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Our Ref: DS
Your Ref:

15th April 2019

Dear Councillor,

Finance and Management Committee

A Meeting of the **Finance and Management Committee** will be held in the **Council Chamber**, on **Thursday, 25 April 2019 at 18:00**. You are requested to attend.

Yours faithfully,



Chief Executive

To:- **Conservative Group**

Councillor Harrison (Chairman), Councillor Watson (Vice-Chairman) and Councillors Billings, Mrs Coe, Dr Coyle, Ford, Hewlett, MacPherson and Smith

Labour Group

Councillors Rhind, Richards, Southerd and Taylor

AGENDA

Open to Public and Press

- 1** Apologies and to note any Substitutes appointed for the Meeting.
- 2** To receive the Open Minutes of the following Meetings:

Finance and Management Committee 14th February 2019 Open Minutes **4 - 9**

Finance and Management Committee 14th March 2019 Open Minutes **10 - 14**

Audit Sub Committee 20th March 2019 Open Minutes **15 - 19**
- 3** To note any declarations of interest arising from any items on the Agenda
- 4** To receive any questions by members of the public pursuant to Council Procedure Rule No.10.
- 5** To receive any questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 6** Reports of Overview and Scrutiny Committee
- 7** SERVICE PLANS 2019-20 **20 - 53**
- 8** LOCAL GOVERNMENT PENSION SCHEME (LGPS) EMPLOYER MANDATORY DISCRETIONS **54 - 60**
- 9** COMMITTEE WORK PROGRAMME **61 - 67**

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 the Exempt Minutes of the following Meetings:
Finance and Management Committee 14th February 2019 Exempt Minutes
Finance and Management Committee 14th March 2019 Exempt Minutes
- 12** To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 13** ROSLISTON FORESTRY CENTRE-MANAGEMENT ARRANGEMENTS
- 14** BUSINESS SUPPORT OFFICER - ENVIRONMENTAL HEALTH
- 15** PAY AND GRADING REVIEW-DOWNGRADED POSTS
- 16** WRITE OFF HOUSING BENEFITS OVERPAYMENTS

FINANCE AND MANAGEMENT COMMITTEE

14th February 2019

PRESENT:-

Conservative Group

Councillor Harrison (Chairman), Councillor Watson (Vice-Chairman) and Councillors Billings, Mrs Coe, Ford and MacPherson

Labour Group

Councillors Rhind, Richards, Southerd and Taylor

FM/126 **APOLOGIES**

Apologies were received from Councillor Dr Coyle, Hewlett and Smith (Conservative Group).

FM/127 **MINUTES**

The Open Minutes of the Meetings held on 29th November 2018 were taken as read, approved as a true record and signed by the Chairman.

FM/128 **DECLARATIONS OF INTEREST**

Councillor Ford declared a personal interest in Item 7 Council Tax Discount: Care Leavers, by virtue of being a County Councillor, advising he would not participate in the debate.

FM/129 **QUESTIONS FROM MEMBERS OF THE PUBLIC PURSUANT TO COUNCIL PROCEDURE RULE NO 10**

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

FM/130 **QUESTIONS BY MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO 11**

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

FM/131 **REPORTS OF OVERVIEW AND SCRUTINY COMMITTEE**

Councillor Swann, as Chairman of the Overview & Scrutiny Committee delivered a verbal update to the Committee, noting its review of the budgetary matters. He reported that the Committee had carefully considered the budget reports and acknowledged the potential financial challenges facing the Council, but no matters of significance from an overview and scrutiny perspective were cited for further investigation.

Councillor Swann left the Meeting at 6.05pm

MATTERS DELEGATED TO COMMITTEE

FM/132 COUNCIL TAX DISCOUNT: CARE LEAVERS

The Strategic Director (Corporate Resources) presented the report which provided the update sought by this Committee at its last Meeting, on the approach being taken at other Derbyshire authorities on whether to grant an exemption. The Strategic Director (Corporate Resources) advised that in addition to South Derbyshire, out of the other seven District/Borough Councils in the County, three had approved a scheme, subject to their internal authorisation process, two were yet to make any decision and two had indicated that they may not be implementing a scheme at this stage. The Strategic Director (Corporate Resources) advised that Derbyshire authorities had been approached by Mr Terry Galloway, seeking support on this matter and subsequent correspondence had been appended to the report.

Members noted the update provided by the Strategic Director (Corporate Resources).

RESOLVED:

The Committee approved making a recommendation to Council for the exercise of a discretion under Section 13A (1) C of the Local Government Act 1992 to exempt by way of a discount Derbyshire County Council Care leavers from Council Tax.

FM/133 FINAL BUDGET PROPOSALS 2019/2020 and FINANCIAL PLAN to 2024

The Strategic Director (Corporate Resources) presented the report to Committee, outlining the Council's final budget proposals for 2019/20 and medium-term financial projections on its main revenue and capital accounts.

The Chairman added that the use of reserves to address projected budget deficits may be a risk, however there was time to address deficits and that a prudent approach should be continued in the meantime.

Councillor Southerd sought clarification on whether the cost of the restructure was within budget. The Strategic Director responded that it was and it had been included in the MTFP. .

RESOLVED:

The Committee approved:

1.1 That a Council Tax increase for 2019/20 of 1.95% be recommended to Full Council on 27th February 2019.

Abstentions: Councillors Rhind, Richards, Southerd and Taylor

1.2 That estimated net General Fund Revenue Expenditure totalling £13,023,967 for 2019/20 be recommended to Full Council on 27th February 2019.

1.3 That the Medium-term Financial Plan to 2024 on the Council's General Fund Revenue Account as detailed in Appendix 1 of the report be approved.

1.4 That the Financial Plan for the Housing Revenue Account (HRA) to 2029 as detailed in Appendix 2 of the report be approved.

1.5 That the 5-year capital investment and financing plan to 2024 as detailed in Appendix 3 of the report be approved.

1.6 That the Council's National Non-Domestic Rate Return (NNDR 1) for 2019/20, showing retained business rates of £10,515,933 for 2019/20 and £13,123,996 for 2018/19 be noted.

1.7 That the report of the Council's Section 151 (Chief Finance) Officer under Section 25 of the Local Government Act 2003 be noted.

FM/134 **TREASURY MANAGEMENT STRATEGY AND PRUDENTIAL INDICATORS 2019/20**

The Strategic Director (Corporate Resources) presented the report to Committee.

RESOLVED:

1.1 The Committee approved the Treasury Management Strategy for 2019/20.

1.2 The Committee approved the Prudential Indicators and Limits for 2019/20 to 2023/24.

1.3 The Committee approved the Investment Policy for 2019/20 including the associated counterparty (lending) list.

FM/135 **PROPOSED LOCAL COUNCIL TAX REDUCTION SCHEME 2019/20**

RESOLVED:

The Committee approved:

1.1 That the existing Local Council Tax Reduction Scheme currently in place be continued and approved for 2019/20.

1.2 That the detailed parameters be submitted to Full Council on 27 February 2019 for formal adoption.

FM/136 **DISCRETIONARY BUSINESS RATES RELIEF**

The Strategic Director (Corporate Resources) presented the report to Committee providing an update on allocating the Council's budget for supporting businesses in South Derbyshire adversely affected by the 2017 Business Rates Revaluation whilst also considering the Council's Local Scheme for allocating Discretionary Business Rates Relief, together with the organisations that currently benefit from the Discretionary Scheme

RESOLVED:

The Committee approved:

1.1 That the updated Discretionary Business Rate Revaluation Relief Scheme for 2018/19 to support local businesses in South Derbyshire adversely affected by the 2017 Rating Revaluation List is approved.

1.2 That relief be awarded to a business based on the following scheme criteria:

- Its RV is less than £200,000.***
- Its Business Rates payable in 2018/19 has increased by 5% or greater when compared to 2016/17 (the base year).***
- The business does not qualify for any other relief, excluding the "Support for Pubs Scheme" in 2018/19.***
- The business is not part of a national chain or group of companies, i.e. it is a local business in the District.***
- Relief is limited to 55% of the total increase in rates payable between 2016/17 and 2018/19.***

1.3 That the updated scheme for 2018/19 be continued in 2019/20 based on the same criteria as detailed in 1.2 above, except that Relief is limited to 20% of the total increase in rates payable between 2016/17 (the base year) and 2019/20.

1.4 That the Council's Discretionary Business Rates Relief Scheme as detailed in Appendix 2 of the report including proposed amendments as highlighted are approved.

1.5 That discretionary relief is granted for a period of two years to cover the financial years 2019/20 and 2020/21.

1.6 That Relief granted to Active Nation is subject to evidence that the amount granted is invested back into the South Derbyshire facilities.

FM/137 **CHURCH GRESLEY CEMETERY – LAYOUT CHANGES**

The Cultural Services Manager presented the report to Committee.

RESOLVED:

1.1 The Committee approved to utilise £17,700 from the General Fund Repairs and Maintenance Reserve to remove two adjacent non-essential paths at Church Gresley Cemetery in order to use the recovered land to provide additional burial space therein as recommended by Housing and Community Services Committee on 29th January 2019.

1.2 The Committee approved to cease the practice of allowing people to pre-purchase graves within cemeteries managed by the District Council except where ground conditions restrict the use of double graves as recommended by Housing and Community Services Committee on 29th January 2019.

1.3 The Committee approved for officers to investigate the identification of possible cemetery space within the Swadlincote urban core as recommended by Housing and Community Services Committee on 29th January 2019.

FM/138 **COMMITTEE WORK PROGRAMME**

RESOLVED:

Members considered and approved the updated work programme.

