



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

[www.southderbyshire.gov.uk](http://www.southderbyshire.gov.uk)

@SDDC on Twitter

**Please ask for Democratic Services**

Phone (01283) 595722 / 595848

Typetalk 18001

DX 23912 Swadlincote

[democraticservices@southderbyshire.gov.uk](mailto:democraticservices@southderbyshire.gov.uk)

Our Ref: DS

Your Ref:

Date: 5<sup>th</sup> February 2020

Dear Councillor,

**Finance and Management Committee**

A Meeting of the **Finance and Management Committee** will be held in the **Council Chamber**, on **Thursday, 13 February 2020 at 18:00**. You are requested to attend.

Yours faithfully,

Chief Executive

To:- **Conservative Group**

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

**Labour Group**

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

## **AGENDA**

### **Open to Public and Press**

- 1** Apologies and to note any Substitutes appointed for the Meeting.
- 2** To receive the Open Minutes of the following Meetings:  
  
Finance and Management Committee 10th October 2019 Open Minutes **4 - 8**  
  
Audit Sub-Committee 11th December 2019 Open Minutes **9 - 12**
- 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** FINAL BUDGET PROPOSALS 2020-2021 AND FINANCIAL PLAN TO 2025 **13 - 29**
- 8** CAPITAL PROGRAMME BUDGET TO 2025 **30 - 41**
- 9** TREASURY MANAGEMENT STRATEGY AND PRUDENTIAL INDICATORS 2020-21 **42 - 43**
- 10** ANNUAL REPORT OF THE SECTION 151 OFFICER **44 - 51**
- 11** PROPOSED COUNCIL TAX REDUCTION SCHEME 2020-21 **52 - 56**
- 12** CORPORATE PLAN MEASURES 2020-2024 **57 - 65**

<b>13</b>	<b>TRANSFER OF HOUSING REPAIR CALLS INTO CUSTOMER SERVICES</b>	<b>66 - 70</b>
<b>14</b>	<b>DOMESTIC ABUSE PROCEDURE – MAKE A STAND CAMPAIGN</b>	<b>71 - 85</b>
<b>15</b>	<b>SOCIAL MEDIA STRATEGY 2020-2021 AND SOCIAL MEDIA ACTION PLAN 2020-2021</b>	<b>86 - 100</b>
<b>16</b>	<b>COMMITTEE WORK PROGRAMME</b>	<b>101 - 109</b>

#### **Exclusion of the Public and Press:**

- 17** 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.
- 18** To receive the Exempt Minutes of the following Meetings:  
Finance and Management Committee 10th October 2019 Exempt Minutes
- 19** To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 20** STRUCTURAL REVIEW CULTURAL AND COMMUNITY
- 21** ROSLISTON FORESTRY CENTRE – REVIEW OF STAFFING
- 22** REVIEW OF DOCUMENT SERVICES TEAM
- 23** DEBT COLLECTION, RECOVERY, BAD AND DOUBTFUL DEBTS

FINANCE AND MANAGEMENT COMMITTEE

10<sup>th</sup> October 2019

**PRESENT:-**

**Conservative Group**

Councillor Watson (Chairman), Fitzpatrick (Vice-Chairman) and Councillors Angliss, Billings, Bridgen (substituting for Cllr Brown), Ford, Macpherson and Wheelton (substituting for Cllr Roberts).

**Labour Group**

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

FM/59 **APOLOGIES**

Apologies were received from Councillor Mrs Brown and Roberts (Conservative Group).

FM/60 **MINUTES**

The Minutes of the Finance and Management Committee held on 25<sup>th</sup> July were noted and approved.

FM/61 **DECLARATIONS OF INTEREST**

Councillor Ford declared an interest in relation to Agenda Item 10, by virtue of being a County Councillor.

FM/62 **QUESTIONS FROM MEMBERS OF THE PUBLIC PURSUANT TO COUNCIL PROCEDURE RULE NO 10**

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

FM/63 **QUESTIONS BY MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO 11**

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

FM/64 **REPORTS OF OVERVIEW AND SCRUTINY COMMITTEE**

The Committee was informed no reports had been received.

**MATTERS DELEGATED TO COMMITTEE**

**FM/65    UPDATE TO THE MEDIUM TERM FINANCIAL POSITION**

The Head of Finance presented the report updating the Committee on the Council's medium-term financial position. This is based on a Medium Term Financial Plan (MTFP) which sets out a financial projection for 5 years on the General Fund and 10 years on the HRA. The Head of Finance outlined the changes that affect the Council's medium-term financial position, highlighting the Growth provision, the uncertainty in the continuation of the New Homes Bonus, income from Industrial Units, and the approved contribution to the Community Partnership Scheme. In relation to the Housing Revenue Account (HRA), the Head of Finance highlighted the changes made to the MTFP and that it reflected the transfer of staffing from the HRA to the General Fund, and an increase in investment income. Highlighted risks included the continuation of right-to-buys and the rollout of Universal Credit as it is likely to increase debt levels.

Councillor Dr. Pearson raised comment in relation to the impact of Universal Credit and the level of monitoring of that impact by Overview and Scrutiny Committee. The Strategic Director (Corporate Resources) responded that Overview and Scrutiny Committee have been engaged in reviewing the rollout of Universal Credit for the last couple of years through the submission of reports on the number of claimants and level of arrears.

Councillor Macpherson sought reassurance on the handling of debt collection and that it be ensured that the customer interface continues to be positive and supportive. The Head of Housing Services responded to this, by highlighting the internal and multi-agency work being conducted to ensure that residents are fully supported.

**RESOLVED:**

- 1.1 That the update to the Medium-term Financial Plan (MTFP) to 2025 on the General Fund and to 2030 on the Housing Revenue Account as detailed in the report and summarised in Appendix 1 and Appendix 2 be approved.***
- 1.2 That the risks and assumptions detailed in the report for the General Fund and Housing Revenue Account be noted and that the Council continues its cautious approach to maintain financial stability ahead of the Government's Spending Review in 2020/21.***
- 1.3 That this strategy is reviewed half-yearly to ensure that potential budget deficits are addressed at the earliest opportunity.***
- 1.4 That efficiencies and budget savings continue to be pursued where opportunities arise to sustain the current financial position.***
- 1.5 That the financial projections provide the basis for planning and for setting the Base Budget for the General Fund and HRA for 2020/21.***

**FM/66 THE LOCAL AUTHORITIES' PROPERTY FUND**

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

Councillor Richards sought clarification and reassurance on where the investment is made in relation to property. The Strategic Director (Corporate Resources) advised that a hyperlink in the report directs Members to a full breakdown of investments.

Councillor Southerd commented on the receipt of dividends and the Strategic Director (Corporate Resources) responded that any dividends are not reinvested but paid to the Council on a quarterly basis. Councillor Dr. Pearson, whilst noting the reasons to invest, sought clarification on whether there would be any risk of overexposure to a fund and whether a limit would be imposed to mitigate such a risk. The Strategic Director (Corporate Resources) advised that while there was no limit, ongoing consultation with Treasury advisors on such matters would ensure prudence. The Director also highlighted that by increasing the total investment to £4m, this would still only account for approximately 10% of the Council's investments and would ensure a balanced portfolio.

**RESOLVED:**

***That the Council invests an additional £2m into the CCLA Lamit Property Fund for an indefinite period, subject to quarterly review.***

***That progress on the value of the cash deposit together with dividend returns is reported to the Committee on a quarterly basis.***

**FM/67 REVIEW and PROPOSED USE OF EARMARKED RESERVES**

The Head of Finance presented the report advising that due to Section 106 funding being made available for works completed in Hilton, this funding would be put back into the General Fund.

**RESOLVED:**

***That amounts received under S106 agreements for Hilton are transferred to the General Reserve as detailed in the report.***

***That a sum of £250,000 is transferred from the Growth Reserve to the Public Buildings Maintenance Reserve.***

**FM/68 DISABLED FACILITIES GRANTS AND ADAPTATIONS TO COUNCIL HOMES UPDATE**

The Head of Housing Services presented the report to the Committee explaining that adaptations to Council properties are carried out under the Council's own adaptations policy, which was agreed by Housing and

Community Services Committee on 6th June 2019 and that funding for DFGs is received by the Council as part of the Better Care Fund (BCF), which supports a range of services and functions designed to help people with a disability remain in their own home. The Head of Housing Services clarified that adaptations paid for through the BCF are delivered in partnership with Derbyshire County Council (DCC) and subject to a formal referral from the Occupational Therapy Service.

Whilst Members welcomed the report, Cllr Rhind sought clarification on the current underspend and the possibility of the funding being clawed back as a consequence. The Head of Housing Services advised that although this could be a possibility, the work that this Council has undertaken with the County Council has been proactive and been received positively.

Councillor Richards welcomed the report and that awareness of this scheme would be raised through communications so that more residents can engage in the process where required. Councillor Fitzpatrick requested a timescale on the implementation of the post of occupational health and was advised by the Head of Housing that once the job evaluation process had been completed, a further report would be submitted in the new year.

Councillor Macpherson sought clarification on the process of means-testing particularly in relation to those who do not qualify for funding but are able to fund the scheme themselves. The Head of Housing Services advised that the scheme is implemented in line with the government and County Council's guidance which stipulates a means-testing approach. Members were advised that the use of Communications would not only raise awareness but also assist residents by educating them on the process involved.

**RESOLVED:**

- 1.1 That the current position regarding expenditure and timescales for the provision of adaptations be noted.***
- 1.2 That the extension of the contract for the Technical Officer funded through the Better Care Fund (BCF) be approved.***
- 1.3 That the Committee agree to providing the public with further information regarding the availability of Disabled Facilities Grants.***
- 1.4 That the possibility of creating an in house "Occupational Therapist" role is explored further as part of the Better Care Fund project.***

FM/69 **COMMITTEE WORK PROGRAMME**

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

**RESOLVED:**

***Members considered and approved the updated work programme.***

FM/70 **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.*

**MINUTES**

*The Exempt Minutes of the Meetings held on the 25<sup>th</sup> July 2019 were received.*

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

*The Committee was informed no questions had been received.*

**BAD & DOUBTFUL DEBTS**

*The Committee approved the recommendation in the report.*

**STRUCTURE REVIEW CORPORATE PROPERTY SERVICES UNIT**

*The Committee approved the recommendation in the report.*

The meeting terminated at 6.50 pm.

COUNCILLOR P WATSON

CHAIRMAN

AUDIT SUB-COMMITTEE

11<sup>th</sup> December 2019

**PRESENT:-**

**Conservative Group**

Councillors Atkin (Vice-Chairman) and Churchill.

**Labour Group**

Councillor Dunn and Shepherd.

AS/36 **APOLOGIES**

Apologies received from Councillor Whittenham

AS/37 **DECLARATIONS OF INTEREST**

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

AS/38 **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/39 **TO RECEIVE ANY QUESTIONS FROM MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO.11**

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

**MATTERS DELEGATED**

AS/40 **LOCAL CODE OF CORPORATE GOVERNANCE 2019/20**

The Head of Legal and Democratic Services presented the report informing Members of the update on the new system in place to demonstrate compliance with the Council's Governance arrangements and highlighting the 6 principles underpinning the arrangements.

Councillor Shepherd asked if the changes to the system meant that anything would be lost. The Strategic Director (Corporate Resources) assured Members that this was not the case as the principles were the same with the

evidence presented being more succinct and easier to follow. Councillor Dunn enquired whether there would be an on-going review in case we leave the EU without a deal. The Strategic Director (Corporate Resources) informed Members that this is being kept under review and there is the possibility of a slowdown of supplies coming into the District. In addition, it is understood that current investments in Money Market Funds domiciled in the EU would need to be recalled but as they were instant access, it was not anticipated it would cause any issues.

Councillor Churchill raised concern that there was no mention of GDPR in the assessment (Appendix 1) and that it was not explicit that the onus is on the Council. The Strategic Director (Corporate Resources) informed the Committee that GDPR is covered under the Data Quality and Security Frameworks but Appendix 1 can be amended to make reference to this.

Councillor Shepherd raised a concern regarding “openness” contained in 3.7 of the Core Principles and he wished to be noted that he felt that there was neither openness nor stakeholder involvement in relation to the Infinity Garden Village. Under Item 7 of the Scheme of Delegation, he considered that the Constitution was ignored by officers and therefore he could not vote for this motion.

#### **RESOLVED:-**

***Members considered and approved the updated Local Code of Corporate Governance for 2019/20 as detailed in Appendix 1 of the report.***

***Members approved the progress regarding on-going work to maintain good governance as detailed in the report.***

***Abstention: Councillor Shepherd.***

#### AS/41 **INTERNAL AUDIT PROGRESS REPORT**

The Audit Manager presented the report giving an overview of its content and the detailed recommendations contained in each Audit.

The Chairman enquired about when it comes to officer expenses would there be an audit against a green travel policy? The Audit Manager informed the Members that we make sure a travel policy is in place and ensure that the Council pays consideration to it regarding the travel by employees.

Councillor Dunn raised concerns regarding the fact that the ‘Right to Buy’ Valuer was unqualified and the significant risk of insufficient consideration of the potential fraud through the Right to Buy Process. The Head of Legal

and Democratic Services explained to Members that that Council had always used a qualified Valuer and since that person had left we have used an experienced officer who did not have the qualifications expected by the Auditor. In accordance with the Audit recommendation, this was being addressed.

