000	**-123,000**	**-123,000**	**-78,000**	**-78,000**
Shortfall funded by HRA General Reserve	29,600	29,600	29,600	29,600	29,600
	29,600	**29,600**	**29,600**	**29,600**	**29,600**

Revised MTFP Protected Balance	-6,755,540	-4,665,085	-2,912,403	-2,013,464	-1,599,236

5.9 It is proposed a temporary post be established, funded from the ICT and Mobile Working reserve for up to 36 months to manage the implementation and improvement initiatives. After considering all of the requested drawdowns on this reserve, a minimum balance of £53,521 will remain to support mobile working.

5.10 The Asset Management system updates will incur no additional ongoing revenue costs.

5.11 The implementation of Choice Based Lettings will result in an overspend against the budget in 2021-22 of approximately £9,404 on the General Fund due to a six month overlap period for transition. Over the course of the MTFP there will be an annual saving of approximately £2,435 which will return a longer-term saving against the current annual budget.

Value for Money (VFM)

5.12 A VFM statement has been completed for each of the projects listed in the report as part of their respective business cases and project documentation; these are detailed in the attached appendices.

6.0 Corporate Implications

Employment Implications

6.1 It is envisaged that the implementation of these solutions will provide flexible working opportunities hitherto unable to be delivered without the advent of the associated technology proposed.

6.2 Any savings related to the Establishment will be taken as and when presented, for example through vacancies, that may not need to be filled, either partially or full time.

Legal Implications

6.3 None

Corporate Plan Implications

6.4 This report sets out investment needed to support the delivery of several corporate priorities and to enable business change at the Council.
Risk Impact

6.5 It is considered that risk is more concerned with the potential to miss opportunities by not upgrading technology. For example, without the collation of customer data and requests, the Council is exposed to reputation damage and potential costs relating to duplicate requests.

7.0 Community Impact

Consultation

7.1 None

Equality and Diversity Impact

7.2 None direct to this report.

Social Value Impact

7.3 As above.

Environmental Sustainability

7.4 AS above.

8.0 <u>Background Papers</u>

None.

PROJECT BRIEF

South Derbyshire District Council

Project: WorkSmart - Housing Modernisation

Transformation Theme: Technology

Date: October 2020

Contents

Version Control

Version	Description of version	Effective Date
1.0	DRAFT	October 2020
1.1	Initial review with Project Executive	October 2020
1.2	Structured review with Project Executive	November 2020

Approvals

Approved by	Date
Transformation Theme Chair – Technology	November 2020
Head of Housing	December 2020

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Associated Documentation

Description of Documentation
Transformation and Business Change Plan 2020-2024
Transformation Annual Plan 2020 – Housing Modernisation
Housing Repairs and Maintenance Service Review - HQN Audit Report (August 2018)

Once your Project Brief is complete check the document against the following Quality Criteria:

- **It is brief as its purpose, at this point, is to provide a firm basis on which to initiate a project.**

- **The Project Brief accurately reflects the project mandate and the requirements of the business and the users**

- **The project approach considers a range of solutions such as: bespoke or off-the-shelf; contracted out or developed in-house; designed from new or modified existing product etc.**

- **The project approach has been selected which maximizes the chance of achieving overall success for the project**

- **The project objectives, project approach and strategies are consistent with the organization's corporate social responsibility directive**

- **The project objectives are Specific, Measurable, Achievable, Realistic and Time-bound (SMART)**

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1.0 Corporate Governance

The project outcomes contribute towards the corporate plan objectives identified below:

Corporate Theme	Description	X
OUR ENVIRONMENT Keeping a clean, green District for future generations	Reduce waste and increase composting and recycling	
	Reduce fly tipping and litter through education, engagement and zero tolerance enforcement action where appropriate	
	Enhance biodiversity across the District	
	Strive to make South Derbyshire District Council carbon neutral by 2030	
	Work with residents, businesses, and partners to reduce their carbon footprint	
	Enhance the appeal of Swadlincote town centre as a place to visit	
	Improve public spaces to create an environment for people to enjoy	
OUR PEOPLE Working with communities and meeting the future needs of the District	With partners encourage independent living and keep residents healthy and happy in their homes.	
	Support and celebrate volunteering, community groups and the voluntary sector	
	Help tackle anti-social behaviour & crime through strong and proportionate action	
	Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education.	
	Have in place methods of communication that enables customers to provide and receive information.	
	Ensuring consistency in the way the Council deal with service users	X
	Ensuring technology enables us to effectively connect with our communities.	X
	Investing in our workforce	
OUR FUTURE Growing our District and our skills bas	Attract and retain skilled jobs in the District	
	Support unemployed residents back into work	
	Encourage and support business development and new investment in the District	
	Enable the delivery of housing across all tenures to meet Local Plan targets	
	Influence the improvement of infrastructure to meet the demands of growth.	
	Provide modern ways of working that support the Council to deliver services to meet changing needs.	X
	Source appropriate commercial investment opportunities for the Council	

2.0 Project Definition

2.1 Background

The provision and management of social housing is one of the greatest responsibilities owned by a local authority.

The Council maintains a stock of 2900 homes having a market value of approximately £297 million generating an annual rental income of £13 million.

To ensure the safety and wellbeing of its tenants and maintain the capital value of its housing stock and the council must exercise effective management of an annual budget totalling £13 million which includes a maintenance budget of approximately £4.3 million, a staff budget of £2.3 million and a software commitment of £211,000

In order to achieve effective operational management, a clear strategic vision must be embedded and perfectly aligned with an engaged and informed workforce who are equipped with the best tools for their tasks.

With the introduction of the Transformation and Business Change Plan 2020-2024 a commitment was made to provide the Council with resource and a unified approach to support the changes needed in people, technology and processes to achieve its Corporate Plan objectives.

The WorkSmart programme is a four-year collection of projects included in the Transformation and Business Change Plan to review and improve key service areas through the Council. The nature and scope of the projects are agreed through the Transformation Steering Group however with 2020 the inaugural year it was also included in the narrative of the Committee Report to the Finance and Management Committee 4th July 2020 which approved the Transformation and Business Change Plan.

Following on from several audit reports and an independent external assessment of housing services in 2018/19 recommendations were made to address certain weaknesses in the management of the councils housing. In addition, the authority is aware that having been procured some time previously, key software assets used to help deliver housing services were becoming increasingly outdated as a result of advancing technologies and that a strategy to address these and other concerns was required

Therefore the first participant in the WorkSmart programme is the Council's Housing Service which through this Project Brief will set out a number of key areas to modernise.

2.2 Project Objectives

To define a vision for operating Housing Services at the Council with an associated action plan to set out a short to medium term roadmap addressing the immediate risks and to provide a stable platform (People, Process and Technology) from which to provide best in class services to residents and partners whilst satisfying Corporate Plan dependencies

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2.3 Desired Outcomes

Prioritisation of key projects within Housing Services, based on risk, costs and timescales

A plan to address prioritised projects and mitigate current risks arising from the use and availability of key software assets, including delivery considerations such as human resource.

A clearly defined Business Case to understand the financial impact, efficiency returns and risk mitigations of modernisation as a programme of work in addition to clearly identified benefits of each project in scope.

Better utilisation of assets, both physical and human.

An engaged workforce which is well trained with clear accountabilities and targets.

2.4 Project scope and exclusions

The implementation of a modern housing management suite which will include:

- Property asset management
- Reactive and planned repairs
- Void Management
- Homelessness (Choice based Letting and Homelessness)
- Disabled Adaptations
- Housing Administration

2.5 Assumptions

Management commitment, resource allocation or availability of appropriate skills.

Project teams always work under some limitations and restrictions and a balance will need to be struck between members of a virtual team who are contributing to the discussion and evaluation and their substantive responsibilities.

Current service provision to customers will not deteriorate during project delivery.

Currently supplier and operating model remains intact until new model is implemented.