FM/139 **LOCAL GOVERNMENT ACT 1972 (AS AMENDED BY THE LOCAL GOVERNMENT [ACCESS TO INFORMATION] ACT 1985)**

RESOLVED:-

That, in accordance with Section 100(A)(4) of the Local Government Act 1972 (as amended), the press and public be excluded from the remainder of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there would be disclosed exempt information as defined in the paragraphs of Part 1 of the Schedule 12A of the Act indicated in brackets after each item.

TO RECEIVE QUESTIONS FROM MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO. 11

The Committee was informed that no questions had been received.

COMMUNITY SAFETY ENFORCEMENT OFFICER

The Committee approved the recommendations in the report.

DIRECT ACQUISITION OF COUNCIL HOUSING IN ASTON ON TRENT

The Committee approved the recommendations in the report.

SWADLINCOTE MARKET

The Committee approved the recommendations in the report.

RESTRUCTURE OF LEGAL AND DEMOCRATIC SERVICES

The Committee approved the recommendations in the report.

SENIOR MANAGEMENT RESTRUCTURE: CONSULTATION FEEDBACK

The Committee approved the recommendations in the report.

The meeting terminated at 7.00pm

COUNCILLOR J HARRISON

CHAIRMAN

FINANCE AND MANAGEMENT COMMITTEE

14th March 2019

PRESENT:-

Conservative Group

Councillor Harrison (Chairman), Councillor Watson (Vice-Chairman) and Councillors Billings, Mrs Coe, Ford, Hewlett, MacPherson and Smith

Labour Group

Councillors Rhind, Southerd, Taylor and Tilley (substituting for Cllr Richards)

FM/147 **APOLOGIES**

Apologies were received from Councillor Dr Coyle (Conservative Group) and Councillor Richards (Labour Group).

FM/148 **MINUTES**

The Open Minutes of the Meetings held on 10th January 2019 were taken as read, approved as a true record and signed by the Chairman.

FM/149 **DECLARATIONS OF INTEREST**

The Committee was informed that no declarations of interest from Members of the Council had been received.

FM/150 **QUESTIONS FROM MEMBERS OF THE PUBLIC PURSUANT TO COUNCIL PROCEDURE RULE NO 10**

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

FM/151 **QUESTIONS BY MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO 11**

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

FM/152 **REPORTS OF OVERVIEW AND SCRUTINY COMMITTEE**

The Committee was informed that no reports had been received.

FM/153 **AUDIT SUB-COMMITTEE**

The Open Minutes of the Audit Sub-Committee Meeting held on 19th September 2018 and 12th December 2018 were submitted.

FM/154 **CORPORATE PLAN 2016-21: PERFORMANCE REPORT
(1 OCTOBER – 31 DEC 2018)**

The Strategic Director (Corporate Resources) presented the report to Committee.

RESOLVED:

1.1 The Committee considered progress against performance targets set out in the Corporate Plan.

1.2 The Committee reviewed the Risk Register and Action Plan for the Committee's services.

1.3 The updated risk matrix, as detailed in the report, to record risks be approved for implementation for future reporting across all Policy Committees and Council Services.

FM/155 **BUDGET and FINANCIAL MONITORING 2018/19**

The Strategic Director (Corporate Resources) presented the report to Committee, highlighting the key variances to the budget including the revenue generated by the Council's inclusion in the Business Rates Retention pilot, vacancies and investment income.

The Chairman queried why the planned maintenance budget had not been used. The Strategic Director responded that whilst the stock condition survey was being conducted, some contracts had come to an end. Associated budgets would now be re-profiled in accordance with the outcomes of the stock condition survey.

Councillor Ford sought reassurance that the income generated through the inclusion in the Business Rates Retention pilot would be spent on economic development; the Strategic Director (Corporate Resources) confirmed this to be the case.

Councillor Tilley, whilst referring to paragraph 3.4 of the report, queried why the capital expenditure earmarked for the Swadlincote Nature Reserve had not been spent. The Strategic Director (Corporate Resources) advised that with the match funding secured, the work on Swadlincote Woodlands Nature Reserve project is set to commence in due course.

RESOLVED:

The Committee considered and approved the latest budget and financial position for 2018/19 as detailed in the report.

FM/156 **TREASURY MANAGEMENT UPDATE, 2018/19**

The Strategic Director (Corporate Resources) presented the report to Committee outlining the potential implications of Brexit on the money market funds that are domiciled in Europe.

RESOLVED:

- 1.1 The Committee considered and approved the latest Treasury Management Update for quarter 3 2018/19 as detailed in Appendix 1 to the report.**
- 1.2 The Committee approved the updated Counterparty List for investments and bank deposits as detailed in Appendix 2 to the report. This had been updated to increase the Debt Management Office (DMO) limit, as detailed in Appendix 1 to the report.**

FM/157 MIDWAY COMMUNITY CENTRE – BUDGET AND FORWARD PLANS

The Cultural Services Manager presented the report to Committee updating Members on activity at Midway Community Centre since its handover to the Council from developers in September 2016, including reasons for the request to continue the management of the facility.

Councillor Rhind, whilst welcoming the report, noted that mistakes had been made in the delivery of the facility and that there seemed to be discrepancies between the report and local Members' opinion in that local residents had felt side-lined in the engagement process.

A discussion ensued in relation to the engagement process for local residents. The Cultural Services Manager advised that leaflets had been distributed and a meeting had been held, but to no avail. Some Members expressed that this may be due local residents' concerns relating to the scale of responsibility involved in managing such facilities. It was commented that support and guidance could be provided in order to address this matter. Councillor MacPherson suggested a strategic approach through the creation of a job specification, a working panel and a framework. Members agreed that community engagement in such matters was required in order to facilitate collaboration.

Councillor Taylor commented on the issues with the football pitches at the facility, expressing concern that they were not designed appropriately and that liability ought to have been with the developer. The Cultural Services Manager responded that the matter would be addressed.

RESOLVED:

1.1 The Committee approved a budget of £20,217 in 2019/20, £20,622 in 2020/21 and £21,034 in 2021/22 in order to continue Council management of Midway Community Centre.

1.2 The Committee noted forward plans for the centre in relation to infrastructure and community engagement.

1.3 The Committee approved that the "windfall" Capital Receipt received from the original development be earmarked to fund the outline works

identified in the report and that the detailed costs be reported back to this Committee when finalised.

FM/158 **HEALTH AND WELLBEING INITIATIVES**

The Strategic Director (Corporate Resources) presented the report to Committee highlighting the work being progressed to improve the health and wellbeing of employees and the community through the promotion of internal and external activities. It was reported that a particular internal focus would be centred on mental health and musculoskeletal issues that are the highest reasons cited for absence across the Councils' workforce.

Councillor Southerd queried the form of interview that would be undertaken, in relation to the attendance management process, upon a trigger point being reached. The Strategic Director (Corporate Resources) responded explaining that the first and second stage interview process would be with line management and human resources, if required.

Councillor Billings welcomed the report highlighting the importance of mental wellbeing of the workforce and anticipated the roll-out of these initiatives to the wider community.

RESOLVED:

1.1 The Committee approved that health and wellbeing initiatives are progressed to promote healthier lifestyles within the Councils' workforce and across the community.

1.2 The Committee approved that the promotion of the Five Ways to Wellbeing (5WTWB), with support from public sector partners, be maintained to raise awareness of and support for people with mental health conditions.

1.3 The Committee approved that the impact of any interventions are monitored and analysed with performance information presented to the appropriate Committee in line with the existing corporate performance management framework.

FM/159 **COMMITTEE WORK PROGRAMME**

RESOLVED:

Members considered and approved the updated work programme.

FM/160 **LOCAL GOVERNMENT ACT 1972 (AS AMENDED BY THE LOCAL GOVERNMENT [ACCESS TO INFORMATION] ACT 1985)**

RESOLVED:-

That, in accordance with Section 100(A)(4) of the Local Government Act 1972 (as amended), the press and public be excluded from the remainder of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there would be

disclosed exempt information as defined in the paragraphs of Part 1 of the Schedule 12A of the Act indicated in brackets after each item.

**TO RECEIVE QUESTIONS FROM MEMBERS OF THE COUNCIL
PURSUANT TO COUNCIL PROCEDURE RULE NO. 11**

The Committee was informed that no questions had been received.

SUNDRY DEBTOR WRITE OFFS

The Committee approved the recommendations in the report.

WRITE OFF DEBTS FOR COUNCIL TAX and BENEFIT OVERPAYMENTS

The Committee approved the recommendations in the report.

LAND IN WOODVILLE

The Committee approved the recommendations in the report.

NATIONAL PAY AWARD 2019

The Committee approved the recommendations in the report.

The meeting terminated at 7.10pm

COUNCILLOR J HARRISON

CHAIRMAN

AUDIT SUB-COMMITTEE

20th March 2019

PRESENT:-

Conservative Group

Councillor Grant (Chairman), Councillor Atkin (Vice-Chairman) and Councillor Stanton

Labour Group

Councillor Dunn and Shepherd

AS/41 **APOLOGIES**

Apologies for absence were received from Mr S Clarke (External Auditor).

AS/42 **MINUTES**

The Open Minutes of the Meeting held on 19th September 2018 and 12th December 2018 were taken as read, approved as a true record and signed by the Chairman.

In relation to Minute No. AS/37 of the 12th December 2018 Meeting, Councillor Shepherd raised he had requested it to be recorded he had asked the Chairman if the Core Principals set out in the report included members of the public.

Abstention: Councillor Stanton

AS/43 **DECLARATIONS OF INTEREST**

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

AS/44 **TO RECEIVE ANY QUESTIONS FROM MEMBERS OF THE PUBLIC PURSUANT TO COUNCIL PROCEDURE RULE NO.10**

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

AS/45 **TO RECEIVE ANY QUESTIONS FROM MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO.11**

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

MATTERS DELEGATED TO SUB-COMMITTEE

AS/46 **LOCAL GOVERNMENT AUDIT COMMITTEE BRIEFING**

The External Auditor presented the report to the Sub-Committee, directing the Committee to the key components of the report, which were questions the Council should be considering of auditors, and the Transparency Report, which detailed the Financial Reporting Council's audit of the firm.