The Head of Legal and Democratic Services explained that nationally fraud is most prevalent in the London Boroughs but in this District we do have a duty to check that applicants are eligible and do fulfil the criteria of Right to Buy and whilst these checks are carried out by officers they were not as robust as the Auditor would like. This was also being addressed.

The Chairman and Councillor Dunn requested that an update on the Park and Open Spaces recommendations be brought back to this committee following the 4 month extension requested to allow the Open Space and Facility Team the time to deal with capacity issues. The Cultural Services Manager informed Members that a report was due in early 2020 regarding resources to enable the Council to carry out the necessary checks etc. and put in place from September 2020 a rolling programme of checks.

The Chairman requested an update on the PCI compliance recommendation. The Strategic Director (Corporate Resources) informed Members that a new system to deal with card payments made over the telephone was being investigated to enable payments to be dealt with separately so the call handler will not be dealing with the payment details.

The Chairman enquired why there was no update regarding the Orchard IT Application. The Head of Housing confirmed that there is now access to the system for all service users. There is also housekeeping being undertaken including the removal of stale accounts.

**RESOLVED:-**

***Members considered the report of the Audit Manager and agreed that any issues identified will be referred to the Finance and Management Committee or subject to a follow-up report as appropriate.***

AS/ 42 **LOCAL GOVERNMENT AUDIT COMMITTEE BRIEFING : QUARTER 3  
SEPTEMBER 2019**

The Strategic Director (Corporate Resources) presented the report on behalf of the Auditor Jason Burgess who sent his apologies.

**RESOLVED:-**

***Committee considered the key questions highlighted by the Council's External Auditors as contained in their latest sector update.***

AS/43 **COMMITTEE WORK PROGRAMME**

**RESOLVED:-**

Members considered and approved the updated work programme.

AS/44 **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 pm.

COUNCILLOR ATKIN

VICE CHAIRMAN

<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 7</b>
<b>DATE OF MEETING:</b>	<b>13<sup>th</sup> FEBRUARY 2020</b>	<b>CATEGORY: RECOMMENDED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (CORPORATE RESOURCES)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>VICKI SUMMERFIELD (01283 595939)</b> <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a>	<b>DOC:</b> s/finance/committee/2019-20/Feb
<b>SUBJECT:</b>	<b>FINAL BUDGET PROPOSALS 2020/2021 AND FINANCIAL PLAN TO 2025</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM 08</b>

## **1.0 Recommendations**

- 1.1 That a Council Tax increase for 2020/21 is recommended to Full Council on 26th February 2020.
- 1.2 That estimated net General Fund Revenue Expenditure totalling £12,798,230 for 2020/21 is recommended to Full Council on 26th February 2020.
- 1.3 That the Medium-term Financial Plan to 2025 on the Council's General Fund Revenue Account as detailed in **Appendix 1** is approved.
- 1.4 That the Financial Plan for the Housing Revenue Account (HRA) to 2030 as detailed in **Appendix 2** is approved.
- 1.5 That a transfer of £500,000 from the Growth Provision earmarked reserve into the Vehicle Replacement earmarked reserve is approved.
- 1.6 That the revised HRA Recharge from the General Fund is approved and updated in the Base Budgets.
- 1.7 That the Council's National Non-Domestic Rate Return (NNDR 1) for 2019/20, showing retained business rates of £11,200,979 for 2020/21 and £10,515,933 for 2019/20 is noted.

## **2.0 Purpose of the Report**

- 2.1 To detail the Council's final budget proposals for 2020/21 and medium-term financial projections on its revenue accounts.

- 2.2 These proposals will form the basis of setting the Council Tax for 2020/21 by Full Council on 26th February 2020. The Committee is required to recommend to Council a level of Council Tax for 2020/21.
- 2.3 The Council's proposed base budget for 2020/21 and projected medium-term financial position was reported in detail to the Committee on 9th January 2020 (*details are available at: [CMIS - F&M Committee](#)*)
- 2.4 This report does not repeat those details but firms up the position following a period of public scrutiny and consultation, together with confirmation of the Provisional Local Government Finance Settlement announced on 20th December.
- 2.5 The report also provides an overview of the Housing Revenue Account and its updated financial projection that was considered and approved by the Housing and Community Services Committee on 7th January 2020 (*details are available at: [CMIS - HCS Committee](#)*)
- 2.6 This report is divided into the following sections.
- Section 3: General Fund Revenue Account, including Council Tax
  - Section 4: Housing Revenue Account
  - Section 5: Risk Analysis and Earmarked reserves

### ***Appendices***

- *Appendix 1 – Projected General Fund Revenue Account*
- *Appendix 2 – Projected Housing Revenue Account*
- *Appendix 3 – List of Earmarked reserves*
- *Appendix 4 – HRA Recharge Detail*

## **3.0 General Fund Revenue Account**

- 3.1 As reported in January, the Council's Base Budget and Medium-Term Financial Plan (MTFP) were approved ahead of 2020/21. This took account of proposals contained within the Service Base Budgets but only included projections for core funding due to the Provisional Local Government Finance Settlement for 2020/21 being released after issuance of the Budget reports.
- 3.2 The overall projection on the General Fund, as reported in January, is summarised in the following table.

**Medium-Term Projection January 2020**

	<b>Budget Deficit £</b>	<b>Capital Contributions £</b>	<b>General Reserve £</b>
Approved Budget 2019/20	273,185	1,667,139	-8,486,090
Proposed Budget 2020/21	75,812	570,000	-7,840,278
Projection 2021/22	232,196	568,000	-7,040,082
Projection 2022/23	616,234	567,000	-5,856,848
Projection 2023/24	1,236,687	566,000	-4,054,161
Projection 2024/25	1,373,801	565,000	-2,115,360

## Updates Since January

- The Provisional Local Government Finance Settlement was released on 20th December and has resulted in an increased New Homes Bonus allocation for 2020/21 of £618,669. Further detail is included later in the report.
- A review of the HRA recharges from the General Fund has been undertaken and has resulted in a reduced charge of £384,000 from the General Fund over the 5-year MTFP. The main changes are noted in Section 4 of the report with full detail of the recharges listed in **Appendix 4**.
- Grant payments and Parish Concurrent Expenses have been uplifted by 2% as approved in January. Concurrent Functions have been uplifted based on the revised allocation reported in November 2019. This increase has been included at a cost of £58,547 in the base budget over the five-year plan.
- A Homelessness Funding notification of a grant payment from the Ministry of Housing, Communities and Local Government was received in January. A total grant of £167,822 is to be received and has now been included within the Base Budget. The Homelessness cost centre previously budgeted an earmark reserve drawdown for 2020/21 as no funding was confirmed. It is likely that part of this grant will be transferred into earmarked reserves at year-end for future prevention projects and therefore inclusion of the grant payment in the MTFP has not improved the General Fund position.
- Rosliston Forestry Centre is currently in the process of review and an increase to costs for 2020/21 and 2021/22 of £90,110 has been included. Further detail is included in an exempt report on this Committee Agenda.
- The NNDR 1 statutory return has been completed and resulted in increased retention of £510,553 in 2020/21. Further detail is included later in the report.
- After taking into account potential growth items during the Budget Round, the Growth Provision has been increased by £174,295 for the term of the Plan.
- No other major changes to service base budgets have been identified since those reported in January.

## The Final Financial Settlement for Local Government

### Business Rates

- 3.3 The Council has included amounts from retained Business Rates in its medium-term financial projections. Each year, the Council is required to submit estimated figures to the Government through an annual return (*NNDR1*) by 31<sup>st</sup> January.
- 3.4 This Return details the estimated rates available for distribution as Precepts – effectively on-account payments during the year. Following the completion of the annual return for 2020/21, the distributable amounts are estimated as shown in the following table with comparisons to 2019/20.

	2019/20 £	2020/21 £
Central Government	13,683,552	13,825,880
South Derbyshire District Council	10,515,933	11,108,437
Derbyshire County Council	1,951,366	2,535,436
Derbyshire Fire Authority	263,229	277,473
<b>Total Estimated Income</b>	<b>26,414,080</b>	<b>27,747,226</b>

***Note: The Police and Crime Commissioner is not funded through the Business Rates system***

- 3.5 It should be noted that the Council's actual amount is netted down to approximately £4.5m (from £11.1 m) in 2020/21. This is due to the Tariff payment of £6.6m as part of the redistribution system. A proportion of the deficit share on the Business Rates Collection Fund is also deducted from the distributed amount.
- 3.6 The assumptions and forecasted amounts in the MTFP have been updated from those reported in January and an additional £452,685 has been included over the life of the Plan. It is likely that the actual income will increase due to changes in Government funding of Business Rates Reliefs but at this stage it remains prudent not to factor additional income into the MTFP.

### **New Homes Bonus (NHB)**

- 3.7 The allocation of NHB was published as part of the financial settlement. The Government has confirmed that the allocations for 2020/21 will be paid for one year only and no legacy payments will be made going forward.
- 3.8 Legacy payments from earlier years allocations will be made in 2020/21 but the Government is to consult in the spring on the future of the housing incentive and delivery of houses in areas where they are needed most.
- 3.9 The growth baseline set at 0.4% by the Government has remained unchanged and an additional £7m has been committed to the 2020/21 allocations at a national level.
- 3.10 The Finance Settlement has created a lot of uncertainty as NHB accounts for approximately 30% of the Council's funding. As more detail is released regarding the Governments revised funding allocations, the MTFP will be updated and reported to this Committee.
- 3.11 At this stage with the uncertainty of future funding, the MTFP has been updated with the assumption that, as a designated growth area, the Council will receive a similar level of funding in line with projected local plan housing developments.
- 3.12 NHB has been included in the MTFP up to 2024/25 using an average of the last 5 years housing growth. This has increased the projected funding from Central Government by £481,130 over the life of the Plan using an average growth of 849 properties per year.

### **Updated Projection**

- 3.13 The updated MTFP is detailed in **Appendix 1**. This includes the effects of the changes detailed in the above sections.

- 3.14 All other budgets and forward projections remain unchanged from that reported in January. The updated position is summarised in the following table.

**General Fund: Medium-Term Projection as at Feb 2020**

	<b>Budget Deficit / Surplus (-) £</b>	<b>Earmarked against Reserve £</b>	<b>Balance of General Reserve £</b>
Base Budget 2019/20	273,185	1,202,139	-8,951,090
Projection 2020/21	-922,391	1,035,000	-8,838,481
Projection 2021/22	253,960	568,000	-8,016,521
Projection 2022/23	538,248	567,000	-6,911,273
Projection 2023/24	1,017,483	566,000	-5,327,790
Projection 2024/25	1,923,023	565,000	-2,839,767

**Financial Risks**

- 3.15 During the annual budget round, several risks have been considered by the Council's Policy Committees. An updated risk analysis is detailed in Section 5.

**Council Tax 2020/21**

- 3.16 The Base Budget for 2020/21 includes a proposed increase in Council Tax of 1.95%. As usual, the Committee are required to recommend the level of Council Tax for 2020/21 to the Full Council on 26th February 2020. The Committee provisionally agreed a 1.95% increase in January,
- 3.17 The Band D Tax for 2019/20 is £162.31. The 1.95% increase in the MTFP will raise Band D to £165.48, an increase of £3.17 in 2020/21.
- 3.18 The Council has the flexibility to increase Council Tax by 3% or £5 at Band D, whichever is the higher, without triggering a local referendum. A £5 increase would raise Band D to £167.31, equivalent to 3.1%.

**4.0 Housing Revenue Account (HRA)**

- 4.1 The base budget and financial plan of the HRA was considered in detail by the Housing and Community Services Committee on 7th January 2020. This included an increase in rents by CPI plus 1% for council tenants in 2020/21 in accordance with provisions set out in the Government's Welfare Reform Act (2016) and after conclusion of the Rents for Social Housing from 2020 consultation.
- 4.2 The detailed report to the Housing and Community Services Committee is available at:

[CMIS - HCS Committee](#)

**The Position Entering the 2020/21 Budget Round**

- 4.3 The position reported in October 2019, estimated a surplus on the HRA in 2020/21 of £130k, increasing the HRA's General Reserve to approximately £7.1m.
- 4.4 As previously reported, the longer-term financial position for the HRA was significantly changed in 2015 due to the Government legislating to reduce Council House rents by 1% per year to 2020. An update has been issued after consultation and has reverted to the former rent increase policy of CPI plus 1%.