2.6 Stakeholders and Interfaces

Transformation Steering Group
Customer Services
Business Change, IT, Digital
Financial Services
Housing Services
Operational Services
Planning and Strategic Housing
Organisational Development
Environmental Services
Legal and Democratic Services
Residents, Customers, Businesses, Central Government
Housing Services (Staff)

3.0 Outline Business Case

In addition to the objectives and definition in Section 2, the complexity of housing and tenancy management means that the council is obliged to employ software systems to hold property and housing data if it is to deliver effective tenancy services. By virtue of their specialist nature such software systems represent a significant capital and revenue commitment which is usually continued well after the initial acquisition contract period has ended.

A detailed report outlining the provider and use of each core solution can be found in Appendix A.

After review of audit documentation, third party assessment and an internal evaluation the following areas have been identified as risks and / or opportunities for improvement.

Timeliness of application for Disabled Facility Grants as well as the robustness of the application processes. A report had previously been approved by members in 2020 to invest in a new solution therefore it is sensible to amalgamate this project into a programme of improvements, sharing resources, skills and approach.

The Choice Based Lettings system will be out of support and contract in the near future. The current system has been not been invested in on an annual basis so is outdated. Given the software provides administration of housing applications its redundancy poses a big risk.

Any further investment in Housing ICT systems without a review of contractual commitments could be in breach of financial regulations, constitution, and procurement regulations.

Any further investment in Housing ICT systems without a review of operating models and efficiencies could result in substantial overspend.

3.1 Risk mitigation
This work will help to mitigate SD3 and SD7 as defined in the service delivery risk register.

3.2 Option 1: Minimal further investment and maximise the return on the existing assets
The council has invested in major software assets that are not being fully utilised or kept updated. Where these systems remain viable, they should be updated and exploited to their maximum extent.

Orchard Housing

The product is currently awaiting core updates and these outstanding patches should be applied to form a stable platform prior to the implementation of further modules.

Voids

With the objective of replacing the excel spreadsheets currently used to track and report progress and performance of the repair and re-let process it is recommended that the Orchard voids module be re-implemented. Reporting available through Orchard/ business objects should provide an ability to assess performance on demand and reduce reliance on back office staff whilst increasing the visibility of data across a wider cohort of staff such as housing officers.

Reactive repairs

The council already subscribes to the Orchard standard contractor interface which can be used to link Orchard with the 'Impact' electronic appointment scheduling software used by Novus.

By establishing an interface between these two systems the manual task of entering Orchard completions from contractor provided spreadsheet data could be reduced. Additionally, by using the appointment scheduling functionality already used by Novus, SDDC could transfer responsibility for arranging day to day electrical repair appointments to the customer services team, so removing the need for the repairs team to separately call the customer to arrange a visit. This would remove an estimated 350 repair calls month from the repairs team. Non-electrical repair appointments would remain within that team/ DLO.

'LifeSpan' Asset Management

The council is not using its asset management product effectively

- It is recommended that to increase confidence in the asset management software SDDC should plan to update and maintain its property stock condition survey data. The product has under-utilised import capabilities and as much of the asset data is already available in spreadsheets it is further recommend that super-users be identified and appropriately trained in the capabilities of the system.
- SDDC should investigate interfaces that might be used to receive property maintenance data arising from reactive repair activities raised via the HMS reactive repairs module and used to update substantive core property data.
- SDDC should investigate interfaces to the 'Foundations' disabled adaptations software that will pass completed adaptation data to update the property asset data in 'LifeSpan'.
- SDDC should consider more active use of the 'LifeSpan' functionality to provide reporting of HHSRS, Carbon reduction, Asbestos and Decent Homes data, using the data to provide accurate and reliable forward modelling of planned maintenance schedule.
- SDDC should use accurate stock condition data held within the asset management product to establish the ongoing financial viability of individual properties or schemes and from this devise a retention/ disposal strategy.

This approach has a low financial commitment but is not recommended.

3.3 Option 2: Re-Procurement of the core Housing Management System

3.3.1 Full re-procurement of a Housing Management System (HMS)

Re-procurement leading to the selection of a new HMS would be a high-risk option entailing a potential for customer service disruption, high acquisition capital cost and very significant internal support requirements over a protracted period.

For the purposes of soft market testing housing systems suppliers have been approached for indicative costings however not all have proved willing to engage in this exercise without a formal specification of needs.