The Chairman reported to the Sub-Committee the key questions as detailed within the report had been considered and discussed with the Strategic Director (Corporate Resources).

RESOLVED:-

The Sub-Committee considered and noted the report of the External Auditor.

AS/47 **INTERNAL AUDIT PROGRESS REPORT**

The Internal Auditor presented the report to the Sub-Committee outlining progress within the Audit Plan and outstanding recommendations. The Internal Auditor identified key issues and relayed the feedback from across each dashboard, noting 51% of audits having been fully completed.

Councillor Dunn queried why the recommendations within the follow-up to the whistleblowing were not detailed within the report. The Internal Auditor responded that the recommendations have previously been brought to the Sub-Committee and the single outstanding recommendation will have been addressed by 1st April 2019, when a contract is due to commence. It was noted any weaknesses identified during the investigation, which were applicable matters for the Sub-Committee, had been brought to Member's attention as recommendations. The Internal Auditor further noted protection towards the whistle-blower and any subsequent HR implications had been dealt within relevant policies. Members noted further transparency around procedural actions in relation to the fall-out of the whistleblowing would have been welcomed, along with an understanding of the accusations made.

The Internal Auditor noted information and evidence had been received that the Parks and Open Spaces Audit had been addressed

The Chairman disagreed with the decision the Parks and Open Spaces Audit had been fully addressed given the action plan for improvement, developed following the risk assessment audit, had not yet materialised. He was concerned Parish Councils were not made aware a Play Audit had been due

to be carried out and the parameters of the audit were not clear. He was unsure if it had been fully established which play areas were the responsibility of the Council or the relevant Parish. He was highly concerned that without a robust inspection programme and recording system, this could present risks for the Council. The Chairman further stated an officer was requested to attend the Sub-Committee to account for the current progress and he was not satisfied with the Parks and Open Spaces Audit being marked as fully addressed without responsibility over play areas being established.

The Internal Auditor responded to the Chairman's comments, noting it was down to the specific officer to direct his concerns to. The initial recommendation was for a risk assessment to be completed to identify hazards, which has been completed. Any subsequent findings would need to be raised with the specific officer responsible as the original identified weakness has been addressed.

It was noted by the Sub-Committee concerns regarding the subsequent actions from the Parks and Open Spaces Audit could be raised to the Finance and Management Committee, to be recommended to the Environmental and Development Services Committee to follow-up.

RESOLVED:-

The Sub-Committee considered the report of the Audit Manager and agreed that any issues identified are referred to the Finance and Management Committee or subject to a follow-up report as appropriate.

AS/48 **CERTIFICATION OF CLAIMS AND RETURNS ANNUAL REPORT 2017/2018**

The External Auditor presented the report to the Sub-Committee, noting the report covers work completed around Housing Benefits Subsidy Claims and pooling of housing capital receipts. The External Auditor highlighted errors within calculation of claims were decreasing and improvements had been shown within Revenue and Benefits.

Councillor Shepherd queried if the recommendations as stipulated within the report had been discussed with the Strategic Director (Corporate Resources) and were due to be actioned. The External Auditor explained the recommendations had been discussed and would be met by the April deadline to be within the 2018/19 claim.

Councillor Atkin noted a deadline had not been identified for the high priority recommendation. The External Auditor clarified the recommendation related to reoccurring common errors and is due to staff training and cannot be addressed by a fixed point; a quality assurance process needs to be secure.

RESOLVED:-

1.1 The Sub-Committee considered the Claims and Returns Report for 2017/18 and noted the recommendations, together with management actions as detailed in Section 5 of the Auditor's Report.

AS/49 **AUDIT PLANNING REPORT FOR THE YEAR ENDING 31 MARCH 2019**

The External Auditor presented the report to the Sub-Committee, drawing Members' attention to the Council's arrangement to secure value for money and a new identified risk in relation to financial statements, due to new accounting standards.

RESOLVED:-

1.1 The Sub-Committee considered the proposed Audit Plan for the year ending 31 March 2019 and approved the proposed approach to undertaking audit work for the year.

AS/50 **PROPOSED INTERNAL AUDIT PLAN 2019-2020**

The Internal Auditor presented the report to the Sub-Committee, noting the report was the proposed body of work to be conducted over the next financial year; the proposed audit plan was detailed in Appendix A of the report. The Internal Auditor also noted the report contained the Internal Audit Service Charter, which detailed the standards and approach the Council can expect from the auditing service and the organisation was a separate entity from the Council.

RESOLVED:-

1.1 The Sub-Committee considered and approved the proposed Internal Audit Plan for 2019/20, subject to any changes agreed by the Committee.

AS/51 **COMMITTEE WORK PROGRAMME**

RESOLVED:-

Members considered and approved the updated work programme with the amendment

AS/52 **LOCAL GOVERNMENT ACT 1972 (AS AMENDED BY THE LOCAL GOVERNMENT [ACCESS TO INFORMATION] ACT 1985)**

RESOLVED:-

That in accordance with Section 100 (A)(4) of the Local Government Act 1972 (as amended) the press and public be excluded from the remainder

of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there would be disclosed exempt information as defined in the paragraph of Part I of the Schedule 12A of the Act indicated in the header to each report on the Agenda.

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

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

The Meeting terminated at 5.25PM.

COUNCILLOR J GRANT

CHAIRMAN

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 7
DATE OF MEETING:	25th APRIL 2019	CATEGORY: DELEGATED
REPORT FROM:	LEADERSHIP TEAM	OPEN
MEMBERS' CONTACT POINT:	FRANK MCARDLE (01283 595700) Frank.mcardle@southderbyshire.gov.uk KEVIN STACKHOUSE (01283 595811) Kevin.stackhouse@southderbyshire.gov.uk	DOC:
SUBJECT	SERVICE PLANS 2019/20	
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: G

1.0 Recommendations

- 1.1 That the Service Plans for the Chief Executive's Directorate and Corporate Resources Directorate be approved as basis for service delivery over the period 1 April 2019 to 31 September 2019.

2.0 Purpose of the Report

- 2.1 To consider the Service Plans for the Chief Executive's Directorate and Corporate Resources Directorate.

3.0 Executive Summary

- 3.1 Service Plans are a key part of the Council's Performance Management Framework, acting as an important link between high-level plans and strategies, such as the Corporate Plan and Sustainable Community Strategy as well as performance objectives established for employees.
- 3.2 Service Plans have been prepared to cover the first two quarters of the year, to allow for a new Corporate Plan to be introduced and Service Plans to align with it following the District Elections in May.

4.0 Detail

Each Service Plan contains information about:

- The Directorate
- Its workforce and budget [Page 20 of 67](#)

- Service performance, including key measures and projects
- Partnerships
- Aims and Aspirations

- 4.1 The Service Plans reflect the current priority themes and outcomes within the Corporate Plan 2016-21 and Sustainable Community Strategy 2009-29.
- 4.2 The Service Plans cover a six-month period and will be reviewed in the summer to link in with the Corporate Plan.
- 4.3 Progress reports on Service Plans will be made to Elected Members as part of the Performance Management Framework monitoring process.

5.0 Financial Implications

- 5.1 All implications are detailed in the relevant Service Plans.

6.0 Corporate Implications

- 6.1 All implications are detailed in the relevant Service Plans.

7.0 Community Impact

- 7.1 All implications are detailed in the relevant Service Plans.

8.0 Background Papers

- 8.1 A copy of the draft Service Plan for the Chief Executive's Directorate is included at Appendix A. A copy of the draft Service Plan for the Corporate Resources Directorate is included at Appendix B.



Service Plan 2019/2020

Chief Executives

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All information presented in this Service Plan was correct at the time of publication.

Introduction

The Corporate Plan 2016-2021 forms an important part of planning for the future and leads the Council's approach to performance management. As well as enabling effective monitoring, it links strategic priorities and objectives directly to the activities of service areas.

As part of this, Service Plans are created for the three directorates - Corporate Resources, Service Delivery, and the Chief Executive's department.

Covering the 2019-2020 financial year, the Service Plans (updated annually) align current delivery arrangements with changing patterns of demand, making the most effective use of available and future resources.

The importance of service planning

Delivery of public services occurs in an increasingly dynamic environment, with high community expectations, Government priorities and technological advances.

While the budgetary setting is constrained, there are ever-increasing pressures and demands to do more with less. In this context, it is essential that services are well planned, with the capability to evolve in order to meet community needs.

This allows the Council to identify requirements and associated enabling services such as technology, workforce, funding, capital infrastructure and information management.

Performance Management Framework

The Performance Management Framework sets out what needs to be achieved, what is measured and managed and what progress the Council is making.

Council resources must be aligned, focusing effort in the right places and delivering maximum value for people, partners and businesses. The Council must proactively identify and manage any risks that might affect delivery, regularly reviewing performance and taking action where required to stay on target and inform decision-making.

The Performance Management Framework consists of three levels. The Corporate Plan sits at the top and sets out how this makes South Derbyshire a better place to live, work and visit. Objectives and measures to deliver against the key aims of the Corporate Plan are defined in Service Plans and shape the objectives of all employees.

Everyone, from Officers to Managers to Elected Members, has a responsibility for delivery of the Corporate Plan. The Performance Board details the key projects for the year. Milestones for these are broken into quarters to help monitor and manage performance effectively and on an on-going basis.

All actions are essential if the Council is going to achieve its ambitions and aspirations. These are complemented by a set of performance measures which will help gauge whether the Council is meeting its outcomes and providing excellent services.