### **HRA Financial Plan as at February 2020**

- 4.5 Following a review of the Base Budget, the overall surplus is now estimated at £222k for 2020/21 which is an increase of £72k.
- 4.6 The 10-year Financial Plan for the HRA has been reviewed and updated. This is detailed in **Appendix 2**. The overall position has improved compared to the previous forecast due to an increase in the estimated surpluses going forward. This is due mainly to the reduction of the General Fund recharges detailed further at 4.10.
- 4.7 Overall, the Plan shows a sustainable position although deficits are forecast from years 2021/22 to 2025/26 due to contributions to the Debt Repayment Reserve.
- 4.8 Although the Financial Plan for the HRA appears sustainable, there are still several risks that could impact on the longer-term projection, so it is important that any future spending decisions are fully analysed for their affordability and the effect upon the longer-term Financial Plan.
- 4.9 In addition, it is important that services are kept under review given that future budgetary pressures may arise in the medium-term.
- 4.10 The recharges from the General Fund to the HRA for central support costs have been reviewed resulting in a reduced charge to the HRA.
- 4.11 Due to the transfer back of services from Northgate in 2017 and the senior management restructure in 2019, the cost base of the Council has changed significantly since the previous review of the recharge mechanism in 2013/14.
- 4.12 The changes by service areas are as follows:

	<b>Approved 2019/20 £</b>	<b>Proposed 2020/21 £</b>	<b>Movement</b>	
			<b>£</b>	<b>%</b>
Legal and Democratic	198,040	169,008	-29,032	-14.7%
Business Change and ICT	273,772	221,430	-52,342	-19.1%
Finance	191,951	212,316	20,365	10.6%
Operational Services	122,446	134,379	11,933	9.7%
Corporate Property	147,089	116,379	-30,710	-20.9%
Cultural and Community Services	4,369	0	-4,369	-100.0%
Organisational Development and Performance	109,799	135,946	26,147	23.8%
Customer Services	57,143	56,245	-898	-1.6%
Procurement	14,540	19,598	5,058	34.8%
Internal Audit	48,047	49,180	1,133	2.4%

Senior Management	104,289	80,171	-24,118	-23.1%
	<b>1,271,485</b>	<b>1,194,652</b>	<b>-76,833</b>	<b>-6.0%</b>

4.13 Detail by individual service cost centres is listed in **Appendix 4**.

## 5.0 Risk Analysis

### General Fund

5.1 The following table summarises the key risks and issues that the General Fund faces, and these risks have been reported during this Budget Round.

Factor	Potential Implications	Mitigation	Likely impact on Financial position
<b>Changes in Central Government Policy</b>	<ul style="list-style-type: none"> <li>Further reductions in core funding due to the national position or changes in redistribution systems</li> </ul>	<ul style="list-style-type: none"> <li>The MTFP has analysed and built in provisional allocations for future years based on the current funding mechanism but this is set to change, detail of which is to be issued in the spring</li> </ul>	<b>High</b>  Cumulatively a 1% variance in core funding equates to over £1/2m over the MTFP
<b>Council Tax and the Collection Fund</b>	<ul style="list-style-type: none"> <li>Collection rates reduce due to the economic climate</li> <li>Demand for Council Tax Support increases when resources are fixed</li> <li>Business Rates reduce due to appeals and a reduction in liable businesses</li> </ul>	<ul style="list-style-type: none"> <li>Council Tax Fund in surplus</li> <li>Tax receipts increasing from new properties</li> <li>Local Council Tax Support Scheme currently under review</li> <li>Continued membership of the Derbyshire Business Rates Pool</li> <li>Provisions made for Bad Debts and Appeals</li> </ul>	<b>Medium</b>  Only 10% of the Council Tax yield is transferred to the Council's General Fund.
<b>Growth</b>	<ul style="list-style-type: none"> <li>A key factor influencing future income and cost of service provision</li> </ul>	<ul style="list-style-type: none"> <li>The MTFP projects continuing growth in Council Tax receipts and New Homes Bonus which based on past performance and planning forecasts are less than actuals</li> <li>Separate Growth Provision established in the MTFP, which is set-aside to meet future demand</li> <li>Future income budgets for planning, etc. are currently within actual levels for 2019/20</li> </ul>	<b>High</b>  This could affect the MTFP either way. Growth is a determining factor for the Council's income and expenditure which could vary compared to that forecast.

<b>Budget Overspend</b>	<ul style="list-style-type: none"> <li>• Unexpected costs. There are on-going cost pressures as detailed in the Budget reports</li> </ul>	<ul style="list-style-type: none"> <li>• Current level of general and specific reserves is healthy and the MTFP allows contingencies for inflation and growth, etc. The Base Budget is assumed to increase by around 2% per year.</li> <li>• Monitoring arrangements in place allow early identification of issues</li> </ul>	<b>Medium</b>
<b>Economic Conditions</b>	<ul style="list-style-type: none"> <li>• Higher price increases on key costs such as fuel and utilities</li> <li>• Interest rates affect investment returns and debt payments</li> </ul>	<ul style="list-style-type: none"> <li>• Inflation provision for price increases across these key areas</li> <li>• The General Fund is currently “debt free” and not subject to movement in interest rates</li> <li>• Sufficient balances allow “internal borrowing” if required</li> <li>• Budgeted income from short-term investments has been increased but is not reliant on interest rates increasing</li> </ul>	<b>Low</b>

## HRA

5.2 The Budget report to the Housing and Community Services Committee included an assessment of several risks associated with the updated plan. These are summarised in the following table.

<b>Risk Area</b>	<b>Effect / Mitigation</b>
<b>Future Rent Levels</b>	<p>The biggest risk in the Financial Plan is considered to be future rent levels. The rent level from 2016/17 to 2019/20 has been set in accordance with statutory requirements i.e. a 1% reduction for each of those years. Beyond this, it has been confirmed that rents will again be allowed to rise and will return to the inflation-linked formula of <math>cpi + 1\%</math>. Clearly, the HRA is dependent on rental income (currently £11.9m per year) for its resources. Even small variations in rent changes (e.g. 0.5%) can have significant implications in monetary terms for the Financial Plan over the longer-term.</p>
<b>Right to Buys</b>	<p>A moderate decrease in current properties from sales continues to be built into the Financial Plan and this reflects the current level of sales. The main risk relates to a sudden surge in sales; although this will generate capital, the loss in on-going rental income could have a much more adverse impact on the HRA.</p>

<b>Supporting People Grant</b>	It has been assumed that this continues (cash limited) over the Financial Plan; this will be subject to policy decisions and directions from the County Council. There have been indications in recent years that this could be reduced from its current level and is subject to annual review. The Telecare and Floating Support Services are currently being reviewed by the County Council and this is being monitored by the Housing and Community Services Committee.
<b>Impairment</b>	This relates to an accounting adjustment, but any impact currently would not affect the HRA, although the issue is periodically reviewed to bring local authorities into line with other organisations in accordance with International Reporting Standards. Large impairment adjustments are rare. However, if there was a significant event affecting many properties, this would lead to an impairment charge. It is considered that the most likely scenario is a sudden fall in property values as this would affect the overall valuation of the housing stock which would be charged to the HRA.
<b>Changes to Central Government Policy</b>	Although the HRA continues to operate under a self-financing framework, Central Government retain the power to change policy in many areas which can impact upon the Financial Projection.
<b>Welfare Reform and Universal Credit (UC)</b>	UC was implemented for all new claims in South Derbyshire in November 2018. Although there has been some effect on rent arrears, at present it is not material. The HRA Budget includes an annual provision of £100,000 as a contingency should rent arrears increase significantly for those tenants on UC and this is kept under review. In addition, support and advice is available to tenants to help prevent them from falling into arrears. The impact of UC is monitored by the Overview and Scrutiny Committee.

## **Earmarked Reserves**

- 5.3 The Council maintains various reserves that are used to meet one-off/known commitments or to defray expenditure over several years, for example, ICT upgrades, vehicle replacements, community development projects and grounds maintenance.
- 5.4 It is considered that current reserves will remain sufficient overall to meet commitments over the life of the current MTFP. Reserves held to finance on-going community and sports development spending, will need to be kept under careful review if external and partnership contributions significantly reduce.
- 5.5 A list of all earmarked revenue reserves and funds is detailed in **Appendix 3** showing current balances. A review and update regarding the use of these reserves was approved by the Council in October 2019.

## **6.0 Financial Implications**

- 6.1 As detailed in the report.

## **7.0 Corporate Implications**

### **Employment Implications**

- 7.1 None.

## **Legal Implications**

7.2 None.

## **Corporate Plan Implications**

7.3 The proposed budgets provide the financial resources to enable many of the on-going services and Council priorities to be delivered.

## **Risk Impact**

7.4 The Financial Risk Register is detailed in the report.

## **8.0 Community Impact**

### **Consultation**

8.1 The budget proposals and MTFP were disseminated through Local Area Forums, the South Derbyshire Partnership and separate consultation was undertaken with the local business community. No substantive issues were raised.

### **Equality and Diversity Impact**

8.2 None.

### **Social Value Impact**

8.3 None.

### **Environmental Sustainability**

8.4 None.

## **9.0 Background Papers**

9.1 None.

# GENERAL FUND MEDIUM TERM FINANCIAL PLAN

## BUDGET & PROJECTION as at FEBRUARY 2020

	Proposed Budget £ 2019.20	Projection £ 2020.21	Projection £ 2021.22	Projection £ 2022.23	Projection £ 2023.24	Projection £ 2024.25
<b>BASE BUDGET</b>						
Environmental & Development	5,106,688	5,366,303	5,540,254	5,691,050	5,845,800	6,002,085
Housing & Community	2,336,844	2,439,216	2,539,283	2,582,922	2,626,841	2,671,636
Finance & Management	5,370,548	5,353,306	5,544,547	5,698,595	5,860,535	6,018,048
<b>Net Service Expenditure</b>	<b>12,814,080</b>	<b>13,158,825</b>	<b>13,624,083</b>	<b>13,972,567</b>	<b>14,333,176</b>	<b>14,691,769</b>
<b>Accounting Adjustments</b>						
Reverse out Depreciation	-842,289	-988,536	-988,536	-988,536	-988,536	-988,536
Minimum Revenue Provision (MRP)	197,409	189,512	181,932	174,654	167,668	160,962
Voluntary Revenue Provision (VRP - Recycling Bins & Grove Active Zone)	131,226	131,226	75,891	20,556	20,556	1,639
	<b>12,300,426</b>	<b>12,491,027</b>	<b>12,893,369</b>	<b>13,179,241</b>	<b>13,532,864</b>	<b>13,865,834</b>
<b>Add: Known Variations</b>						
Proposed Senior Management Restructure - One-Off Costs Provision	0	21,090	21,618	9,216	0	0
Vehicle Maintenance Plan (Tyres and Spare Parts)	0	0	20,000	43,000	40,000	75,000
Restructures Approved in August	10,895	0	0	0	0	0
HRA Recharge Reduction	0	76,800	76,800	76,800	76,800	76,800
Voluntary Grants and Concurrent Functions Uplift 2%	0	11,233	11,458	11,687	11,921	12,159
Local Plan Review	0	0	15,000	15,000	0	0
Incremental Salary Increases	0	0	20,610	29,125	37,853	46,800
Pay Award 2020/21	0	243,244	249,325	255,558	261,947	268,496
Reverse Pension Deficit Increase Included in Base Budget	0	-51,493	0	0	0	0
Pension Revaluation	0	88,688	91,725	94,813	97,954	101,147
Concurrent Functions Protection Approved Nov 19	0	50,059	50,059	50,059	50,059	50,059
Organisational Development and Performance Restructure Approved Nov 19	0	2,590	3,159	4,449	784	2,026
Savings from the Senior Management Restructure	-23,646	0	0	0	0	0
Investment Income	-100,000	0	30,000	51,000	81,000	98,040
Administration of Childcare Vouchers	1,750	1,750	1,750	1,750	1,750	1,750
Temporary Posts and Rosliston	0	-136,489	-263,336	-269,906	-270,222	-264,905
Potential Cost of New Waste Disposal Site	0	0	47,400	49,770	52,259	54,871
Potential Loss of Industrial Unit Income	0	0	0	190,000	190,000	190,000
Pension Earmarked Reserve Drawdown	-8,481	-38,794	-41,122	-43,589	-6,783	0
Pictorial Wildflower Planting Approved August 19	7,286	0	0	0	0	0
Community Safety Enforcement Officer Approved February 19	46,000	0	0	0	0	0
District Election May 2023	0	0	0	0	125,000	0
<b>TOTAL ESTIMATED SPENDING</b>	<b>12,228,230</b>	<b>12,759,706</b>	<b>13,227,815</b>	<b>13,747,973</b>	<b>14,283,185</b>	<b>14,578,078</b>