The adoption of a new housing management system (currently Orchard Housing) would represent a very significant business risk and in the short to medium term this would not seem a viable course of action. The work involved in the change from various teams across the business such as Housing, Finance and ICT is not profiled into any plan.

The full re-procurement if a HMS does not also negate the need to procure other core solutions such as Choice Based Lettings or Disable Facilities Grants, though a new supplier might have integrated products which in time could remove the need for separate systems.

Not recommended in the short/ Medium term.

3.4 Option 3: Re-procurement with current HMS supplier and open competition for other solutions in place as appropriate.

A number of projects should be initiated or concluded to satisfy the following:

Housing Management System

The Orchard housing management system (HMS) is a suite of functional modules and maintained on a rolling annual maintenance contract. Several modules are currently unused or underexploited and it is recommended that the authority engage with the supplier through a formal procurement framework to identify requirements that reflect the Council's current position and enter into a new medium term contract to enable best value. This outcome will provide a robust platform from which to flexibly add other products from the same provider (if proven to be best fit after formal exercise) at minimum officer time and without legal challenge.

Once this is in place the Council will be able to make decisions on what other software solutions will need to be purchased and can undertake the relevant procurement process. A new contract may open up more efficiencies and financial savings as the current supplier offers a number of housing solutions that are in demand.

Disabled Adaptations

This project to replace the existing outmoded DFG access database is underway and expects to complete early 2021. This will deliver a functionally rich process workflow that will drive internal process efficiencies and result in improved communication and management reporting functionality across the various stakeholder groups.

Future automatic data transfer of adaptation completion data should be considered to ensure the timely update of property records held in the Orchard HMS and Lifespan asset management tools removing the need for manual intervention and its attendant risks.

Homelessness and Choice-based lettings

The replacement of the current Abritas choice based letting software which has not kept pace with functional and legislative changes since its implementation in 2008 and now presents a significant operational risk that unless the software is replaced by 2022, SDDC will be unable to offer an accessible CBL service.

In addition, the separately procured Locata HPA2 module used to deliver homelessness services is approaching the annual renewal decision. As suppliers now offer integrated solutions this presents an opportunity to consolidate two separate software packages/suppliers.

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The service is currently engaged in an exercise to soft market test with the objective of informing a procurement approach that will deliver an application that consolidates the software and ensures that the council does not breach its obligations under CBL.

Asset Management

The current software (Lifespan) is assessed to be fit purpose however the authority needs to review and restate the purpose of the software. Clarifying how the software is to be used is essential in gaining commitment from the officers to support the delivery of the asset management strategy.

The data contained within the LifeSpan software is partial, based on a condition survey of 10% of the housing stock. Historically this data has been inconsistently maintained with the result that it cannot be relied upon as a basis for the making of robust investment decisions. There is no evidence of the delivery of ongoing user training and with the departure of knowledgeable users the capabilities of the package have been only partially exploited. Functionality that would centralise and consolidate information currently held in disparate document stores is under-utilised and therefore the retrieval of important safety information such as data relating to the location of asbestos, remains unnecessarily resource hungry, inefficient and over-reliant on the knowledge of individual officers.

The aim of this project would be to improve the accuracy of data and conduct a market exercise to procure a solution, providing a single data source.

Mobile Repairs

The Council recognises the numerous opportunities that exist with a modern approach to a repairs service for all stakeholders. Currently the service operates on a largely paper based process. Customers are not able to book their own repair online. Operatives are not given the most effective and efficient tools to administer repairs.

An integrated solution allowing for a digital processing would be in keeping with the Counicl's Corporate Plan ambitions by allowing customers direct access to book their repairs which generates a workflow to a repair operative without the need for manual intervention or paper records.

There are several mobile repairs offerings in the marketplace, however these typically require upfront investment then an annual commitment of circa £30,000. At this point the investment and resource needed to conclude a fully automated mobile repairs solution is better placed in other areas. It is intended as part of this programme that the Council begin an immediate project to offer a proof of concept for an internal digital solution. This would allow repair tickets to be sent electronically to smart devices.

Recommended Option.

Financial Assessment

A procurement exercise will take place through a relevant framework to provide an up to date contract for a Housing Management System. This will represent an increase in support and maintenance costs of approximately £30,000 per annum as well as an initial investment of £120,000.