Key aims

All priorities and activities undertaken by the Service Delivery Directorate complement the collective vision of making 'South Derbyshire a better place to live, work and visit'.

Through the Service Plan, all corporate projects and performance measures for the Directorate contribute to the corporate themes of:

- People - keeping our residents happy, healthy and safe.*
- Place - creating vibrant communities to meet residents' needs.*
- Progress - encouraging inward investment and tourism opportunities.*
- Outcomes - work that underpins all of the Council's activities.*

The Council has a strong understanding of its customers' needs and the directorate performs well across a range of key measures. However, the Council, through its employees, constantly strives to develop and improve its services for the benefit of its customers.

The strategic aims for the Directorate are outlined in each service area summary.

Overview of the Directorate

The Chief Executive's Directorate plays a key role in meeting our strategic objectives for supporting People, Place, Progress and successful Outcomes.

The department is made up of six service areas:

- Legal Services
- Democratic Services
- Elections
- Licensing
- Economic Development
- Land Charges

The Directorate was initially established following a Council restructure in May 2013.

Following a further review of Senior Management and the creation of Head of Service roles, which was implemented on 1 April 2019, responsibility for some of the functions that had previously sat within the Directorate was moved.

The Corporate Resources Directorate became responsible for co-ordinating the use of all resources (*people, money, property and IT*) to ensure that these resources of the Council are utilised strategically to support service delivery and deliver the priorities of the Council.

In addition, certain functions were centralised and strengthened corporately by transferring resources internally into a central unit to deliver corporate planning and performance management under a new Organisational Development and Performance Unit. In addition, some resources were also transferred centrally to support business transformation at a corporate level.

This allows the Chief Executive's Directorate to focus on the core functions of Legal Services, critical to the operation of the entire organisation; Economic Development, which is vital to the sustained stability and growth of the District and the quality of life for those who live and work within it; democracy, both through Democratic Services and Elections, and Licensing, which governs and monitors everything from public houses and events to pet shops and scrap yards.

The current structure and services of the Directorate was implemented on 1 April 2019, as shown in the following table.

Chief Executive	
Head of Legal and Democratic Services	<ul style="list-style-type: none">• Legal• Licensing• Democratic Services• Elections• Land Charges
Head of Economic Development and Growth	<ul style="list-style-type: none">• Economic development and regeneration• Town centre management• Inward investment• Sustainable development• Working with local businesses

The directorate provides a wide range of services to internal and external customers, including Elected Members, officers, the electorate, businesses, partners, Central Government, all levels of Local Government and the general public.

Service Operations

Functions of the Monitoring Officer

The Legal and Democratic Services Manager is also appointed to carry out the statutory role of Monitoring Officer in accordance with the Local Government and Housing Act 1989 and Local Government Act 2000.

The Monitoring Officer's responsibilities include:

- Maintaining the Constitution
- Ensuring lawfulness and fair decision making and specifically the Council, its Officers and Elected Members maintain the highest standards of conduct at all times
- Maintaining the Registers of Disclosable Pecuniary Interests for Elected Members
- Receiving/determining Elected Member Code of Conduct complaints
- Authorised Officer for access to information
- Providing advice and assistance on matters such as illegality, maladministration, Elected Member conduct, registers of interest, declarations of interest at meetings, Constitution
- Corporate governance



Legal and Democratic Services

Legal Services

Work is undertaken in relation to a broad range of Council functions. The demands placed upon the section require officers to demonstrate a broad base of legal knowledge and a considerable degree of flexibility in their work.

Contentious work:

- Civil litigation
- Criminal litigation
- Enforcement
- Tribunals and inquiries

Non-contentious work:

- Conveyancing
- Contracts
- Miscellaneous agreements

Legal advice:

- Probity
- Compliance
- Powers and duties
- Statutory powers
- Procedure and decisions
- Civil and criminal litigation

Democratic Services

Democratic Services is responsible for the management and administration of the Council's modernised committee process, delivering an effective and impartial decision-making mechanism for the Council, its Elected Members, officers and the public.

The structure consists of:

- Three policy committees (Finance and Management, Housing and Community Services, Environmental and Development Services)
- Two regulatory committees (Planning and Licensing and Appeals)
- Overview and Scrutiny Committee
- Standards Committee
- Audit Sub-Committee

There is also responsibility for the following:

- Preparation and despatch of reports, agendas and minutes for the Council and its various committees, sub-committees, working panels and other ad hoc meetings
- Arrangement of all Council and committee meetings, including the preparation of the annual cycle of meetings
- The provision of advice to ensure compliance with the Council's Constitution and the law and procedure of meetings
- Administering the Elected Member Allowances Scheme
- Ensuring access to information of agendas and minutes on the Council's website

Elections

Areas of responsibility include the following:

- Maintain and update the Register of Electors on a rolling basis
- Administer Parish, District, County, Parliamentary, European elections and Referenda
- Carrying out a canvass of the District and compiling, publishing and maintaining a Register of Electors on December 1 each year
- Enabling the register to be updated on a continual basis
- Promoting Individual Electoral Registration (IER) in order to maximise registration
- Registering special category electors
- Processing and determining applications for absent voters

Licensing

The Licensing section is responsible for the administration, compliance and enforcement of the following areas of legislation:

- Licensing Act 2003
- Gambling Act 2005
- Private hire licensing
- Pet shops
- Animal boarding establishments
- Dog breeding
- Zoos
- Dangerous wild animals
- Riding establishments
- Street trading
- Sex establishments
- Tattooists, electrolysis, acupuncture, semi-permanent skin colouring, piercing
- Scrap metal dealers
- House to house and street collections

Land Charges

This unit deals with all enquiries and requests for property and land searches, both commercial and residential. The unit provides both a statutory function and direct service within a commercial market.

Local Land Charges include:

- Conditions imposed in a planning decision
- Conservation areas
- Enforcement notices
- Tree preservation orders
- Financial charges, for example for work carried out in default
- Notices served under Acts relating to buildings, waterworks, highways, housing, and planning

Performance

Outcomes

Aim	Project/Measure	Outcomes
Maintain proper Corporate Governance.	02.1 An unqualified opinion in the Annual Audit Letter.	Compile and publish an Annual Governance Statement in accordance with statutory requirements.



Economic Development and Growth

The Economic Development service leads on the implementation of the Economic Development Strategy for South Derbyshire. The strategy's ambitions for 2016-2021 are as follows:

BUSINESS: Business support, access to finance and innovation

1. To attract new **inward investment**, plus reinvestment by existing businesses
2. To provide **business support**, advice and signposting (including financial, exporting, innovation and other assistance)
3. To promote the development of the area's **key sectors**, such as manufacturing and tourism

SKILLS: Recruitment, employment and skills

4. To work with businesses to meet their **workforce needs**, raising skill levels and productivity
5. To address **employability** barriers, such as work-readiness, and the accessibility of work and training
6. To equip young people with the skills and resources to realise their potential, promoting entrepreneurship and matching their **aspirations** with knowledge of the local economy

INFRASTRUCTURE: Infrastructure for economic growth

7. To provide a range of **employment sites** and premises, and pursue associated infrastructure improvements
8. To seek improvements to access and **connectivity** - both transport links, sustainable travel modes and services, and superfast broadband and mobile telephone coverage
9. To support vibrant **town centres** as commercial, community and service centres

The Economic Development service is responsible for:

- Working in partnership with local, sub-regional and regional agencies and partnerships to develop the local economy and the workforce.
- Promoting inward investment - attracting business and employment to the District through the marketing of the area and available sites and premises, together with the provision of assistance to potential UK and overseas investors.
- Supporting business development - providing advice and support to new and existing businesses directly and through the development of structures and support networks. This includes delivery of the South Derbyshire Business Advice Service.
- Developing and securing funding for projects, which contribute to the economic development of the area.
- Ensuring that the skills of the area's workforce meet the needs of local businesses.
- Promoting and developing tourism - attracting visitors from the UK and overseas to South Derbyshire and The National Forest through marketing and promotion and the development of the tourism 'product' (attractions, accommodation, activities etc).
- Providing information to visitors and local residents about events, attractions and accommodation through the operation of the Swadlincote Tourist Information Centre
- Supporting the continued revival of the town centres through marketing, development, events and festivals. This includes contributing to the Swadlincote Town Centre Vision and Strategy.
- Monitoring trends in the local economy and undertaking research to support the development of projects and proposals.
- The service also supports the South Derbyshire Partnership, in particular the Board and Sustainable Development theme group.

Performance

Progress

Aim	Project/Measure	Outcomes
Work to attract further inward investment	PR1.1 Net additional commercial/employment floor space created.	Number of square metres. (Proxy). Annual target, to be reported in quarter two.
Unlock development potential and ensure the continuing growth of the vibrant Town Centre.	PR2.1 Delivery of Vision and Strategy	Q1. Review way forward on receipt of National Forest Business Improvement District (BID) feasibility study. Q1. Promote town centre investor opportunities. Q2. Support town centre initiatives (e.g. clean-up day).
Unlock development potential and ensure the continuing growth of vibrant town centres.	PR2.2 Vacant premises in Swadlincote, Hilton and Melbourne (proxy).	Proxy. To be reported twice a year.
Work to maximise the employment, training and leisure uses of the National Forest by residents and increase the visitor spend by tourists.	PR3.1 Promote entrepreneurial opportunities to improve employability skills and raise awareness of self-employment.	Q1 Deliver Love your Local Market young enterprise activity. Q1 Stage Swadlincote Jobs and Skills fair. Q1 Deliver 'Thinking of starting a Business' workshop.
Maximise the prosperity of businesses in South Derbyshire.	PR5.3 Visitor economy businesses supported through Swadlincote Tourist Information Centre (no. visitor enquiries, website hits, social media, etc.)	Q1. 150,000 Q2. 150,000
Maximise the prosperity of businesses in South Derbyshire.	PR5.4 Guidance offered to businesses or people thinking of starting a business (through the South Derbyshire Business Advice Service).	Q1. 40 Q2. 30

Workforce

As at 1st April 2019, 24 employees were directly employed by the Council to work in the Chief Executive's Directorate. A breakdown is shown in the following table.