# GENERAL FUND MEDIUM TERM FINANCIAL PLAN

## BUDGET & PROJECTION as at FEBRUARY 2020

	Proposed Budget £ 2019.20	Projection £ 2020.21	Projection £ 2021.22	Projection £ 2022.23	Projection £ 2023.24	Projection £ 2024.25
<b>Provisions</b>						
Provision for Employer's NIC on "off-payroll" payments	10,000	10,000	10,000	10,000	10,000	10,000
Contingent Sum - Growth	460,000	450,000	450,000	450,000	450,000	450,000
Waste and Recycling	100,000	100,000	100,000	100,000	100,000	100,000
<b>TOTAL PROJECTED SPENDING</b>	<b>12,798,230</b>	<b>13,319,706</b>	<b>13,787,815</b>	<b>14,307,973</b>	<b>14,843,185</b>	<b>15,138,078</b>
<b>FINANCING</b>						
Business Rates Retention	-3,707,693	-4,188,978	-3,699,726	-3,670,153	-3,676,916	-3,681,390
Discretionary Business Rate Relief Scheme	-20,000	-3,000	0	0	0	0
New Homes Bonus	-3,281,951	-4,262,171	-3,816,195	-3,815,552	-3,590,570	-2,692,927
Council Tax Income	-5,405,401	-5,704,748	-5,962,934	-6,229,020	-6,503,216	-6,785,737
<b>Core Spending Power</b>	<b>-12,415,045</b>	<b>-14,158,897</b>	<b>-13,478,855</b>	<b>-13,714,725</b>	<b>-13,770,702</b>	<b>-13,160,055</b>
Add Estimated Collection Fund Surplus - Council Tax	-110,000	-83,200	-55,000	-55,000	-55,000	-55,000
<b>TOTAL FINANCING</b>	<b>-12,525,045</b>	<b>-14,242,097</b>	<b>-13,533,855</b>	<b>-13,769,725</b>	<b>-13,825,702</b>	<b>-13,215,055</b>
<b>Revenue Surplus (-) / Deficit</b>	<b>273,185</b>	<b>-922,391</b>	<b>253,960</b>	<b>538,248</b>	<b>1,017,483</b>	<b>1,923,023</b>
<b>Capital Contributions</b>						
Melbourne Sports Park Drainage	33,799	400,000	0	0	0	0
IT and Digital Strategy	210,000	210,000	210,000	210,000	210,000	210,000
Purchase of Town Centre Land	44,335	0	0	0	0	0
Community Partnership Scheme (2017 contribution)	239,005	0	0	0	0	0
Community Partnership Scheme (2019 contribution)	275,000	0	0	0	0	0
Swadlincote Woodlands Nature Reserve	0	15,000	0	0	0	0
Rosliston Forestry Centre - Play Project	0	50,000	0	0	0	0
Asset Replacement and Renewal Fund	400,000	360,000	358,000	357,000	356,000	355,000
<b>TOTAL CAPITAL CONTRIBUTION</b>	<b>1,202,139</b>	<b>1,035,000</b>	<b>568,000</b>	<b>567,000</b>	<b>566,000</b>	<b>565,000</b>
<b>TOTAL GENERAL FUND DEFICIT</b>	<b>1,475,324</b>	<b>112,609</b>	<b>821,960</b>	<b>1,105,248</b>	<b>1,583,483</b>	<b>2,488,023</b>

**GENERAL FUND MEDIUM TERM FINANCIAL PLAN**  
**BUDGET & PROJECTION as at FEBRUARY 2020**

	Proposed Budget £ 2019.20	Projection £ 2020.21	Projection £ 2021.22	Projection £ 2022.23	Projection £ 2023.24	Projection £ 2024.25
<b>GENERAL FUND RESERVE BALANCE</b>						
Balance b/fwd	-10,426,414	-8,951,090	-8,838,481	-8,016,521	-6,911,273	-5,327,790
Revenue Surplus (-) / Deficit	273,185	-922,391	253,960	538,248	1,017,483	1,923,023
Capital Contributions	1,202,139	1,035,000	568,000	567,000	566,000	565,000
<b>Balance c/fwd</b>	<b>-8,951,090</b>	<b>-8,838,481</b>	<b>-8,016,521</b>	<b>-6,911,273</b>	<b>-5,327,790</b>	<b>-2,839,768</b>

## HOUSING REVENUE ACCOUNT FINANCIAL PROJECTION - FEBRUARY 2020

	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29	2029.30
	Approved Budget	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>INCOME</b>											
Rental Income	-11,955	-12,168	-12,502	-12,796	-13,103	-13,424	-13,752	-14,095	-14,455	-14,823	-15,206
Non-Dwelling Income	-124	-143	-147	-150	-154	-158	-162	-167	-171	-176	-180
Supporting People Grant	-164	-130	-130	-130	-130	-130	-130	-130	-130	-130	-130
Other Income	-171	-177	-177	-177	-177	-177	-177	-177	-177	-177	-177
<b>Total Income</b>	<b>-12,414</b>	<b>-12,618</b>	<b>-12,956</b>	<b>-13,253</b>	<b>-13,564</b>	<b>-13,889</b>	<b>-14,221</b>	<b>-14,569</b>	<b>-14,933</b>	<b>-15,306</b>	<b>-15,693</b>
<b>EXPENDITURE</b>											
General Management	1,817	1,780	1,820	1,861	1,902	1,945	1,989	2,034	2,080	2,127	2,175
Supporting People	829	839	861	883	906	929	954	980	1,006	1,034	1,063
Responsive	1,247	1,344	1,377	1,410	1,443	1,478	1,513	1,549	1,586	1,623	1,662
Planned Maintenance	1,915	1,901	1,948	1,996	2,043	2,093	2,144	2,196	2,249	2,304	2,359
Bad Debt Provision	100	100	125	127	131	134	137	140	144	148	152
Interest Payable & Receivable	1,798	1,713	1,713	1,713	1,713	1,713	1,713	1,713	1,713	1,713	1,714
Depreciation	4,312	3,700	4,005	3,983	3,966	3,950	3,933	3,920	3,907	3,894	3,884
<b>Net Operating Income</b>	<b>-396</b>	<b>-1,241</b>	<b>-1,107</b>	<b>-1,280</b>	<b>-1,460</b>	<b>-1,647</b>	<b>-1,838</b>	<b>-2,037</b>	<b>-2,247</b>	<b>-2,462</b>	<b>-2,684</b>
<b>Known variations:</b>											
Reversal of Depreciation	-4,312	-3,700	-4,005	-3,983	-3,966	-3,950	-3,933	-3,920	-3,907	-3,894	-3,884
Capital Expenditure	1,888	1,935	1,683	1,470	1,433	1,477	1,516	1,547	1,182	1,261	1,489
Disabled Adaptations	300	300	300	300	300	300	300	300	300	300	300
Asbestos and Health & Safety Surveys	100	100	100	100	100	100	100	100	100	100	100
Debt Repayment - Balance of Depreciation	1,424	765	1,322	1,513	1,884	1,473	1,417	1,456	1,759	1,670	1,395
Major Repairs Reserve	700	600	600	600	300	600	600	600	600	600	600
Asset Replacement Earmarked Reserve	45	45	45	45	45	45	45	45	45	45	45

## HOUSING REVENUE ACCOUNT FINANCIAL PROJECTION - FEBRUARY 2020

	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29	2029.30
	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Additional Debt Repayment Transfer	0	777	2,150	2,651	2,468	1,815	2,000	1,839	750	750	750
General Fund Recharges	0	-77	-77	-77	-77	-77	-77	-77	-77	-77	-77
Investment Income	-85	0	25	43	68	0	0	0	0	0	0
Capital works non-traditional properties	200	100	100	100	0	0	0	0	0	0	0
Reverse Pension Deficit Increase Incl in Base Budget	0	-3	0	0	0	0	0	0	0	0	0
Pension Revaluation	0	18	18	19	19	20	20	21	21	22	22
ICT Upgrades	0	105	0	0	0	0	0	0	0	0	0
Potential Pay Award	0	44	45	47	48	49	50	51	53	54	55
Incremental Salary Increases	0	10	10	10	11	11	11	11	12	12	12
<b>HRA Surplus (-) / Deficit</b>	<b>-136</b>	<b>-222</b>	<b>1,210</b>	<b>1,557</b>	<b>1,172</b>	<b>215</b>	<b>212</b>	<b>-63</b>	<b>-1,410</b>	<b>-1,620</b>	<b>-1,876</b>
<b>HRA General Reserve</b>											
HRA Reserve B/fwd	-6,919	-7,055	-7,277	-6,068	-4,510	-3,338	-3,122	-2,911	-2,974	-4,384	-6,003
(Surplus) / Deficit for year	-136	-222	1,210	1,557	1,172	215	212	-63	-1,410	-1,620	-1,876
<b>HRA Reserve C/fwd</b>	<b>-7,055</b>	<b>-7,277</b>	<b>-6,068</b>	<b>-4,510</b>	<b>-3,338</b>	<b>-3,122</b>	<b>-2,911</b>	<b>-2,974</b>	<b>-4,384</b>	<b>-6,003</b>	<b>-7,879</b>

<b>List of Earmarked Reserves</b>	<b>Balance b/fwd April 2019</b>	<b>Movement 2019/20</b>	<b>Movement 2020/21</b>	<b>Estimated Balance</b>
<b>Specific Grants/Earmarked Reserves</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Homelessness Prevention	248,735	-12,367	-100,000	136,368
Schools Sport Partnership Project	228,469	-137,716	-90,753	0
Rosliston Forestry Centre - Capital Works	149,620	0	-149,620	0
Rosliston Forestry Centre - Café Reserve	23,080	0	-23,080	0
IT Reserve	461,842	-75,000	0	386,842
Local Plan - Consultation and Implementation	108,904	0	0	108,904
Vehicle, Plant and Replacement Fund (incl HRA)	134,289	1,009,000	-417,532	725,757
Environmental Education	9,709	1,411	0	11,120
Dilapidation Works - Factory Site as per Lease Agreement	10,869	0	0	10,869
Heritage Lottery Grants	18,000	-18,000	0	0
New Town Centre Project Fund	38,521	0	-38,521	0
Electoral Registration	4,058	0	0	4,058
Planning - Staffing and Support Costs	123,775	-27,786	-27,786	68,203
Planning - 20% Fee Increase	33,048	0	0	33,048
Software upgrades to GIS/LLPG	9,000	-9,000	0	0
Pensions Reserve	138,769	-8,481	-38,794	91,494
Corporate Training	53,035	0	-39,776	13,259
Welfare Reform, Fraud & Compliance	249,447	-13,500	-77,580	158,367
District Growth	985,000	-384,000		601,000
Garden Village Fund	163,570	-163,570	0	0
EU Exit Funding	17,484	0	-17,484	0
Economic Regeneration Fund	1,000,000	0	0	1,000,000
Building Control Transition	20,000	-20,000	0	0
Public Buildings Maintenance	130,059	-41,968	-50,000	38,091
Asset Replacement and Renewal Fund	130,000	250,000	0	380,000
Parks Improvement Fund	16,071	-16,071	0	0
Finance Staffing and Resource Costs	30,000	0	-30,000	0
District Conservation Works	10,000	-5,000	-5,000	0
HRA Software Upgrade	120,955	0	-120,955	0
Swadlincote Woodlands - S106	50,774	0	0	50,774
South Derbyshire Partnership Reserve	4,237	0	0	4,237
Community Safety and Crime Reduction	351,691	-44,143	-47,147	260,401
Young People's Cultural Partnership / Arts Development	7,306	0	0	7,306
Public Open Space - Commuted Sums	1,140,441	-45,791	0	1,094,650
Youth Engagement Partnership	603,638	-74,921	-84,544	444,173
Get Active in the Forest Partnership	60,528	-2,911	-16,110	41,507
Maurice Lea Park NHLF Grant	23,012	0	0	23,012
Tetron Point Storm Water Basin - S106 UK Coal	53,012	0	0	53,012
<b>Total</b>	<b>6,960,948</b>	<b>160,186</b>	<b>-1,374,682</b>	<b>5,746,452</b>
<b>Section 106 - Earmarked Funds</b>	<b>8,118,871</b>	<b>1,500,000</b>	<b>-1,000,000</b>	<b>8,618,871</b>
<b>TOTAL EARMARKED/SPECIFIC RESERVES</b>	<b>15,079,819</b>	<b>1,660,186</b>	<b>-2,374,682</b>	<b>14,365,323</b>

## HRA RECHARGES REVIEW 2019/20

APPENDIX 4

	2019/20		2020/21		Basis
	%	£	%	£	
Democratic Services	26%	27,831	20%	19,268	Number of reports / meetings relating to HRA
Elected Members	25%	102,396	20%	82,632	Number of meeting and Members attendance at meetings
Corporate Finance Management	30%	24,642	33%	29,532	Staff time and transaction analysis
Grounds Maintenance	17%	122,446	22%	134,379	Feedback from Head of Operations
Caretaking/Cleaning	20%	27,302	8%	10,054	Civic Offices floor area occupancy
Senior Management	21%	104,289	16%	80,171	Directors & CEO time on HRA matters
Financial Services	30%	153,810	33%	161,556	Staff time and transaction analysis
Internal Audit	31%	48,047	32%	49,180	Audit plan
Merchant Banking Services	18%	13,499	28%	21,228	Bank transactions and charges related to HRA
ICT Support	25%	262,251	20%	150,801	FTE employees working for the HRA
Web & Digital Services	0%	0	25%	17,425	Projects over a 4-year period
Business Change	0%	0	25%	36,951	Projects over a 4-year period
Legal Services	25%	67,813	21%	67,108	Time spent on HRA matters
Personnel/HR	23%	78,519	20%	66,775	FTE employees working for the HRA
Policy & Performance	0%	0	8%	7,528	Corporate Plan KPIs relating to HRA
Communications	15%	22,445	35%	54,515	Feedback from Head of Organisational Development & Performance
Customer Services	13%	57,143	13%	56,245	Minimal change
Health & Safety	23%	8,835	20%	7,128	FTE employees working for the HRA
Civic Offices & Depot	18%	75,191	7%	42,355	Civic Offices floor area occupancy
Procurement	46%	14,540	61%	19,598	Value and complexity of contracts relating to HRA
Defences Against Flooding	8%	4,369	0%	0	No specific on-going works for HRA
Print Room	8%	11,521	13%	16,253	Number of prints per annum
Estate Management	23%	44,596	25%	63,970	Feedback from Head of Corporate Property
		<b><u>1,271,485</u></b>		<b><u>1,194,652</u></b>	

<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 8</b>
<b>DATE OF MEETING:</b>	<b>13<sup>th</sup> FEBRUARY 2020</b>	<b>CATEGORY: RECOMMENDED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (CORPORATE RESOURCES)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>VICKI SUMMERFIELD (01283 595939)</b> <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a>	<b>DOC:</b> s/finance/committee/2019-20/Feb
<b>SUBJECT:</b>	<b>CAPITAL PROGRAMME BUDGET TO 2025</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM 08</b>

## **1.0 Recommendations**

- 1.1 That capital programme expenditure and funding to 2025 is considered and approved.