The soft market exercise for a procurement of Choice Based Lettings and Homelessness would be circa £60,000 capital with no increase in current revenue commitments.

The Disabled Facilities Grant project that has already been approved is approximately £25,000

To continue with the current asset management solution and upskill staff with training from the provider in addition to some consultancy on best use would be a one off cost of £13,500.

In order to manage the programme and provide resource to delivery the outcomes it is intended a temporary post be funded from the HRA. A job evaluation questionnaire would need to be completed as per normal processes however the total cost is anticipated at approx. £45,000 per annum for up to three years.

3.5 Value for Money

The recommended option provides value for money as detailed below:

Economy – There are no immediate economies to be made however by retaining and achieving better utilisation of the existing systems particularly the exploitation of electronic interface potential a direct benefit in officer workload and attendant reduction in over-contract hours might be reasonably expected.

Efficiency – Shortening the lines of communication or reducing the delay in which data is exchanged will improve operational efficiency. The use of electronic interfaces presents a significant opportunity to eliminate wasteful processes imposed by current practice. The better organisation of data and its regular maintenance and update will improve management reporting and reduce the resources needed to compile them. By improving confidence in the accuracy of data the council can be more confident in the results it presents to stakeholders both inside and outside the authority.

Effectiveness – By adopting hitherto unused functionality the council should expect to deliver an improved level of customer service. The removal of duplication and the consequent improvement in confidence in the data will benefit staff morale and motivation.

Equality – There are no implications for Equality and Diversity.

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4.0 Project Product Description (project components and success criteria)

Project Name	Housing Modernisation
Project Purpose	A multi-year improvement programme compiled of several interdependent projects to provide core software and processes in the delivery of Housing Services
Composition: What are the major components, resources or activities needed to complete the project	• Upgrade of Housing Management solution • Procurement of CBL • Implementation of new DFG solution • Digitation of Repair Tickets and Proof of Concept for mobile working • Consultancy, Training and process re-engineering for current Asset Management solution
Skills Required	Internal super users Project management Technical evaluation Document management System interfaces
Customer Expectations	To be specified in the individual projects
Acceptance Criteria	To be specified in the individual projects

5.0 Project Approach

The project will use the corporate approach to change management as outlined by the Business Change team and report to the Transformation Steering Group periodically to provide highlight reports against the project plan.

If any additional investment is required via opportunities rising through the milestones, the project team will first evaluate the return on investment and subsequent payback period, after which if a favourable case can be made it will be presented to the Transformation Steering Group. Approval from Committee will be sought if applicable.

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The project will clearly define the milestones in each delivery stage, working from an evaluation of high volume or high impact workloads as outlined below:

	2021 Jan-Mar	2021 Apr - Jun	2021 Jul - Sep	2021 Oct - Dec	2022 Jan-Mar
Conclude the upgrade of Disabled Facilities Grant software and embed new processes	▓				
Conclude a procurement exercise to ensure an appropriate contract is in place for the Housing Management System	▓				
Establish a project to provide a proof of concept and first elements of mobile repairs service [Mobile Repairs stage 1]	▓	▓	▓		
Establish a project to review stock condition data and maximise use of existing technology [Asset Management stage 1]	▓	▓	▓	▓	
Complete upgrade of Housing Management System (Supplier dependant)			▓	▓	
Procure and implement Choice Based Lettings Solution			▓	▓	▓
Using output from Mobile Repairs Stage 1 conduct review of options including procurement of new solution if required				▓	▓
Using output from Asset Management Stage 1 conduct review of options including procurement of new solution if required					▓