Chief Executive	1
Head of Legal and Democratic Services	1
Democratic Services & Elections	5
Land Charges	3
Legal Services	4
Licensing	4
Head of Economic Development and Growth	1
Economic Development	4
Total	23

Budgets

Details of the budgets for the Chief Executive's Directorate for 2019/20 are outlined below:

Service area	Revenue budget 2019/20
Head of Economic Development and Growth	£284,602
Head of Legal and Democratic	£996,307
Chief Executive	£1,280,909

Partnerships

The Directorate's significant partnerships are outlined below:

Partnership	Main purpose
Derbyshire Constabulary	Joint working for promotion of licensing objectives
Derbyshire Trading Standards	Joint working for promotion of licensing objectives
Derbyshire Licensing Group	Support, advice and guidance and sharing of best practice
South Derbyshire Partnership	Partnership of public, private and voluntary/community sector organisations focusing on health and wellbeing, safer communities and sustainable development.
National Forest and Beyond Partnership	Forest-wide partnership aiming to develop the destination and increase visitor spend.
Derbyshire Economic Partnership	County-wide partnership to promote economic development.
D2N2 Local Enterprise Partnership	Derby, Derbyshire, Nottingham and Nottinghamshire partnership to promote economic development.
Sharpe's Pottery Heritage and Arts Trust Ltd	Delivery of Heritage, Arts, Tourist Information Centre and related activities.

Additional considerations

Business change

In order for the Directorate to positively meet opportunities and challenges, it will create and develop innovative solutions which will help to deliver the outcomes that communities need and want at a cost the Council can afford. This includes embracing the corporate approach to business change and constantly reviewing working practices and use of technology to improve the efficiency and effectiveness of services.

Environmental impact

By implementing the requirements of ISO 14001 across all significant environmental aspects associated with Chief Executive's Directorate, this Service Plan seeks to ensure continual improvement of the Council's environmental performance.

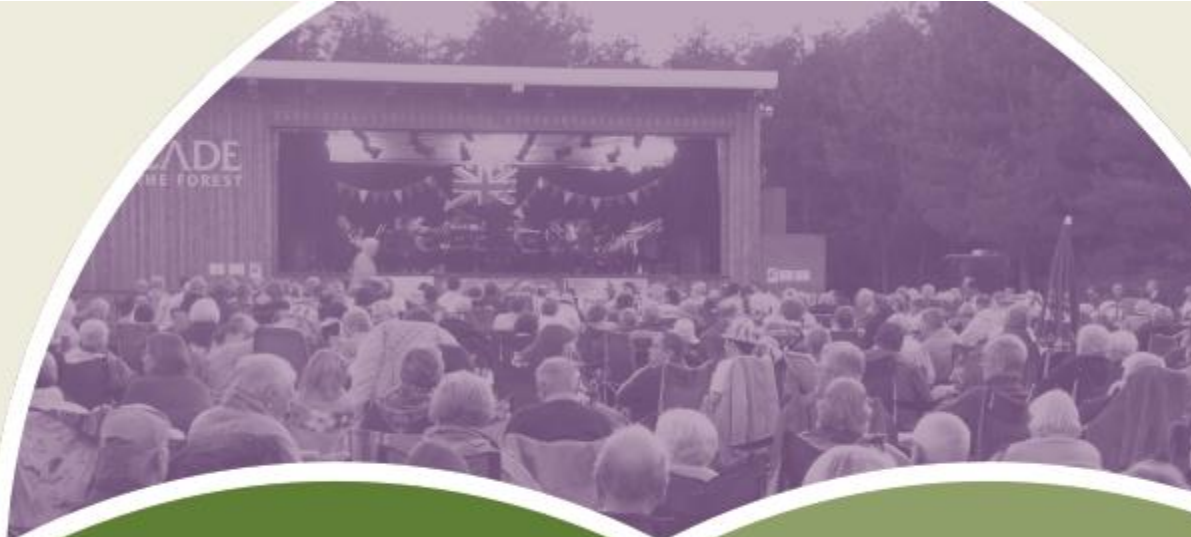
Further information can be found at: <http://sddcintranet/index.php/essentials/83-ems>

Managing risks

The process set out in the Council's Risk Management Strategy has been adhered to. The risk registers are managed by the Directorate Departmental Management Team and reported to Committee on a quarterly basis.

Monitoring and review

This Service Plan will be monitored on a quarterly basis as part of the Council's Performance Management Framework and will be used throughout the year to monitor service delivery.



Service Plan 2019/2020

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All information presented in this Service Plan was correct
at the time of publication.

Introduction

The Council's Corporate Plan 2016-2021 forms an important part of planning for the future and leads the Council's performance management. As well as enabling effective monitoring, it links strategic priorities and objectives directly to the activities of service areas.

As part of this, Service Plans are created for three directorates - Service Delivery, Corporate Resources and the Chief Executive.

Covering the 2019-2020 financial year, the Service Plans (which are updated annually) align current delivery arrangements with changing patterns of demand, making the most effective use of available and future resources.

Key aims

All priorities and activities undertaken by Corporate Resources complement the Council's collective vision of making 'South Derbyshire a better place to live, work and visit'.

The Directorate will:

- positively contribute towards Council policies and procedures
- deliver continuous improvements in performance
- ensure compliance with relevant legislation
- maintain a strong customer focus
- ensure a widespread understanding of core values, key aims and performance measures and encourage participation in their development
- ensure that data quality principles are applied
- Encourage a positive health and safety culture

All of these contribute to the main themes running through the Corporate Plan of People, Place, Progress and Outcomes.

The importance of service planning

Delivery of public services occurs in an increasingly dynamic environment, with high community expectations, Government priorities and technological advances.

The budget setting process can bring constraints and there are ever increasing pressures and demands to do more with less.

In this context, it is essential that services are well planned, with the capability to evolve in order to meet community needs.

This allows the Council to identify requirements and associated enabling services such as technology, workforce, funding, capital infrastructure, together with information management.

Scene setting

Overview of the Directorate

The Corporate Resources Directorate plays a key role in meeting the Council's strategic objectives for supporting People, Place and Progress. The main focus of the Directorate is to help the Council secure successful outcomes and manage the core principles which underpin all service delivery.

In particular the aims of the Directorate are to:

- Maintain financial health
- Maintain proper corporate governance
- Maintain a skilled workforce
- Maintain customer focus
- Minimise business risks and realise the benefits of technological opportunities

Much of the work undertaken by the Directorate has a statutory base. The non-statutory services also have a fundamental role in ensuring that the Council operates within statutory powers and regulations.

Service Structure

The Directorate was initially established following a Council restructure in May 2013. Following a review of senior management at the Council in December 2017, the Directorate became responsible for the central support services of the Council headed by the Strategic Director (Corporate Resources).

Following a further review of Senior Management and the creation of Head of Service roles, which was implemented on 1 April 2019, the Directorate became responsible for co-ordinating the use all resources (*people, money, property and IT*) to ensure that these resources of the Council are utilised strategically to support service delivery and deliver the priorities of the Council.

In addition, certain functions were centralised and strengthened corporately by transferring resources internally into a central unit to deliver corporate planning and performance management under a new Organisational Development and Performance Unit. In addition, some resources were also transferred centrally to support business transformation at a corporate level.

The current structure and services of the Directorate was implemented on 1 April 2019, as shown in the following table.

Strategic Director Corporate Resources

Head of Finance	<ul style="list-style-type: none"> • Accountancy • Financial Management • Accounts Payable and Receivable • Sundry Debt Collection • Treasury Management • Payroll • Administration of Procurement •
Head of Organisational Development and Performance	<ul style="list-style-type: none"> • Human Resources • Communications • Policy and Performance • Health and Safety
Head of Business Change and ICT	<ul style="list-style-type: none"> • Business Transformation • ICT Operations • ICT Infrastructure Management • Systems and Data Management • Digital Services
Head of Corporate Property	<ul style="list-style-type: none"> • Strategic Asset Management • Estates Management • Management of Public Buildings
Head of Customer Services	<ul style="list-style-type: none"> • Customer Services • Revenues Collection and Enforcement • Benefits Processing and Compliance

Shared Services

In addition to the above services, the Directorate also buys-in services through shared service arrangements, in partnership with other authorities and public agencies. These are:

- Internal Audit through the Central Midlands Audit Partnership
- Prevention and Detection of Fraud with Derby City Council
- Procurement through Chesterfield NHS Trust

The Main Functions of the Directorate

The Directorate has a key role in securing the Council's outcomes that underpin the Corporate Plan.

For example, the Directorate is responsible for setting and monitoring budgets, reviewing and advising on the Council's medium term spending plans and its financial strategy.

In addition to finance, the Directorate encompasses other resources such as Land, Property, ICT, together with supporting the Council's workforce, to ensure they are actively informed, engaged and suitably developed to deliver services.

As part of the new structure implemented on 1 April 2019, the Directorate became responsible for assessing and prioritising initiatives in business transformation to deliver efficiency in service provision across the Council, where possible, utilising modern technology and working practices.

Although many of the services provide support and advice across all Council functions, many others deal direct with the local community and residents contacting the Council, for example in Customer Services and in Revenues and Benefits. Enhancing the experience of people contacting the Council is a key development area in 2019/20.

Operational requirements are largely undertaken in accordance with statute - financial management and internal audit for example, are carried out within specific points of law, together with standards contained in CIPFA Codes of Practice.