## **2.0 Purpose of the Report**

- 2.1 To detail the Council's proposed capital expenditure and funding for the five-year planning period to 2025.
- 2.2 The proposals included within the report are in relation to capital expenditure and funding for both the General Fund and HRA. The full programme is listed in **Appendix 1**.
- 2.3 Detail of the Council's capital reserves are covered in Section 4 with further detail on HRA capital reserves included in **Appendix 2**.

## **3.0 Detail**

### **General Fund**

- 3.1 General Fund projects are developed in line with strategies reported to policy committees and are funded through Section 106 receipts, grant income, General Fund contributions and capital receipts generated from General Fund asset sales.
- 3.2 A summary of the proposed five-year General Fund capital programme is listed in the following table.

<b>Expenditure</b>	<b>2019.20 £</b>	<b>2020.21 £</b>	<b>2021.22 £</b>	<b>2022.23 £</b>	<b>2023.24 £</b>	<b>2024.25 £</b>
Private Sector Housing	964,500	1,542,000	1,090,000	400,000	400,000	485,000
Cultural and Community Services	311,931	500,000	0	0	0	0
Environmental Services	59,472	0	0	0	0	0
Corporate Assets	840,933	1,162,532	391,148	347,000	526,420	1,184,814

<b>Total Expenditure</b>	<b>2,176,836</b>	<b>3,204,532</b>	<b>1,481,148</b>	<b>747,000</b>	<b>926,420</b>	<b>1,669,814</b>
<b>Funding</b>						
General Fund Contributions	822,614	1,070,000	311,148	297,000	416,420	1,104,814
S106 Contributions	18,997	0	0	0	0	0
Grant Funding/External Contributions	1,001,946	1,500,000	1,090,000	400,000	400,000	400,000
Volunteer Time	6,000	0	0	0	0	0
Growth Provision Contribution	89,500	377,965	30,000	0	60,000	30,000
Earmarked Reserves	141,066	156,535	50,000	50,000	50,000	50,000
Capital Receipts Reserve	96,713	100,032	0	0	0	85,000
<b>Total Funding</b>	<b>2,176,836</b>	<b>3,204,532</b>	<b>1,481,148</b>	<b>747,000</b>	<b>926,420</b>	<b>1,669,814</b>

3.3 Private Sector Housing capital projects are in the main funded through the Better Care Fund allocation received from Derbyshire County Council. Full detail of these projects was reported to Housing and Community Services Committee and this Committee in November 2019.

3.4 Cultural and Community Services projects consist of projects previously approved, the main projects being the Community Partnership Scheme and drainage works at Melbourne Sports Park.

3.5 Environmental Services has only one project remaining which is the Swadlincote Heritage Opportunities project. This project will be concluded during 2019/20.

3.6 Corporate Assets includes numerous different projects relating to the asset base of the Council. The main projects are for vehicle replacements, the ICT Strategy and development of public buildings.

## HRA

3.7 HRA projects mainly consist of refurbishment of council housing, new build and acquisition of council dwellings, disabled adaptations for council house tenants and vehicle replacements.

3.8 A summary of the five-year HRA capital programme is listed in the following table.

<b>Expenditure</b>	<b>2019.20 £</b>	<b>2020.21 £</b>	<b>2021.22 £</b>	<b>2022.23 £</b>	<b>2023.24 £</b>	<b>2024.25 £</b>
Major Capital Repairs	2,788,000	2,635,000	2,383,000	2,170,000	1,733,000	2,077,000
		0	0	0	0	0
New Build and Acquisition	1,154,462	1,211,905	0	0	0	0
Vehicle Replacements	0	0	36,673	0	49,186	0
Disabled Adaptations	300,000	300,000	300,000	300,000	300,000	300,000
		<b>4,146,905</b>	<b>2,719,673</b>	<b>2,470,000</b>	<b>2,082,186</b>	<b>2,377,000</b>
<b>Total Expenditure</b>	<b>4,242,462</b>	<b>5</b>	<b>3</b>	<b>0</b>	<b>6</b>	<b>0</b>
<b>Funding</b>						
Earmarked Reserves	0	0	36,673	0	49,186	0
HRA Revenue Contribution	3,088,000	2,935,000	2,683,000	2,470,000	2,033,000	2,377,000
Grant Income	45,000	0	0	0	0	0
S106 Contributions	323,999	444,000	0	0	0	0
New Build Capital Reserve	785,463	767,905	0	0	0	0
		<b>4,146,905</b>	<b>2,719,673</b>	<b>2,470,000</b>	<b>2,082,186</b>	<b>2,377,000</b>
<b>Total Funding</b>	<b>4,242,462</b>	<b>5</b>	<b>3</b>	<b>0</b>	<b>6</b>	<b>0</b>

- 3.9 The Major Repairs budget is in line with the stock condition survey that was undertaken in 2018/19. It is likely that the budget for 2019/20 will underspend due to a start delay with the new contract. Any underspend will be transferred to the Major Repairs Reserve and utilised in future years.
- 3.10 New Build and Acquisition of new council dwellings are reported separately to Housing and Community Services Committee and this Committee as opportunities that offer value for money are identified.
- 3.11 The Disabled Adaptations budget of £300k has been reviewed and will remain the same over the life of the plan.
- 3.12 Vehicle Replacements are in line with the vehicle replacement schedule reported to Environmental and Development Services Committee January 2020.

## 4.0 Capital Reserves

### General Fund

- 4.1 Capital receipts are generated through land and property sales and the receipts are available for one-off projects that will result in no longer-term revenue burden.
- 4.2 Often, General Fund capital projects are funded through grant income, General Fund contributions and S106 contributions with capital receipts being utilised on specific projects selected through a capital bidding evaluation process.
- 4.3 The current Capital Receipts Reserve and projected balance over the five-year period is listed in the following table.

	2019.20 £	2020.21 £	2021.22 £	2022.23 £	2023.24 £	2024.25 £
Reserve Balance B/fwd	1,073,335	1,142,553	1,900,553	2,600,553	2,600,553	2,600,553
Sale of Land at Bridge Street	15,552	0	0	0	0	0
Sale of Land at Staley Close	2,500	0	0	0	0	0
Sale of Land at William Nadin Way	150,000	800,000	700,000	0	0	0
<b>Total Receipts</b>	<b>168,052</b>	<b>800,000</b>	<b>700,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Costs Associated to Land Sales	-59,151	0	0	0	0	0
Stenson Fields Community Centre	-2,121	0	0	0	0	0
Midway Community Centre	-4,587	0	0	0	0	0
Repairs to Village Halls and Community Facilities	-9,075	0	0	0	0	0
Strategic Housing Market Assessment	-16,900	0	0	0	0	-25,000
Private Sector Stock Condition Survey	0	0	0	0	0	0
Empty Property Grants	-7,000	-42,000	0	0	0	0
<b>Committed Expenditure</b>	<b>-98,834</b>	<b>-42,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-25,000</b>
<b>Reserve Balance C/fwd</b>	<b>1,142,553</b>	<b>1,900,553</b>	<b>2,600,553</b>	<b>2,600,553</b>	<b>2,600,553</b>	<b>2,575,553</b>

- 4.4 It is likely that the Council will receive some additional receipts that are pending but not currently finalised from further land sales.

- 4.5 Included within the projected reserve balance is the overage sum of £738,599 received for Midway. Additional costs for extension work to the Community Centre and improvements of the pitches are still in the early stages of review. Once a final specification is determined it will be reported to this Committee.
- 4.6 No investment commitments against any projected capital sums to be received by the Council have yet been made which should remain the case until the money is received and the Council has an established evaluation framework in place to prioritise capital investments.
- 4.7 The Capital Evaluation Framework is currently being reviewed. It will be updated and reported to the Committee in March. Several proposals for capital investment are likely to emerge in due course and the updated evaluation will ensure that new projects are directed towards priorities in the Corporate Plan and provide Value for Money.

## HRA

- 4.8 The HRA capital reserves are established from transfers from the HRA General Reserve and through Right to Buy receipts. Council policy is to reinvest all housing receipts from the sale of council houses and land into the housing stock and for new build and acquisition.
- 4.9 Transfers from the HRA General Reserve are mainly for additional capital works to council dwellings required from stock condition surveys and for debt repayment.
- 4.10 A summary of the projected capital reserves for the HRA is listed in the table below with further detail in **Appendix 2**.

	2019.20 £	2020.21 £	2021.22 £	2022.23 £	2023.24 £	2024.25 £
New Build and Acquisition Reserve	2,358,938	1,874,090	2,495,010	3,112,861	3,572,966	4,029,940
Debt Repayment Reserve	6,470,000	8,012,000	1,482,000	5,642,000	0	3,265,000
Major Repairs Reserve	4,354,260	5,054,260	5,754,260	6,454,260	6,754,260	7,354,260
<b>HRA Projected Capital Reserves</b>	<b>13,183,198</b>	<b>14,940,350</b>	<b>9,731,270</b>	<b>15,209,121</b>	<b>10,327,226</b>	<b>14,649,200</b>

- 4.11 The New Build and Acquisition Reserve is topped up by Right to Buy receipts. The following table shows the projected level of sales of dwellings included within the Reserve projection.

	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25
Projected Council Dwelling Disposals	20	20	18	18	15	15

- 4.12 The balance on reserve will fluctuate based on the actual number of dwellings disposed of in year. Approved expenditure against this reserve is covered comfortably due to the large bought forward balance of £2.4m at the start of 2019/20.
- 4.13 Phased repayment of the HRA £57.4m loans taken out as part of self-financing starts in 2021/22 with a £10.0m capital repayment. Sums are being set-aside each year for the repayments in the Debt Repayment Reserve. The scheduled repayment profile of debt is shown in the following table.

Date due	£
28-Mar-22	10,000,000
28-Mar-24	10,000,000

28-Mar-27	10,000,000
28-Mar-32	10,000,000
28-Mar-37	10,000,000
28-Mar-42	7,423,000

**57,423,000**

- 4.14 The Major Repairs Reserve is to be topped up by any underspends in year on the capital programme with additional contributions being made to ensure there is enough set-aside in future years when potential peaks in major capital refurbishment are anticipated.

## **5.0 Financial Implications**

- 5.1 As detailed in the report.

## **6.0 Corporate Implications**

### **Employment Implications**

- 6.1 None.

### **Legal Implications**

- 6.2 None.

### **Corporate Plan Implications**

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

### **Risk Impact**

- 6.4 None.

## **7.0 Community Impact**

### **Consultation**

- 7.1 None.

### **Equality and Diversity Impact**

- 7.2 None.

### **Social Value Impact**

- 7.3 None.

### **Environmental Sustainability**

- 7.4 None.

## 8.0 **Background Papers**

8.1 None.

## CAPITAL BUDGET AND FIVE-YEAR PROJECTION

	2019.20			2020.21	2021.22	2022.23	2023.24	2024.25
	Approved Budget £	Changes £	Revised Budget £	Projection £	Projection £	Projection £	Projection £	Projection £
<b>GENERAL FUND</b>								
<b>Private Sector Housing</b>								
Major Disabled Facilities Grant (Private)	1,358,860	-958,860	400,000	400,000	400,000	400,000	400,000	400,000
Empty Property Grants	42,000	-35,000	7,000	42,000	0	0	0	0
Strategic Housing Market Assessment	50,000	-33,100	16,900	0	0	0	0	25,000
Private Sector Stock Condition Survey	60,000	-60,000	0	0	0	0	0	60,000
Discretionary Top up Grants for under 18s	75,000	-25,000	50,000	50,000	50,000	0	0	0
Healthy Homes Project	80,000	0	80,000	80,000	80,000	0	0	0
DFG Associated Preventative Works	100,000	-100,000	0	0	0	0	0	0
Establishing a Hospital to Home Scheme	100,000	0	100,000	100,000	100,000	0	0	0
Appointment of a dedicated Mental Health Worker	16,593	23,407	40,000	40,000	40,000	0	0	0
Ongoing cost of Funding additional Technical Officer	64	39,936	40,000	40,000	40,000	0	0	0
Integrated Adaptations of New Build Social Housing	120,000	-120,000	0	0	0	0	0	0
Contribution to Countywide Stock Modelling report	500	5,100	5,600	0	0	0	0	0
Relocation Grant	0	50,000	50,000	50,000	50,000	0	0	0
Dementia Friendly Homes Grant	0	5,000	5,000	15,000	15,000	0	0	0
Domestic Violence Crisis Prevention	0	0	0	50,000	50,000	0	0	0
Hospital Discharge Grant	0	10,000	10,000	20,000	20,000	0	0	0
Healthy Homes Assistance Fund	0	100,000	100,000	100,000	100,000	0	0	0
Pilot Schemes	0	0	0	200,000	0	0	0	0
Capital One-off Projects	0	0	0	150,000	0	0	0	0
Stay Active and Independent for Longer	0	60,000	60,000	60,000	0	0	0	0
Temporary Health and Housing Co-ordinator	0	0	0	45,000	45,000	0	0	0
Temporary Public Health Officer	0	0	0	45,000	45,000	0	0	0
Temporary Occupational Therapist	0	0	0	55,000	55,000	0	0	0
<b>Expenditure</b>	<b>2,003,017</b>	<b>-1,038,517</b>	<b>964,500</b>	<b>1,542,000</b>	<b>1,090,000</b>	<b>400,000</b>	<b>400,000</b>	<b>485,000</b>
Derbyshire County Council - Better Care Fund	1,851,017	-910,417	940,600	1,500,000	1,090,000	400,000	400,000	400,000
Capital Receipts Reserve	152,000	-128,100	23,900	42,000	0	0	0	85,000
<b>Funding</b>	<b>2,003,017</b>	<b>-1,038,517</b>	<b>964,500</b>	<b>1,542,000</b>	<b>1,090,000</b>	<b>400,000</b>	<b>400,000</b>	<b>485,000</b>