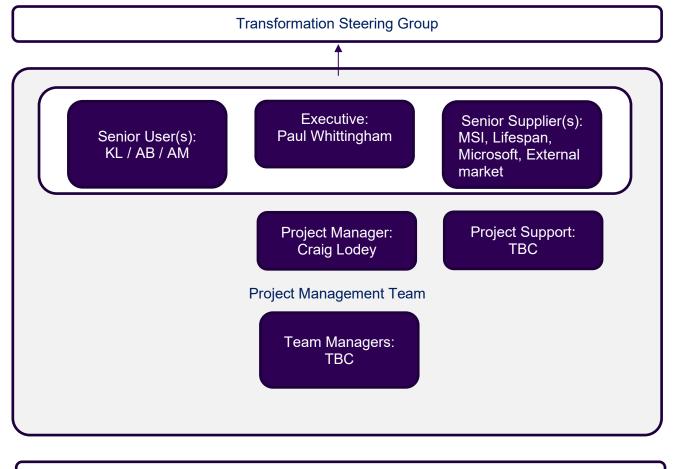## 5.1 Environmental considerations:
Guidance will be sought on a project basis.

5.2 Privacy impact:
DPO will be consulted on a project basis.

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6.0 Project Management Team Structure

Transformation Steering Group

Project Management Team
Senior User(s): KL / AB / AM — Executive: Paul Whittingham — Senior Supplier(s): MSI, Lifespan, Microsoft, External market
Project Manager: Craig Lodey — Project Support: TBC
Team Managers: TBC

Project Resource: Team Members

References

Transformation and Business Change Plan 2020-2024

Annual Plan 2020 – Housing Modernisation

Housing Repairs and Maintenance Service Review - HQN Audit Report (August 2018)

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM:9
DATE OF MEETING:	29th APRIL 2021	CATEGORY: DELEGATED
REPORT FROM:	STRATEGIC DIRECTOR (CORPORATE RESOURCES)	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (EXT 5811) kevin.stackhouse@southderbyshire.gov.uk	DOC:
SUBJECT:	COMMITTEE WORK PROGRAMME	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: G

1.0 Recommendations

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

2.0 Purpose of Report

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

3.0 Detail

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

4.0 Financial Implications

4.1 None arising directly from this report.

5.0 Background Papers

5.1 Work Programme.

Finance and Management Committee – Next F&M Committee 29th April 2021
Work Programme for the Municipal Year 2020/2021

Work Programme Area	Date of Committee Meeting	Contact Officer (Contact details)
Coronavirus (Covid-19) Financial Impact	2 July 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Revenue Financial Monitoring 2019/20	2 July 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Capital Financial Monitoring / Provisional Out-turn 2019/20	2 July 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Treasury Management Update 2019/20	2 July 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Homelessness / Rough Sleeping	2 July 2020	Paul Whittingham (Housing Services Manager) Paul.whittingham@southderbyshire.gov.uk (01283595984)
Corporate Plan 2020 to 2024: Quarterly Performance Reports	9 July 2020	Fiona Pittam fiona.pittam@southderbsyhire.gov.uk (01283 595735
Evaluation of Capital Projects	9 July 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)

Transformation and Business Change Programme 2020 to 2024	9July 2020	Anthony Baxter Head of Business Change and ICT Anthony.baxter@southderbyshire.gov.uk (01283 595712)
Sponsorship Policy and Guidance	9 July 2020	Nicola Lees nicola.lees@southderbsyhire.gov.uk (01233 595755)
Comments, Compliments, Complaints and FOI Requests	9 July 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Equalities Annual Report 2019/20	9 July 2020	Fiona Pittam fiona.pittam@southderbsyhire.gov.uk (01283 595735
Revenue Budget Out-turn 2019/20	30 July 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Capital Out-turn 2019/20	30 July 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Treasury Management Annual Report 2019/20	30 July 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)

Annual Value for Money Statement 2019/20	30 July 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Asset Management Plan 2020 to 2024	30 July 2020	Steve Baker (Head of Corporate Property) Steve.baker@southderbyshire.gov.uk (01283 595965)
Annual Health and Safety Report 2019/20	30 July 2020	David Clamp David.clamp@southderbsyhire.gov.uk (01283 595729)
Revenue Financial Monitoring 2020/21	27th August 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Capital Revenue Monitoring 2020/21	27th August 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Treasury Management Update 2020-21	27th August 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Procurement Strategy 2020 To 2024	27th August 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Q1 Corporate Plan Performance 20-24	8th October 2020	Clare Booth Corporate Performance & Policy Officer Clare.booth@southderbyshire.gov.uk