The Directorate has a number of smaller, discrete service areas, although joint working and synergy exists between the individual areas. Specific units are as follows:

Secretarial Support and Corporate Administration

The Unit provides a range of administrative functions including secretarial support to the Leadership Team and co-ordinating complaints made against the Council.

It also supports the Data Protection Officer and co-ordinates day-to-day activity associated with requests for information under Data Protection and Freedom of Information Regulations.

Internal Audit

Through the Central Midlands Audit Partnership (CMAP) internal audit is the primary assurance that the Council maintains a sound system of internal control. Working under the terms of reference of the Council's Audit Sub Committee, CMAP undertake audits on the main systems and processes that underpin service delivery.

Property Services

This Unit is responsible for the overall strategic management of the Council's operational land and property holdings under the Asset Management Plan. This includes identifying and making recommendations regarding assets deemed "surplus to requirements".

The Unit has a key role in major development/regeneration projects, in particular where the Council has a property/land interest in the project. This is to ensure that the Council maximises the use of its assets to enable service provision, generate capital receipts or to improve local community facilities.

The Unit is also responsible for managing the Council's investment (property) portfolio. This includes shops, industrial units and a factory, all of which generate income of approximately £600,000 per year.

Following the restructure in April 2019, the Unit has become responsible for the management and maintenance of all public buildings, which previously had been spread across different

functions. The long-term aim is to have a comprehensive Facilities Management Service covering the Council's main public buildings.

Financial Services

This Unit is responsible for maintaining the accounts of the Council and advising on strategic financial issues. The operational aspects of the Unit are:

- **Management Accounting** - provides day-to-day support to Council services on managing budgets and maintaining accounts; this involves monthly reporting of financial performance.
- **Financial Accounting** - ensuring the Council complies with accounting standards and statutory financial reporting requirements. It also includes Treasury Management, Insurance, Taxation and Banking, together with the payment of invoices and the raising of sundry debtors.
- **Payroll** - payments to elected members and the workforce and accounting for the associated transactions.

Customer Services

The Unit is responsible for acting as the first point of contact for people visiting and contacting the Council, mainly face-to-face, by telephone and email. This includes signposting to the appropriate organisation, if not the Council.

In addition, the Unit processes claims for Housing Benefit, Council Tax Support and Discretionary Housing Payments working with landlords, the DWP and other welfare agencies, particularly where Universal Credit claimants are concerned.

The Unit also bills and collects Council Tax and Business Rates liaising with the Magistrates Court, Enforcement Agents, employers and other agencies to help collect arrears, including housing benefit overpayments.

Home and property inspection visits are carried out by the Unit to help customers with mobility issues and to maintain the Council Tax and Business Rates databases respectively. The Unit also provides weekly updates to, and liaises with, the Valuation Office Agency to keep both the Council Tax Banding and the Rateable Value lists accurately compiled by that organisation.

It also provides the link with Derby City Council for the Fraud Service and undertakes compliance checks to ensure residents and businesses are claiming the correct discounts and housing benefit entitlement.

Procurement

The Shared Service Arrangement (SSA) that the Council joined on 1st January 2018 co-ordinates all procurement activity at the Council. Through the SSA, the Council gains assurance that the Council's services adhere to procurement regulations when buying and contracting supplies and services.

This Service also has a role to ensure that the Council achieves value for money through this process by advising on the best procurement method and market conditions.

ICT

This Unit manages and maintains the Council's computer and telecommunications network. It supports all services and provides the technological means in order for services to be delivered.

This includes the sourcing and procurement of all hardware and corporate software systems such as email. In addition, the Unit manages third parties who the Council utilise for technical back-up and to maintain servers and network connections, etc.

With effect from April 2019, the Unit has become responsible for delivering the Government's Digital Agenda and supporting all services accordingly.

The Unit also provides a central print and reprographics facility, together with co-ordinating post and document scanning.

Business Change

As part of the wider ICT Unit, a central team was set up on 1 April 2019 to provide dedicated support for all services to improve processes and make greater use of technology in service provision, applying a business case framework consistently across the Council.

In addition, this team maintains the definitive source of address data within the authority. The functions of street naming and numbering, Local Land and Property Gazetteer (LLPG) Custodian and Geographical Information Systems (GIS) all operate within this team.

Spatial Data and GIS Technology support service delivery and these are key developments in the coming year as part of delivering Digital Services.

Organisational Development

The aim of this Service Unit is to support business change and help to ensure cohesion in policy direction across departmental barriers to support efficient and effective decision making.

The Unit supports the Leadership Team to drive organisational capability and capacity, to help build a culture of service excellence, high performance, innovation, imagination, loyalty and collaboration across all services.

Corporate planning and performance management, together with communications, which includes PR and media relations, are also centralised within this Unit.

Day-to-day Human Resource management is also delivered by this Unit, supporting service managers to manage their workforce. This includes the provision of a Corporate Health and Safety Advisory Service.

Workforce

As at 1st April 2019, 99 employees were directly employed by the Council to work in Corporate Resources. A breakdown is shown in the following table.

Customer Services	39
Business Change and ICT	17
Organisational Development (incl. HR)	12
Finance	11
Corporate Property (<i>see note</i>)	16
Secretarial Support	3
Strategic Director	1
Total	87

Workforce Development

In terms of workforce development, an annual training and development plan is produced as part of individual performance development reviews. Several staff have attained professionally qualified (Chartered) status in accountancy, revenues, property management and HR and in these instances is an essential competency in order to be appointed into and undertake the role. In senior finance roles, a recognised accountancy qualification is a statutory requirement.

Other staff possess appropriate vocational and administrative qualifications, with several staff currently undertaking academic and work based training to attain qualifications in accordance with their job requirement and personal development.

Several staff are designated as homeworkers, particularly in back-office processing for revenues and benefits. This provides flexible working in the modern-era and is considered important towards motivating and engaging high performing staff.

Budgets

The Directorate's Budget for 2019/20, with a comparison to 2018/19, is outlined in the following table. The amounts represent the **net revenue cost** to the Council of delivering these services, including staffing, supplies and services, etc.

Cost Centre / Service	2018/19 £'000	2019/20 £'000
Customer Services	315	323
Revenues and Benefits	371	429
ICT	1,001	1,060
Business Change Support	189	153
Print and Document Services	239	241
Financial Services	425	492
Procurement	30	31
Property Services	187	198
Human Resources	329	374
Policy and Communications	175	150
Total	3,261	3,451

The table shows that the total budgeted cost of the Services increased between 2018/19 and 2019/20 from around £3.26 million to £3.45 million, an increase of approximately £190,000.

This is mainly due to an increase in computer licences (ICT) of £60,000 and an increase in resources in Revenues and Benefits of approximately £40,000. The remaining amount of £90,000 is due to a National agreed pay award of 2% for employees, together with incremental salary increases for staff on career development grades.

Capital Expenditure

Property Services manage approved capital budgets for projects associated with the purchase, sale or major refurbishment of public land and buildings. Beyond 2017/18, there are currently no planned projects, although the Unit became responsible on 1 April 2019 for managing the annual planned maintenance budget of £130,000 for public buildings.

ICT Replacements

The Directorate is responsible for the deployment of the ICT Capital Reserve which is used to upgrade and replace the hardware associated with the computer and telecommunications network.

Service Performance

Key projects are monitored by the Council's Leadership Team and Service Managers. Projects are broken into quarters to help the Council monitor and manage its performance effectively.

All actions are essential if the Council is going to achieve its ambitions and aspirations. These are complemented by a set of performance measures which help the Council to gauge whether it is meeting outcomes and providing excellent services.

In some instances, proxy measures are used. These are outside of the Council's control but provide an indication of the overall health of the District. The number in the Corporate Plan is however small. In addition, some measures are included not as a target, but to gather data as a baseline to assess future targets, for example, the number of visitors using a service.

All projects and measures for Corporate Resources are listed below under the themes of People, Place, Progress and Outcomes and these are shown in the following tables. More detail is provided in the main Corporate Plan.

People measures

Aim	Measure	Annual target 2019/20
Protect and help support the most vulnerable including those affected by financial challenges	Average time for processing new Benefit Claims	Less than 18 Days
As above	Average time for processing notifications of changes in circumstances	Less than 8 Days

People projects

Aim	Project	Outcomes 2019/20
Protect and help support the most vulnerable including those affected by financial challenges	Successful roll out of Universal Credit (UC) in South Derbyshire	Q1 Embed revised working relationships with Citizens Advice South Derbyshire and City on new claim support. Q2 Plan for managed migration of existing Housing Benefit (HB) working age caseload. Review HB processing performance indicators as a result of UC and DWP timescales.

Place measures

Aim	Measure	Annual target
<i>Not applicable</i>		

Place projects

Aim	Project	Outcomes 2019/20
<i>Improving Community Infrastructure</i>	Capital maintenance programme for investment in public buildings	Q1 Draw up proposed programme, consult and match to resources. Q2 Presentation of five year maintenance plan for approval.

Progress measures

Aim	Measure	Annual target
<i>Not applicable</i>		

Progress projects

Aim	Project	Outcomes
<i>Not applicable</i>		

Outcomes measures

Aim	Measure	Annual target 2019/20
Maintain a skilled workforce	The average working days lost per employee due to sickness and ill health	Less than 8 days per year
Maintain Customer Focus	Proportion of telephone calls answered within 20 seconds	At least 80%
Maintain Customer Focus	Call abandonment rate	Lower than 8%

Outcomes projects

Aim	Project 2018/19	Outcomes 2019/20
Maintain financial health	Generate on-going revenue budget savings and identify ways to generate income	Q1 No action required. Q2 Review MTFP following budget out-turn for 2018/19 and updated reserves position.