	2019.20			2020.21	2021.22	2022.23	2023.24	2024.25
	Approved Budget £	Changes £	Revised Budget £	Projection £	Projection £	Projection £	Projection £	Projection £
<b>Cultural and Community</b>								
Eureka Park - Community Programme	0	12,797	12,797	0	0	0	0	0
Community Partnership Scheme	239,005	-50,000	189,005	50,000	0	0	0	0
Swadlincote Woodlands Nature Reserve	37,000	15,000	52,000	0	0	0	0	0
Melbourne Sports Park - Drainage Works	433,799	-400,000	33,799	400,000	0	0	0	0
Rosliston Forestry Centre - Play Project	50,000	-50,000	0	50,000	0	0	0	0
CCTV Rosliston	0	13,580	13,580	0	0	0	0	0
Flail Mower - Rosliston	0	10,750	10,750	0	0	0	0	0
<b>Expenditure</b>	<b>759,804</b>	<b>-447,873</b>	<b>311,931</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Section 106 Contributions	6,200	12,797	18,997	0	0	0	0	0
External Contributions	22,563	0	22,563	0	0	0	0	0
Earmarked Reserves	2,237	24,330	26,567	0	0	0	0	0
Volunteer Time	6,000	0	6,000	0	0	0	0	0
General Fund Contribution	722,804	-485,000	237,804	500,000	0	0	0	0
<b>Funding</b>	<b>759,804</b>	<b>-447,873</b>	<b>311,931</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Environmental</b>								
Swadlincote Heritage Opportunities project	42,007	17,465	59,472	0	0	0	0	0
<b>Expenditure</b>	<b>42,007</b>	<b>17,465</b>	<b>59,472</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
External Contributions	22,607	14,055	36,662	0	0	0	0	0
Earmarked Reserves	19,400	-1,400	18,000	0	0	0	0	0
General Fund Contribution	0	4,810	4,810	0	0	0	0	0
<b>Funding</b>	<b>42,007</b>	<b>17,465</b>	<b>59,472</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

	2019.20			2020.21	2021.22	2022.23	2023.24	2024.25
	Approved Budget £	Changes £	Revised Budget £	Projection £	Projection £	Projection £	Projection £	Projection £
<b>Corporate Assets</b>								
Vehicle Replacements	517,000	-157,500	359,500	762,532	43,148	0	180,420	839,814
ICT Strategy	0	285,000	285,000	210,000	210,000	210,000	210,000	210,000
Public Buildings Repairs and Renewals	188,032	-88,032	100,000	190,000	138,000	137,000	136,000	135,000
Repairs to Village Halls and Community Facilities	9,075	0	9,075	0	0	0	0	0
Darklands Road, Sale of Depot	0	59,151	59,151	0	0	0	0	0
Stenson Fields Community Centre	0	2,121	2,121	0	0	0	0	0
Oversetts Road Community Project	0	21,499	21,499	0	0	0	0	0
Midway Community Centre Extension	0	4,587	4,587	0	0	0	0	0
<b>Expenditure</b>	<b>714,107</b>	<b>126,826</b>	<b>840,933</b>	<b>1,162,532</b>	<b>391,148</b>	<b>347,000</b>	<b>526,420</b>	<b>1,184,814</b>
Earmarked Reserves	53,000	43,499	96,499	156,535	50,000	50,000	50,000	50,000
External Contributions	0	2,121	2,121	0	0	0	0	0
Capital Receipts Reserve	67,107	5,706	72,813	58,032	0	0	0	0
Growth Provision Contribution	194,000	-104,500	89,500	377,965	30,000	0	60,000	30,000
General Fund Contribution	400,000	180,000	580,000	570,000	311,148	297,000	416,420	1,104,814
<b>Funding</b>	<b>714,107</b>	<b>126,826</b>	<b>840,933</b>	<b>1,162,532</b>	<b>391,148</b>	<b>347,000</b>	<b>526,420</b>	<b>1,184,814</b>
<b>GENERAL FUND CAPITAL EXPENDITURE</b>	<b>3,518,935</b>	<b>-1,342,099</b>	<b>2,176,836</b>	<b>3,204,532</b>	<b>1,481,148</b>	<b>747,000</b>	<b>926,420</b>	<b>1,669,814</b>
<b>GENERAL FUND CAPITAL FUNDING</b>	<b>3,518,935</b>	<b>-1,342,099</b>	<b>2,176,836</b>	<b>3,204,532</b>	<b>1,481,148</b>	<b>747,000</b>	<b>926,420</b>	<b>1,669,814</b>

	2019.20			2020.21	2021.22	2022.23	2023.24	2024.25
	Approved Budget £	Changes £	Revised Budget £	Projection £	Projection £	Projection £	Projection £	Projection £
<b>HRA</b>								
Major Capital Repairs	2,788,000	0	2,788,000	2,635,000	2,383,000	2,170,000	1,733,000	2,077,000
New Build - Moore Lane, Aston-On-Trent	980,000	-207,905	772,095	487,905	0	0	0	0
New Build - Lullington Road	336,367	0	336,367	0	0	0	0	0
New Build - Milton Road, Repton	0	46,000	46,000	444,000	0	0	0	0
New Build - Orchard Street, Newhall	0	0	0	280,000	0	0	0	0
Vehicle Replacements	0	0	0	0	36,673	0	49,186	0
Disabled Adaptations	300,000	0	300,000	300,000	300,000	300,000	300,000	300,000
<b>Expenditure</b>	<b>4,404,367</b>	<b>-161,905</b>	<b>4,242,462</b>	<b>4,146,905</b>	<b>2,719,673</b>	<b>2,470,000</b>	<b>2,082,186</b>	<b>2,377,000</b>
Earmarked Reserves	0	0	0	0	36,673	0	49,186	0
HRA Revenue Contribution	3,088,000	0	3,088,000	2,935,000	2,683,000	2,470,000	2,033,000	2,377,000
Grant Income	45,000	0	45,000	0	0	0	0	0
S106 Contributions	277,999	46,000	323,999	444,000	0	0	0	0
New Build Capital Reserve	993,368	-207,905	785,463	767,905	0	0	0	0
<b>Funding</b>	<b>4,404,367</b>	<b>-161,905</b>	<b>4,242,462</b>	<b>4,146,905</b>	<b>2,719,673</b>	<b>2,470,000</b>	<b>2,082,186</b>	<b>2,377,000</b>

## HRA CAPITAL RESERVES

	2019.20 £	2020.21 £	2021.22 £	2022.23 £	2023.24 £	2024.25 £
<b>New Build and Acquisition Reserve</b>						
Balance B/fwd	2,460,335	2,358,938	1,874,090	2,495,010	3,112,861	3,572,966
Projected Right to Buy Receipts	730,066	727,057	620,920	617,851	460,105	456,974
Homes England Grant	45,000	0	0	0	0	0
New Build - Moore Lane, Aston-On-Trent	-494,096	-487,905	0	0	0	0
New Build - Lullington Road	-336,367	0	0	0	0	0
New Build - Milton Road, Repton	-46,000	-444,000	0	0	0	0
New Build - Orchard Street, Newhall	0	-280,000	0	0	0	0
<b>Balance C/fwd</b>	<b>2,358,938</b>	<b>1,874,090</b>	<b>2,495,010</b>	<b>3,112,861</b>	<b>3,572,966</b>	<b>4,029,940</b>

	2019.20 £	2020.21 £	2021.22 £	2022.23 £	2023.24 £	2024.25 £
<b>Debt Repayment Reserve</b>						
Balance B/fwd	5,046,000	6,470,000	8,012,000	1,482,000	5,642,000	0
Depreciation Balance Transfer	1,424,000	1,542,000	1,770,000	1,960,000	2,329,000	1,915,000
Revenue Contribution	0	0	1,700,000	2,200,000	2,029,000	1,350,000
Repayment of Loan	0	0	-10,000,000	0	-10,000,000	
<b>Balance C/fwd</b>	<b>6,470,000</b>	<b>8,012,000</b>	<b>1,482,000</b>	<b>5,642,000</b>	<b>0</b>	<b>3,265,000</b>

	2019.20 £	2020.21 £	2021.22 £	2022.23 £	2023.24 £	2024.25 £
<b>Major Repairs Reserve</b>						
Balance B/fwd	3,454,260	4,354,260	5,054,260	5,754,260	6,454,260	6,754,260
Revenue Contribution	700,000	600,000	600,000	600,000	300,000	600,000
Transfer for Non-Traditional Properties	200,000	100,000	100,000	100,000	0	0
<b>Balance C/fwd</b>	<b>4,354,260</b>	<b>5,054,260</b>	<b>5,754,260</b>	<b>6,454,260</b>	<b>6,754,260</b>	<b>7,354,260</b>



<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 9</b>
<b>DATE OF MEETING:</b>	<b>13<sup>th</sup> FEBRUARY 2020</b>	<b>CATEGORY: RECOMMENDED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (CORPORATE RESOURCES)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>VICKI SUMMERFIELD (01283 595939)</b> <a href="mailto:victoria.summerfield@southderbyshire.gov.uk">victoria.summerfield@southderbyshire.gov.uk</a>	<b>DOC:</b> s/finance/committee/2019-20/Feb
<b>SUBJECT:</b>	<b>TREASURY MANAGEMENT STRATEGY AND PRUDENTIAL INDICATORS 2020/21</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM 08</b>

## **1.0 Recommendations**

- 1.1 The Treasury Management Strategy for 2020/21 is approved.
- 1.2 The Prudential Indicators and Limits for 2020/21 to 2024/25 are approved.
- 1.3 The Investment Policy for 2020/21 including the associated counterparty (lending) list is approved.

## **2.0 Purpose of the Report**

- 2.1 To detail the Council's Prudential Indicators for its expected treasury operations for the medium-term financial planning period, 2020/21 to 2024/25. This is in accordance with the requirements of the Local Government Act 2003, updated for provisions contained in the Localism Act 2011. Three main areas covered are:
  - The CIPFA Prudential Code (2017) which requires the reporting of the Indicators for Capital Finance in Local Authorities.
  - The Treasury Strategy in accordance with the CIPFA Code of Practice on Treasury Management.
  - The Investment Strategy in accordance with Central Government guidance.

## **3.0 Summary**

### **The Prudential System for Capital Finance**

- 3.1 The Council is required to manage its treasury and capital expenditure activities under a National Code. The main aims of the National Prudential System are to ensure that:

- Capital investment plans of local authorities are affordable and sustainable.
- Treasury management decisions are taken in accordance with best professional practice.
- Financial planning and asset management are integrated into the Council's overall corporate planning arrangements.

3.2 Treasury operations are measured within a set of prudential indicators. The main purpose of these indicators is to provide the limits and benchmarks to control the level of capital expenditure, borrowing and investment. The Council is expected to operate comfortably within these limits.

3.3 The Prudential System allows councils the freedom to borrow on a prudential basis. Any new borrowing has to be accommodated within any maximum debt limits or caps set by Central Government and the Council has to demonstrate that it can afford to service and repay the debt within its financial plans.

### **The Treasury Management Strategy**

3.4 The Strategy aims to provide transparency for treasury decisions including the use of counterparties, together with assessing how risk is managed on a day- to-day basis.

### **Prudential Indicators**

3.5 The relevant indicators required under the regulations are detailed in the statement.

## **4.0 Financial Implications**

4.1 As detailed in the report.

## **5.0 Corporate Implications**

5.1 None directly

## **6.0 Community Impact**

6.1 None directly

## **7.0 Background Papers**

7.1 Treasury Management in Public Services and the Code of Practice (CIPFA Publication – November 2011)

7.2 Local Government Act 2003 (Part 1)

7.3 Localism Act 2011 – Part 7 Chapter 3

<b>REPORT TO:</b>	<b>FINANCE and MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 10</b>
<b>DATE OF MEETING:</b>	<b>13<sup>th</sup> FEBRUARY 2020</b>	<b>CATEGORY: RECOMMENDED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (CORPORATE RESOURCES)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>KEVIN STACKHOUSE (01283 595811)</b> <a href="mailto:Kevin.stackhouse@southderbyshire.gov.uk">Kevin.stackhouse@southderbyshire.gov.uk</a>	<b>DOC:</b> u/ks/budgets/budget 2020 21/Section 25 Report 2020
<b>SUBJECT:</b>	<b>ANNUAL REPORT OF THE SECTION 151 OFFICER</b>	
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM 08</b>

## **1.0 Recommendations**

- 1.1 That the Annual Report of the Section 151 Officer is considered and noted.
- 1.2 That the Council has due regard to the Annual Report when approving the Budget for 2020/21 at Full Council on 26 February 2020 and when considering future proposals for new spending and the utilisation of resources.