Joint Consultative Committee: Terms of Reference	8th October 2020	David Clamp Head of Organisational Development David.clamp@southderbyshire.gov.uk (01283 595729)
Evaluation of Bids for New Capital Projects	8th October 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Audit Results Report for the Year Ending 31 March 2020	26th November 2020	Jason Burgess (Assistant Manager) EY Jburgess3@uk.ey.co
Q2 Corporate Plan Performance 20-24	26th November 2020	Clare Booth Corporate Performance & Policy Officer Clare.booth@southderbyshire.gov.uk
Revenue Financial Monitoring 2020/21	26th November 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Capital Revenue Monitoring 2020/21	26th November 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Treasury Management Update 2020-21	26th November 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Comments, Compliments, Complaints and FOI Requests	26th November 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)

Annual Accounts and Financial Statements 2019/20	7th January 2021	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Service Base Budgets 2021/22	7th January 2021	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Council Tax Premium on Long Term Empty Properties	7th January 2021	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbyshire.gov.uk (01283 595811
Discretionary Rate Relief	7th January 2021	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbyshire.gov.uk (01283 595811
Refuse Collection Route Optimisation	7th January 2021	Adrian Lowery Head of Operational Services Adrian.lowery@southderbyshire.gov.uk
Proposed Local Council Tax Reduction Scheme 2021/22	11th February 2021	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbyshire.gov.uk (01283 595811
Consolidated Budget Proposals 2021/22 and Medium-Term Financial Plan to 2026	11th February 2021	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Capital Programme Budget to 2026	11th February 2021	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)

HRA Budget 2021/21	11th February 2021	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Annual Report of the Section 151 Chief Finance Officer	11th February 2021	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbyshire.gov.uk (01283 595811
Introduction of Pre-Planning Application Charging	11th February 2021	Steffan Saunders Head of Planning and Strategic Housing Steffan.saunders@southerbyshire.gov.uk
Corporate Plan Performance Monitoring Quarter 3 2021/22	18th March 2021	Clare Booth Corporate Performance & Policy Officer Clare.booth@southderbyshire.gov.uk
Revenue Budget Monitoring 2020/21	18th March 2021	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Capital Strategy Update	18th March 2021	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Capital Budget Monitoring 2020/21	18th March 2021	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Treasury Management Update 2020/21	18th March 2021	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)

Standby and Callout Procedure	18th March 2021	David Clamp Human Resources Manager David.clamp@southderbyshire.gov.uk
Extension to the Community and Environmental Partnership Scheme	18th March 2021	Chris Smith Communities Team Manager Chris.smith@southderbyshire.gov.uk (01283 595924)
Council Tax Hardship Fund and Section 13a Policy 2021/22	29th April 2021	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbyshire.gov.uk (01283 595811
Discretionary Housing Payment Fund 2021/22	29th April 2021	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbyshire.gov.uk (01283 595811
Transformation Plan Update and Financing	29th April 2021	Anthony Baxter Head of Business Change and ICT Anthony.baxter@southderbyshire.gov.uk (01283 595712)
Final Revenue Budget Outturn 2020/21	22nd July 2021	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Treasury Management Annual Report 2020/21	22nd July 2021	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Final Capital Outturn 2020/21	22nd July 2021	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)

Revenue Financial Monitoring 2021/22	26th August.2021	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Capital Financial Monitoring 2021/22	26th August.2021	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Treasury Update 2021/22	26th August.2021	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Revenue Financial Monitoring 2021/22	25th November 2021	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Capital Financial Monitoring 2021/22	25th November 2021	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Treasury Update 2021/22	25th November 2021	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Service Base Budgets 2022/23	6th January 2022	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
General Fund Consolidated Budget report 2022/23	10th February 2022	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)

Housing Revenue Account Budget 2022/23 and Financial Plan to 2031	10th February 2022	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Capital Budget to 2027	10th February 2022	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Revenue Financial Monitoring 2021/22	17th March 2022	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Capital Financial Monitoring 2021/22	17th March 2022	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Treasury Update 2021/22	17th March 2022	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Proposed Council Tax Reduction Scheme 2022/2023 – Options for Consultation	TBC	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbyshire.gov.uk (01283 595811