Minimise business risks and realise the benefits of technological opportunities	Build IT infrastructure resilience to support change and minimise business risks.	<p>Q1 Procurement and commission of virtualised servers and network storage.</p> <p>Q1 Commission of secure mobile device management and new smartphones.</p> <p>Q2 Implementation of new end user computing.</p> <p>Q2 Access to Office 365 collaboration tools.</p> <p>Q1 Review of cloud solution for Revenues and Benefits.</p>
As above	Agree and deliver business change programme to support core objectives	<p>Q1 Housing Service modernisation review.</p> <p>Q2 Installation of Planning and Land Charges System.</p> <p>Q2 Maintenance standards data review.</p>

Service Indicators

In addition to the Corporate Plan, the Directorate also maintain a set of key performance indicators to monitor the progress of its services. These indicators, although more operational, also relate back to the main aims in the Corporate Plan.

For example, the savings target for Procurement is designed to support the key outcome of “maintaining financial health”.

The indicators are maintained to ensure that each service area meets its intended outcomes and is a measure of its success. Several of the indicators are governed by statute, whilst others are monitored and reviewed on a regular basis. The targets are based on current benchmarks and are designed to improve on previous year’s performance.

These indicators are reported to the Finance and Management Committee and are detailed in the following table. On-going performance monitoring includes benchmarking against other local councils where data is available.

Corporate Plan Aim	Measure	Annual target 2019/20
Maintain financial health	Deliver a balanced budget in accordance with the statutory timetable	Council has agreed to have a balanced budget for 2020/21 by the meeting on 26 th February 2020
Maintain financial health	Produce regular budget monitoring information	Performance against budget reported to the Council on a quarterly basis

Maintain financial health	Through better procurement, generate budget savings directly or through supporting other services	Total cashable savings exceed cost of the Service (£30,000)
Maintain financial health	Collection of Council Tax	In-year Collection Rate of at least 98%
Maintain financial health	Collection of Business Rates	In-year Collection Rate of at least 98%
Maintain financial health	Arrears for Council Tax, Business Rates and Housing Benefit Overpayments	Reduction in the annual Provision for Bad Debts
Maintain financial health	Housing Benefit Subsidy Local Authority Error Rate is below target threshold set by the DWP	Less than 0.48% of total expenditure attracting subsidy
Maintain financial health	Identification of Fraud	Value of fraud identified meets budgeted service costs
Maintain financial health	Lettings of Industrial and Commercial Properties	Achieve 90% occupancy of all units and less than 10% of properties with rent arrears greater than 3 months
Good Governance	Produce a draft set of Accounts and Financial Statements for Annual Audit and Inspection	31st May 2019
Good Governance	Completion of Approved Internal Audit Plan and outcomes reported to the Audit Sub-Committee	At least 90% completed
Customer Focus	Minimise downtime of IT	Downtime is less than 1% over the year
Customer Focus	Prompt payment of invoices for goods and services	97% of undisputed invoices paid within 30-days and within 10-days for local suppliers
Customer Focus	Freedom of Information requests answered within the statutory time limit	98% of requests satisfactorily answered with 20-days

Partnerships and Shared Service Arrangements

The Directorate's significant partnerships are outlined below:

Partnership / Shared Service	Main purpose
Central Midlands Audit Partnership	To deliver the Council's Internal Audit and to share best practice with other partners to strengthen the internal control environment.
Fraud Investigation Service	To prevent and detect fraud and corruption against the Council.
Procurement	To ensure compliance with regulations and to generate savings through increased purchasing power.

There are also arrangements with Enforcement Agents for Council Tax and Business Rates recovery, together with the DWP and Valuation Office Agency.

The Directorate also works in partnership with developers and other stakeholders in order to "sweat the assets" of the Council where there is mutual benefit in doing so.

Key considerations

Business Change

In order for the Directorate to positively meet opportunities and challenges, it will create and develop innovative solutions which will help to deliver the outcomes communities need and want at a cost the Council can afford. This includes embracing the corporate approach to Business Change and constantly reviewing working practices and use of technology to improve the efficiency and effectiveness of services.

Environmental impact

The Council has attained an internationally recognised environmental standard (ISO 14001) and this is a key aim in the Corporate Plan. Corporate Resources will seek to ensure continual improvement of its environmental performance. For example, the Directorate takes the lead on the Council's "Paperlite" strategy which aims to reduce the amount of printed material and paper used in service delivery and for operational management.

Managing risks

The process set out in the Council's Risk Management Framework has been adhered to. The Directorate's risk register is reported to the Finance and Management Committee on a quarterly basis.

Monitoring and review

This Service Plan will be monitored on a quarterly basis as part of the Council's Performance Management Framework and will be used throughout the year to manage service delivery.



REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 8
DATE OF MEETING:	25th April 2019	CATEGORY: DELEGATED
REPORT FROM:	STRATEGIC DIRECTOR (CORPORATE RESOURCES)	OPEN
MEMBERS' CONTACT POINT:	DAVID CLAMP 01283 595729 David.clamp@southderbyshire.gov.uk	DOC:
SUBJECT:	LOCAL GOVERNMENT PENSION SCHEME (LGPS) EMPLOYER MANDATORY DISCRETIONS	
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: FM05

1.0 Recommendations

- 1.1 That the Council's LGPS Employer Discretions Policy as shown in Appendix 1 is approved.

2.0 Purpose of the Report

- 2.1 The Council is required under the LGPS regulations (as amended) to consider and publish a number of mandatory discretions for current, future and former employees and are detailed in this report.

3.0 Detail

- 3.1 Every Derbyshire Pension Fund scheme employer must have a Policy approved to state how it will apply the mandatory discretions provided in the LGPS regulations. Setting a Discretions Policy as an employer provides for transparency and consistency when decisions have to be taken and ensures that the Council is able to take local decisions when considering future workforce requirements.

- 3.2 The discretions enabled under the LGPS regulations fall into two categories:

- Mandatory discretions - those which the Council has to include in a separate policy and are determined locally.
- Non-mandatory discretions – these are in effect set down in the LGPS regulations and scheme employers have no discretion on how they are applied. They do not have to be included in a separate policy.

- 3.3 When formulating a Discretions Policy the following considerations have to be taken into account:
- Avoid setting policies which may lead to a serious loss of confidence in the public service (e.g. allowing flexible retirement requests for a minimal reduction in working time of, for instance, 1 hour)
 - Ensure that the policies are workable, affordable and reasonable, especially with regard to foreseeable cost to the employer and the pension fund
 - Ensure that the policies are non-discriminatory
 - Avoid blanket or overly restrictive policies
 - Keep the policies under review to ensure they remain relevant and meet the ongoing workforce requirements of the Council
- 3.4 Once approved, the Council is required to publish its Policy in this area on its website and provide a copy of the same to the Derbyshire Pension Fund.
- 3.5 It is important to recognise that providing membership of the LGPS is a valuable part of the employment benefits offered by the Council. Setting out a reasoned approach to how mandatory discretions could be used will support the continued management and development of the Council's workforce whilst taking into consideration the factors detailed in para 3.3.
- 3.6 The Discretions Policy has been developed based on advice from the Derbyshire Pension Fund and to reflect the future workforce requirements of the Council.

4.0 Financial Implications

- 4.1 The employer's costs of providing membership to the Local Government Pension Scheme are contained within the Medium Term Financial Plan (MTFP). Every three years the Pension Fund is subject to an actuarial assessment and changes in contributions to be made by the Council are then reflected in the MTFP.
- 4.2 As noted in the Discretions Policy proposed, any additional costs arising from the Council using the discretions will be subject to approval by Finance and Management Committee.

5.0 Corporate Implications

Employment Implications

- 5.1 The flexibility enabled under the LGPS regulations can support the effective management, recruitment and deployment of the workforce. The adoption of a Policy will ensure that current, future and former employees are aware of their entitlements and can request consideration of using one (or more) of the discretions when they are considering different options regarding their continued employment.

Legal Implications

- 5.3 The Council will meet its statutory obligations through the adoption of the Discretions Policy.

Corporate Plan Implications

- 5.4 Providing access to the LGPS and the contribution made by the Council to the scheme remains a valuable part of the employment benefits offered and promotes the health and wellbeing of current and future employees and indirectly supports all the key themes under the Corporate Plan and in particular the People Theme.

6.0 Community Impact

Equality and Diversity Impact

- 6.1 The LGPS is made available, in line with the Pension Act, to all employees. Whilst there are age related criteria to access certain benefits, these are within permitted conditions provided for and in line with current employment legislation.

7.0 Conclusions

- 7.1 The adoption of the Discretions Policy will ensure that the Council has a clear and transparent approach when making local decisions in relation to its current, future or former employers in relation to accessing benefits under the LGPS.

8.0 Background Papers

- 8.1 Public Service Pension Schemes Act 2013.

South Derbyshire District Council Policy Statement on Employer Mandatory Discretions – 1st April 2019

In line with the Local Pension Scheme Regulation (as amended), the Council sets out how it will apply the mandatory discretions provided within the regulations.

Discretion	Regulation	South Derbyshire District Council (SDDC) Published Discretion
<u>Discretions relating to current contributing employees and leavers after 31/03/2014</u>		
Whether, how much, and in what circumstances to contribute to a shared cost Additional Pension Contribution (APC) Scheme	R16(2)(e) & R16(4)(d)	The Council will not normally exercise this discretion but may consider it under exceptional circumstances taking into account the business case and foreseeable costs to the Council and for such cases to be determined by the Finance and Management Committee as required.
Whether, at full cost to the Scheme employer, to grant extra annual pension of up to £6,822 (figure at 1 April 2018) to an active member or within six months of leaving to a member whose employment was terminated on the grounds of redundancy or business efficiency	R31	The Council will not normally grant any additional pension to an active member or within six months of ceasing to be an active member whose employment by reason of redundancy or business efficiency but may consider it under exceptional circumstances, taking into account the business case and foreseeable costs to the employer and for such cases to be determined by the Finance and Management Committee as required.
Whether to waive, in whole or in part, actuarial reduction on benefits which a member voluntarily draws before normal pension age.	R30(8)	The Council will not normally exercise this discretion but may consider it under exceptional circumstances taking into account the business case and foreseeable costs to the Council and for such cases to be determined by the Finance and Management Committee as required.