## **2.0 Purpose of the Report**

- 2.1 In their role as the Council's Section 151 (Chief Finance) Officer, the Strategic Director (Corporate Resources) is required, under Section 25 of the Local Government Act 2003, to provide an overall opinion on the robustness of the estimates included in budgets and the adequacy of Council reserves.
- 2.2 The Report also includes an assessment of the Council's financial sustainability based on its spending plans and projected resources available, as set out in its Medium Term Financial Plan (MTFP).
- 2.3 It is recommended that Elected Members of the Council pay due regard to the Annual Report when approving the Budget for 2020/21 and when considering proposals for new spending and the utilisation of resources.

## **3.0 Executive Summary**

### **Overall Opinion of the Section 151 Officer**

- 3.1 Based on the Budgets submitted for approval and the latest MTFP, the Council's overall financial position continues to look healthy.
- 3.2 Although there remains some uncertainty regarding Government funding beyond 2020/21, the current level of Reserves, together with provisions made in the MTFP to cover the costs associated with Growth, should ensure that the Council's financial position remains sustainable into the foreseeable future.

- 3.3 Based on current spending and the best estimate of resources, the MTFP forecasts some fairly large deficits in 2024 and 2025; these will need to be kept under review pending the outcome of the Government's funding review in 2020.
- 3.4 The Council's "Financial Resilience Index" compared to other shire districts broadly confirms the Council's position. Independent analysis shows that the Council's current level of Reserves places the Council at a lower risk of financial difficulties with its sustainability measure being high in comparison to many other authorities.
- 3.5 However, it also shows the Council to be at a higher risk when it comes to the reliance on Government funding, a key issue highlighted in the detailed opinion which follows.
- 3.6 Therefore, the Council should not become complacent and should continue to operate with a certain degree of caution. Where ever possible, opportunities to generate efficiency and budget savings should be pursued with the concept of providing Value for Money being at the core of all Council spending.
- 3.7 The Section 151 Officer is aware that proposals have been developed to meet certain spending pressures, which are currently being considered. These will have an impact on the General Fund and subject to analysis of the final costings, are affordable in the MTFP as it currently stands.
- 3.8 However, until the Council's future funding position is more certain, no new commitments beyond these proposals should be made against the General Fund Base Budget until the future funding position is clearer.

#### **4.0 Detail**

##### **Basis of the Opinion**

- 4.1 The Opinion is given within the general context detailed below, followed by a summary of each of the Council's main Accounts and their financing. The opinion, also considers a broad, but independent analysis of the Council's financial resilience.

##### **General Context**

- 4.2 It is considered that estimates of income and expenditure included in the Base Budget and longer-term financial forecasts are prudent. They provide for inflation and other known variations (pensions, pay awards, etc.) together with provisions that recognise current cost pressures, Corporate Plan priorities and potential costs associated with Growth of the District.
- 4.3 The Budget for 2020/21 and forward projections are based on the most up-to-date economic forecasts for inflation and interest rates, etc. The Budget does not assume a vacancy rate for staffing and prudently assumes that all posts on the Council's Establishment are filled throughout the year.
- 4.4 In addition, a realistic but prudent view has been taken regarding projected income levels from fees, charges and short-term investments. This also includes a prudent reduction in Government funding in the form of Retained Business Rates and the New Homes Bonus (or its replacement) pending the outcome of the Government's Funding review.

- 4.5 Forward projections for Council Tax receipts are based on an increase in property numbers which are less than those contained in the Local Plan.
- 4.6 The compilation of detailed budgets has been undertaken in conjunction with service/budget managers. It is recognised that the Council has well established performance and budget monitoring arrangements in place to help ensure that Council finances are monitored effectively. This includes quarterly reports to the Finance and Management Committee, in addition to statutory reports regarding the Annual Accounts and the Annual Budget.
- 4.7 The Council traditionally spends within budget and generates additional income over that estimated. Although this is no guarantee of future performance, it does provide some comfort that budget preparation and budget management is sound.
- 4.8 The Council's Financial Strategy directs the Council to plan its spending over a 5 year rolling period for the General Fund and 10 years for the Housing Revenue Account (HRA). This provides an indication of the sustainability of spending plans and the projected level of Reserves. Consequently, this allows sufficient time in which remedial action can be implemented to address any issues in a planned and timely manner.
- 4.9 A full risk assessment, with mitigating actions, is considered alongside the MTFP for both the General Fund and the HRA.

### **Financial Resilience**

- 4.10 The Chartered Institute of Public Finance and Accountancy (CIPFA) published a Financial Resilience Index in December 2019. The [Index](#) shows a Council's position on a range of measures associated with financial risk, with a comparison to similar authorities. There are 8 measures, although they can be distilled down to 3 categories to illustrate the Council's position as shown below.

<b>Financial Stress Indicator</b>	<b>Comparison Rating</b>
Level and Sustainability of Reserves	Lower Risk
Debt level and interest payable	Higher Risk
Financing	Higher Risk

**Note:** The comparison rating is broadly similar whether compared against the Council's nearest neighbour grouping (**see Appendix 1**) or all shire districts.

### **Reserves**

- 4.11 The Council's current level of Reserves, show the Council in a much stronger position compared to many other shire districts.

### **Debt Level and Interest**

- 4.12 The Council does have a high level of debt associated with the HRA which it inherited from the Government under the "self-financing system" in 2012/13. It is considered that the comparison with other authorities is influenced by the fact that many shire districts do not have their own housing stock, with over 50% of all

authorities having transferred their stock to a Registered Social Landlord/Housing Association. This could skew the comparison.

- 4.13 Nevertheless, the level of outstanding debt is large at £58m. However, the cost of the debt and its repayment is affordable within the HRA's Financial Plan and the financial model for the HRA is designed to ensure sums are set-aside on an annual basis to repay the debt. £30m is due to be repaid over the life of the current Financial Plan.

## **Financing**

- 4.14 The Council is placed at a higher risk due to its reliance on the Government's funding system. Although the Council does not receive any Revenue Support Grant, its level of income from Business Rates, due to Growth, is considerably above its Baseline Level set by the Government in the current funding system.
- 4.15 Therefore, the Council is at risk to changes in the funding system and in particular if/when the Baseline Level is reset. If the Council's need is assessed as far less than that currently due to its Growth, then the Council could be penalised through an increase in its Levy.
- 4.16 This would be exacerbated if the Council was not part of the Derbyshire Business Rates Pool as no Levy (50%) is paid on Growth above the Baseline.

*(Note: The Levy is effectively the amount that the Council pays to the Government from its 40% share of local Business Rates as part of the redistribution system of local authority resources)*

- 4.17 This is in addition to any changes in the New Homes Bonus System. As previously reported, the Council is potentially at risk from the outcomes of the Fair Funding Review, including changes to the Business Rates Retention System and this is highlighted in the Resilience Index.
- 4.18 The Index also shows that the Council does not generate as much income from fees and charges compared to other authorities. Again, this comparison may be influenced by the fact that the Council does not charge for car parking and will be in a minority of authorities who don't charge.
- 4.19 However, it is noted that the new Corporate Plan approved in November 2019, includes an action to identify and pursue commercial opportunities where appropriate, to generate additional income from fees and charges.

## **General Fund Account**

- 4.20 The overall financial position continues to remain positive with a budget surplus projected for 2020/21.
- 4.21 Larger budget deficits are forecast in 2024 and 2025. Although this is considered to be the worst case scenario, the Council should not be complacent. As highlighted above, this is due to the uncertainty regarding Government funding beyond 2020/21 and in particular, proposals to replace the New Homes Bonus with a "*Housing Incentive*", together with the wider funding review.
- 4.22 As a Growth area, the Council should benefit from any system based on the delivery of new housing and business. However, this will depend on Government priorities and how much funding is awarded to shire districts for distribution.

- 4.23 As the Resilience Index highlights, the Council is at risk from changes in the current funding system and the current uncertainty makes future planning more difficult. The MTFP prudently assumes that overall funding will fall and if this is the outcome for the Council, potential deficits will need to be addressed later in this planning period.
- 4.24 Growth also brings additional demand on the Council's services and it is noted that the MTFP has prudently set-aside (as yet unallocated) sums in the Base Budget to meet future costs.

### **General Fund Reserve**

- 4.25 The current level of the Reserve continues to remain healthy. The projected level of the Reserve over the medium-term planning period is summarised below.

2019/20	£8.9 million
2020/21	£8.8 million
2021/22	£8.0 million
2022/23	£6.9 million
2023/24	£5.3 million
2024/25	£2.8 million

- 4.26 The above table shows that the General Fund Reserve is projected to reduce quite significantly over the current planning period. This allows the financing of committed capital projects and asset replacements, together with budget deficits, which include provisions to increase spending arising from Growth.
- 4.27 The Council has set a minimum level of £1.5 million (10% of net expenditure) to be maintained by the end of 2024/25, and that target, based on current projections, should be achieved.
- 4.28 However, as the Budget Report highlights, there are more significant deficits projected from 2022/23. Therefore, the position will need to be kept under review in order that the Council does not become over reliant on reserves, unless they are replenished.
- 4.29 Overall, except for the outcome of the Government's funding review in 2020, there are no major concerns currently associated with the General Fund position.

### **Housing Revenue Account (HRA)**

- 4.30 The HRA also remains in a healthy position and the current 10 year Financial Plan shows a sustainable position. It is noted that the Plan is based on annual rent increases of CPI + 1%.
- 4.31 Resources have been set-aside for further capital investment in the housing stock, together with New Build and Acquisition. Given that the level of the HRA General Reserve is currently forecast to fall to no lower than £2.9m over the current planning period, there is scope to expand the revenue base.
- 4.32 Resources have also been set-aside to repay debt. It is noted that the financial model for the HRA is designed to generate sufficient surpluses to maintain the original debt repayment schedule approved in 2012/13 as highlighted earlier in the Report.

- 4.33 The HRA's risk analysis shows that the main issues potentially are the continuing level of Right to Buys, future Government policy on Rents beyond 2023/24 and the financing of the Supporting People Programme.
- 4.34 However, given the current position of the HRA, any remedial action required can be achieved in a planned and timely manner. Overall, there are no major concerns currently associated with the HRA's position.

### **Capital Expenditure and Financing**

- 4.35 Besides the HRA, there is no major capital projects associated with the General Fund programme, with all current commitments fully financed.
- 4.36 As reported, the Council has been steadily accumulating general capital receipts with additional receipts expected over the next 2 to 3 years from on-going regeneration projects in the District. Therefore, this provides resources for further capital investment and overall, there are no major concerns currently associated with capital expenditure and its financing.

### **Treasury Management**

- 4.37 The General Fund is currently debt free. Council expenditure is not reliant on any borrowing and given the current level of reserves and cash on deposit, it is unlikely that the Council will need to enter into any form of borrowing over the financial planning period.
- 4.38 The HRA debt is mainly at fixed interest rates and provision is being made in the HRA's financial plan to repay loans in accordance with a repayment schedule. A proportion of variable rate debt is currently costing significantly less than that budgeted so this provides some contingency should interest rates increase. This loan is due to be repaid in March 2022.
- 4.39 The Council is not reliant on interest rates increasing to generate a return on investments. A prudent assessment has been made in the MTFP for interest and dividends on investments and this is below the amount actually being generated. An increase in rates would be beneficial for the MTFP.
- 4.40 The Treasury Management Strategy includes a Lending Policy and Counterparty List. This is designed to ensure the liquidity and security of investments, rather than yield.
- 4.41 Overall, there are no major concerns currently associated with the Council's current treasury management position.

### **Other Usable and Earmarked Reserves**

- 4.42 The Council maintains various reserves that are used to meet one-off/known commitments or to defray expenditure over a number of years, for example, ICT upgrades, vehicle replacements and community development projects.
- 4.43 Reserves held to finance on-going community and sports development spending, will need to be kept under careful review if external and partnership contributions significantly reduce. On-going contributions to asset replacement reserves are provided for in the MTFP.

4.44 Overall, it is considered that current reserves will remain sufficient to meet commitments over the life of the current MTFP.

## **5.0 Financial Implications**

5.1 None as a direct result of this report.

## **6.0 Corporate Implications**

### **Employment Implications**

6.1 None.

### **Legal Implications**

6.2 None.

### **Corporate Plan Implications**

6.3 None. The production of the Section 25 Report is a statutory requirement.

### **Risk Impact**

6.4 None.

## **7.0 Community Impact**

### **Consultation**

7.1 None required.

### **Equality and Diversity Impact**

7.2 None.

### **Social Value Impact**

7.3 Not applicable.

### **Environmental Sustainability**

7.4 Not applicable.

## **8.0 Background Papers**

8.1 None

## **APPENDIX 1**

## **CIPFA NEAREST NEIGHBOUR GROUP 2018**

Blaby

Chorley

East Cambridgeshire

East Northamptonshire

High Peak

Hinckley and Bosworth

Melton

Newark and Sherwood

North Kesteven

North West Leicestershire

Selby

**South Derbyshire**

South Ribble

Staffordshire Moorlands

Stroud

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<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 11</b>
<b>DATE OF MEETING:</b>	<b>13<sup>th</sup> FEBRUARY 2020</b>	<b>CATEGORY: RECOMMENDED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (CORPORATE RESOURCES)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>KEVIN STACKHOUSE (01283 595811)</b> <a href="mailto:Kevin.stackhouse@south-derbys.gov.uk">Kevin.stackhouse@south-derbys.gov.uk</a>	<b>DOC:</b> u/ks/council tax and precepts/council tax reduction scheme/scheme 2020 21/FM proposal Feb 20
<b>SUBJECT:</b>	<b>PROPOSED LOCAL COUNCIL TAX REDUCTION SCHEME 2020/21</b>	<b>REF</b>
<b>WARD (S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM 12</b>

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## **1.0 Recommendation**

- 1.1 That the existing Local Council Tax Reduction Scheme currently in place is continued and approved for 2020/21.
- 1.2 That the detailed parameters are submitted to Full Council on 26 February 2020 for formal adoption.