APPENDIX 1

Whether to waive any actuarial reduction on pre and/or post 1 st April 2014 benefits paid early on compassionate grounds.	TP3(1), TPSch 2, paras 2(1)	The Council will not normally exercise this discretion but may consider it under exceptional circumstances taking into account the business case and foreseeable costs to the Council and for such cases to be determined by the Finance and Management Committee as required.
Whether to “switch on” the 85 year rule for a member voluntarily drawing benefits on or after age 55 and before age 60	TP Sch 2 paras 1(2) and 2(2)	The Council will not normally exercise this discretion but may consider it under exceptional circumstances taking into account the business case and foreseeable costs to the Council and for such cases to be determined by the Finance and Management Committee as required.
Whether all or some benefits can be paid if an employee over 55 reduces their hours of work or grade (flexible retirement)	R30(6) & TP11(2)	The Council's policy is that all pension benefits are to be paid for cases agreed on reduction of hours or grade. See the Council's Flexible Retirement Policy for further details.
Whether to waive, in whole or part, actuarial reduction on benefits paid on flexible retirement.	R30(8)	The Council will not normally waive the actuarial reduction for routine flexible retirement but will consider on a case by case basis waving in whole or part for workforce reduction flexible retirements. See the Council's Flexible Retirement Policy for further details.
<u>Discretions relating to leavers 01/04/2008 to 31/03/2014</u>		
Whether to waive, on compassionate grounds, the actuarial reduction applied to deferred benefits paid early under B30.	B30(5), TPSch 2, Para 2(1)	The Council will not normally exercise this discretion but may consider it under exceptional circumstances taking into account the business case and foreseeable costs to the Council and for such cases to be determined by the Finance and Management Committee as required.

APPENDIX 1

Whether to waive, on compassionate grounds, the actuarial reduction applied to benefits paid early under B30A for a suspended tier 3 member	B30A(5), TPSch 2, Para 2(1)	The Council will not normally exercise this discretion but may consider it under exceptional circumstances taking into account the business case and foreseeable costs to the Council and for such cases to be determined by the Finance and Management Committee as required.
Whether to “switch on” the 85 year rule for a deferred member voluntarily drawing benefits on or after age 55 and before age 60	TP Sch 2 paras 1(2) and 2(2)	The Council will not normally exercise this discretion but may consider it under exceptional circumstances taking into account the business case and foreseeable costs to the Council and for such cases to be determined by the Finance and Management Committee as required.
Whether to “switch on” the 85 year rule for a suspended tier 3 member voluntarily drawing benefits on or after age 55 and before age 60.	TPSch 2, para 1(2) and 1(1)(c)	The Council will not normally exercise this discretion but may consider it under exceptional circumstances taking into account the business case and foreseeable costs to the Council and for such cases to be determined by the Finance and Management Committee as required.
<u>Discretions relating to leavers 01/04/1998 to 31/03/2008 and councillors</u>		
Waive, on compassionate grounds, the actuarial reduction applied to deferred benefits paid early	31(5) and TPSch 2, para 2(1)	The Council will not normally exercise this discretion but may consider it under exceptional circumstances taking into account the business case and foreseeable costs to the Council and for such cases to be determined by the Finance and Management Committee as required.

APPENDIX 1

Whether to “switch on” the 85 year rule for a member with deferred benefits voluntarily drawing benefits on or after age 55 and before age 60.	TPSch 2, para 1(2) and 1(1)(f) and R60	The Council will not normally exercise this discretion but may consider it under exceptional circumstances taking into account the business case and foreseeable costs to the Council and for such cases to be determined by the Finance and Management Committee as required.
Grant application for early payment of deferred benefits on or after age 50 and before age 55.	31(2)	The Council will consider early release on a case by case basis, taking into account the business case, HMRC unauthorised payment charges and foreseeable costs to the employer
Optants out only to get benefits paid from Normal Retirement Date if employer agrees.	31(7A)	The Council’s policy is to allow optants out to only get benefits paid from Normal Retirement Date.
<u>Discretions relating to leavers before 01/04/1998</u>		
Grant application for early payment of deferred benefits on or after age 50 on compassionate grounds	TL4, L106(1) & D11(2) (c)	The Council will consider early release on a case by case basis, taking into account the business case, HMRC unauthorised payment charges and foreseeable costs to the employer

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 9
DATE OF MEETING:	25th APRIL 2019	CATEGORY: DELEGATED
REPORT FROM:	STRATEGIC DIRECTOR (CORPORATE RESOURCES)	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (EXT 5811) Kevin.Stackhouse@southderbyshire.gov.uk	DOC:
SUBJECT:	COMMITTEE WORK PROGRAMME	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: G

1.0 Recommendations

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

2.0 Purpose of Report

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

3.0 Detail

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

4.0 Financial Implications

4.1 None arising directly from this report.

5.0 Background Papers

5.1 Work Programme.

Finance and Management Committee – 25th April 2019 Work Programme

Work Programme Area	Date of Committee meetings	Contact Officer (Contact details)
Reports Previously Considered By Last 3 Committees		
Corporate Plan 2016-21: Performance Report (1 January – 31 March 2018)	14 th June 2018	Keith Bull Head of Communications (01283) 598705
Service Plans	14 th June 2018	Keith Bull Head of Communications (01283) 598705
Annual Equalities and Safeguarding Report 2017/18	14 th June 2018	Keith Bull Head of Communications (01283) 598705
Annual Health and Safety Report 2017/18	14 th June 2018	Tony Guest Health and Safety Officer (01283) 595872
Sickness Absence 2017/18	14 th June 2018	David Clamp Head of Organisational Development (01283) 595729
Annual Consultation Report 2017/18	14 th June 2018	Keith Bull Head of Communications (01283) 598705

Annual Communications Report 2017/18	14 th June 2018	Keith Bull Head of Communications (01283) 598705
Compliments, Complaints and Freedom of Information Requests October 2017 to March 2018	14 th June 2018	Kevin Stackhouse Strategic Director Corporate Resources (01283) 595811
Budget Out-Turn and Final Accounts 2017/18	26 th July 2018	Kevin Stackhouse Strategic Director Corporate Resources (01283) 595811
Treasury Management Annual Report 2017/18	26 th July 2018	Kevin Stackhouse Strategic Director Corporate Resources (01283) 595811
Annual Accounts and Financial Statements 2017/18	26 th July 2018	Kevin Stackhouse Strategic Director Corporate Resources (01283) 595811
Better Care Funding Allocation 2018-19	26 th July 2018	Eileen Jackson Housing Strategy Manager (01283) 595763
The Local Authorities' Property Fund	26 th July 2018	Kevin Stackhouse Strategic Director Corporate Resources (01283) 595811
Planning & Land Charges Software	26 th July 2018	Tony Sylvester Planning Services Manager (01283) 595743

Corporate Plan 2016-21: Performance Report (1 April 2018 – 30 June 2018)	30 th August 2018	Keith Bull Head of Communications (01283) 598705
Budget and Financial Monitoring 2018/19	30 th August 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Proposed Capital Investment Strategy and Policy Framework	30 th August 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Updated Treasury Management Investment Strategy and Counterparty List	30 th August 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Toyota City	30 th August 2018	Mike Roylance Economic Development Manager (01283) 595725
Modern Slavery Statement And Procedure Document	11 th October 2018	Chris Smith Communities Manager (01283) 595787
Updated Financial Strategy	11 th October 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
A Review of Earmarked Reserves	11 th October 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811

Updated Medium-Term Financial Plan to 2024	11 th October 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Annual Training and Development Report 2017/18	11 th October 2018	Loyd Baker Service Lead HR and Training (01283) 228770
Potentially Violent Persons' Policy	11 th October 2018	David Clamp Head of Organisational Development (01283) 595729
Corporate Plan 2016-21: Performance Report (1 April 2018 – 30 June 2018)	29 th November 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Budget and Financial Monitoring 2018/19	29 th November 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Treasury Management Quarterly Report 2018/19	29 th November 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Sundry Debt Management Policy	29 th November 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Proposed Local Council Tax Reduction Scheme 2019/20	29 th November 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811

Compliments, Comments, Complaints and FOI Requests 1 st April to 30 th September 2018	29 th November 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Equalities Policy Statement and Corporate Group's Term of Reference	29 th November 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Proposed Service Budgets 2019/20	10 th January 2019	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Consolidated Budget Proposals 2019/20 and Medium-Term Financial Plan to 2023/24	10 th January 2019	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Council Tax Premiums on Empty Properties	10 th January 2019	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Treasury Management Strategy 2019/20	14 th February 2019	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Final Consolidated Budget Proposals 2019/20 and Medium-Term Financial Plan to 2023/24	14 th February 2019	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Proposed Local Council Tax Reduction Scheme 2019/20	14 th February 2019	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811

Discretionary Business Rates Relief	14 th February 2019	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Church Gresley Cemetery – Layout Changes	14 th February 2019	Malcolm Roseburgh Cultural Services Manager (01283) 595774
Corporate Plan 2016-21: Performance Report (1 April 2018 – 30 June 2018)	14 th March 2019	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Budget and Financial Monitoring 2018/19	14 th March 2019	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Treasury Management Quarterly Report 2018/19	14 th March 2019	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Provisional Programme of Reports to be considered by Committee		
Corporate Resources Service Plan 2019/20	25 th April 2019	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Local Government Pension Scheme: A Review of the Discretionary Policy	25 th April 2019	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811