## **2.0 Purpose of Report**

- 2.1 To review the current Local Council Tax Reduction Scheme (*the Local Scheme*) ahead of 2020/21, in order for the detailed framework to be implemented by 11 March 2020.

## **3.0 Detail**

### **Background**

- 3.1 The Local Scheme was implemented by the Council on 1 April 2013, to provide support, in the form of a discount, to eligible households towards their Council Tax liability. This replaced the National Benefits Scheme for supporting Council Tax.
- 3.2 The detailed parameters of the Council's Local Scheme are largely based on the former National Benefits System to calculate entitlement. Entitlement is based on income received from other welfare benefits, with many claimants being protected and passported through to Council Tax support.
- 3.3 As a local discount scheme, under Council Tax Regulations, all councils have the discretion on how to calculate and award discounts to support residents in paying their Council Tax.
- 3.4 The Council's Scheme adopted in April 2013 following consultation, has remained largely unchanged except for changes to reflect annual increases in national benefits.

## Principles of the Local Scheme

3.5 The main principles of the local scheme are detailed below.

- i. Claimants of pensionable age receive exactly the same level of support as existed under the previous National Scheme (this is a statutory requirement).
- ii. Households who qualify for benefit through disability premiums receive exactly the same level of support as existed under the previous national scheme.
- iii. War widow and war disabled claimants receive exactly the same level of support as existed under the previous National Scheme.
- iv. Military compensation payments are fully disregarded in calculating Council Tax support.
- v. Working age claimants on passported benefit\* are deducted 8.5% from their entitlement calculated under the Local Scheme.

*\*(Passported benefits allow certain groups of people entitlement to other benefits if they receive Income Support, Jobseekers Allowance, Employment Support Allowance and Pension Credits)*

- vi. All other working age claimants are deducted 10% from their entitlement calculated under the Local Scheme.
- vii. Full Council Tax support for claimants entering work is paid for 8 weeks, an increase from 4 weeks under the previous National Scheme.

3.6 This means that within the Local Scheme, pensioner, disability, war widow and war disabled households are fully protected. However, the total scheme was originally defined in the context of a finite resource which was distributed to local authorities as part of the annual funding settlement in 2013/14. This was less than previous amounts paid as Council Tax Benefit.

3.7 Therefore, in order to maintain protection for certain groups and to balance the Collection Fund at the outset of the Local Scheme meant that many **working age claimants** became liable for paying more Council Tax, i.e. the 8.5% and 10% contributions at parameters v and vi, above.

## Total Cost of the Local Scheme

3.8 The Council's scheme currently supports approximately 4,889 eligible households across the District, of which 2,806 are of working age with 2,083 pensionable households.

3.9 The number of households claiming support has steadily decreased from over 6,000 when the Scheme was introduced in 2013/14. The overall cost of support has also reduced in real terms. Although changes in recent years arising from welfare reform have impacted upon the Council's Scheme, any additional costs have been absorbed.

3.10 The cost of the Local Scheme is accounted for in the Collection Fund. Overall, the cost has reduced in real terms from approximately £4.7million in 2013/14 to £4.6 million in 2019/20 - after accounting for all increases in Council Tax in South Derbyshire for all Preceptors since 2013/14 of around 20%.

- 3.11 The main risk of the Scheme is volatility as the number of claimants and individual circumstances can change regularly. Whereas under the National Benefits System, the cost of supporting Council Tax was met by the Government, the cost of local support is met by the local preceptors in the Collection Fund.
- 3.12 However to-date, as detailed above, volatility has not been significant in the Council's Scheme and the cost continues to be contained within the Collection Fund without any adverse effect on the Fund's overall position.

### **Timescale**

- 3.13 Statutorily, the Council has to approve its local scheme each year even if there are no changes. This has to be approved by a meeting of the Full Council before 11 March each year. In respect of 2020/21, the Local Scheme will be proposed at the Council meeting on 26 February 2020, based on the recommendation of this Committee.
- 3.14 No changes are proposed to the existing Scheme for 2020/21 as it remains affordable to the Council and affords protection to people on low incomes, etc.

### **Future Changes**

- 3.15 The main drawback of the current Scheme is that it is not easily understood due to the number of parameters and inter-dependencies and this makes system administration and processing inefficient.
- 3.16 This is being exacerbated with the phasing in of Universal Credit (UC) as new claims for Housing Benefit (HB) are now being paid as part of UC. This is steadily reducing the number of claims, but overall administration is not reducing.
- 3.17 This is due to the Council's Council Tax Reduction Scheme. As highlighted previously, the Scheme is based on the parameters of the national default scheme. Generally, a person's entitlement to HB can change their entitlement to Council Tax support but the assessment criteria involved are complicated.
- 3.18 With UC, that linkage remains. However, changes to UC are proving to be more volatile than HB and the Council is receiving a greater number of change notifications from the DWP which need to be processed as they could affect a claimant's entitlement to CTR.
- 3.19 Two main actions have been identified that will mitigate this issue. Firstly, a greater level of automation is required as manual intervention and input is currently slowing the process down. This is currently being progressed in earnest and it is planned to implement system improvements over the coming months.

### **A New CTRS**

- 3.20 The second action is to redesign the Council's Local Scheme. Options are currently being reviewed to simplify the Scheme so that in general terms a claimant may not be any worse off, but the award of discount is calculated in a much easier and understandable way.
- 3.21 Many authorities have already moved away from using parameters based on the national default scheme. However, any changes can only be introduced on 1 April each year, with amended or new schemes needing to be approved by Full Council. In

addition, any decision needs to take account of consultation with relevant stakeholders.

- 3.22 Consequently, with system changes also required, there is a long lead-in time associated with a new Scheme. Practically, a new Scheme could not be implemented now until 1 April 2021.
- 3.23 Therefore, ahead of this, it is planned to submit proposals for a new scheme to the Finance and Management Committee on 30 April 2020. This would allow for consultation and a report back to the Committee later in the year, before a final scheme can be proposed to Full Council later in 2020.

### **Other Discretionary Powers to Provide Support**

- 3.24 The Council has the discretion to decide whatever support/discount it chooses to award to working age claimants under the relevant Council Tax Regulations.
- 3.25 It should be noted that support for Council Tax cannot be paid from the Discretionary Housing Fund; this is solely for Benefits.
- 3.26 Although the Council has a separate Discretionary Award Scheme for Council Tax, it deals with each application under local powers in accordance with the Council's policy approved under Section 13A of the Local Government Finance Act 1992 (as amended). This has previously been used on rare occasions to support extreme hardship cases.

## **4.0 Financial Implications**

- 4.1 As detailed in the report.

## **5.0 Corporate Implications**

### **Employment Implications**

- 5.1 None

### **Legal Implications**

- 5.2 None

### **Corporate Plan Implications**

- 5.3 None directly, although the provision of Discounts helps to support the most vulnerable people. The administration of HB, UC and Council Tax support are statutory obligations on the Council.

### **Risk Impact**

- 5.4 None

## **6.0 Community Impact**

### **Consultation**

- 6.1 None required

## **Equality and Diversity Impact**

- 6.2 A full Equality Impact Assessment was undertaken in August 2012 on the Council's Local Scheme. A local discretionary scheme that is awarding financial assistance has the potential to discriminate against one of the nine protected characteristics under the 2010 Equality Act and in particular those relating to age and disability.
- 6.3 A person's age and whether they are of working age, together with disability, are factors that are considered in awarding some benefits as this data is collected in assessing entitlement.
- 6.4 Under the Council's Local Scheme, Pensioners receive statutory protection and the Council has used its discretion to protect disability households. Additional liability falls on working age claimants.
- 6.5 It is not considered that the other seven characteristics are affected as they are not relevant to the calculation of Council Tax reduction (*this includes gender reassignment, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex or sexual orientation*).
- 6.6 In addition, the Local Scheme provides additional support to war widows and war disabled claimants under the Armed Forces Covenant.

## **Social Value Impact**

- 6.7 As highlighted above.

## **Environmental Sustainability**

- 6.8 None

## **7.0 Background Papers**

- 7.1 None

<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 12</b>
<b>DATE OF MEETING:</b>	<b>13<sup>th</sup> FEBRUARY 2020</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>LEADERSHIP TEAM</b>	<b>OPEN DOC:</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>FRANK MCARDLE (01283 595700)</b> <a href="mailto:Frank.McArdle@southderbyshire.gov.uk">Frank.McArdle@southderbyshire.gov.uk</a> <b>KEVIN STACKHOUSE (01283 595811)</b> <a href="mailto:Kevin.stackhouse@southderbyshire.gov.uk">Kevin.stackhouse@southderbyshire.gov.uk</a>	
<b>SUBJECT:</b>	<b>CORPORATE PLAN MEASURES 2020-2024</b>	
<b>WARD (S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: G</b>

## **1.0 Recommendations**

- 1.1 That the 35 Corporate measures to support the Corporate Plan for 2020-2024, attached in Appendix A Performance Dashboard 2020-2024 are approved.
- 1.2 That the detailed Performance Measure Report template, attached in Appendix B is approved.

An indexed Performance Measure Report will be completed for each of the key performance indicators and reported to committee at the end of quarter 4 with the outturn figure for quarter 4 2019/2020.

- 1.2 That the proposed changes to the Committee Report incorporating changes to the way the overall performance against the Corporate Plan priorities is reported in section, 4.0 and 4.1 of the report, attached in Appendix C is approved.

## **2.0 Purpose of Report**

- 2.1 The Performance Dashboard (Appendix A) will provide an overview of the 35 Corporate measures for each key aim and will be provided to Committee once a quarter.
- 2.2 The performance measures report (Appendix B) provides the detail for each of the Corporate measures including background information, mitigating actions, actions to sustain or improve performance and where possible benchmarking information. This report demonstrates the way in which the Council intends to monitor the performance and progress to ensure it delivers against the priorities set out in the 2020-204 Corporate Plan.

## **3.0 Executive Summary**

- 3.1 The Corporate Plan will provide a clear strategic direction in the delivery of making 'South Derbyshire a Great place to live, visit and invest'. The Corporate measures have been



developed following consultation with the Leadership Team and Heads of Service, to clearly show the progress towards achieving the overall priorities.

#### **4.0 Detail**

4.1 The sample Committee Report (Appendix C) section 3.3 details overall performance against the Council's Corporate Plan priorities:

- **Our Environment** – *keeping a clean, green District for future generations*
- **Our People** – *working with communities and meeting the future need of the District*
- **Our Future** – *growing our District and our skills base*

It also shows performance against each of the key aims. This will ensure the Council can clearly demonstrate the progress made over the duration of the Corporate Plan.

Measurable targets have been set out under each key aim and priority to help focus the Council's resources to ensure delivery of the 2020-2024 Corporate Plan.

#### **5.0 Financial Implications**

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

#### **6.0 Corporate Implications**

6.1 The Council's commitment to ensuring delivery against the Corporate Plan is set out and monitored quarterly.

##### **Employment Implications**

6.2 There are no direct employment implications associated with this report.

##### **Legal Implications**

6.3 There are no direct legal implications associated with this report.

##### **Corporate Plan Implications**

6.4 As detailed.

##### **Risk Impact**

6.5 Quarterly monitoring of the key aims in the Corporate Plan will ensure mitigation towards the risk impact of not delivering the overall Corporate Plan.

#### **7.0 Community Impact**

##### **Consultation**

7.1 Ensuring the delivery of the Corporate Plan has an impact on all aspects of community life, because it is built upon the needs and expectations of residents. Consultation workshops have taken place with all Heads of Service to ensure the Corporate Plan key aims and priorities can be clearly measured to demonstrate the progress being made towards making 'South Derbyshire a Great place to live, visit and invest'



### **Equality and Diversity Impact**

7.2 Not applicable in the context of the report

### **Social Value Impact**

7.3 Not applicable in the context of the report

### **Environmental Sustainability**

7.4 Not applicable in the context of the report

## **8.0 Background Papers**

The Corporate Plan was approved at committee on 31<sup>st</sup> October 2019

## **8.1 Appendices**

Appendix A – Performance Dashboard 2020-2024

Appendix B - Performance Measure Report (Sample)

Appendix C – Committee Report (Sample)



Priority	Key Aim		Outcome	PI Ref and How success will be measured	Frequency	Baseline data as at 2019	Plan Target 2020-2024	Head of Service	Strategic Director
Our Environment	Keeping a clean, green District for future generations	Improve the environment of the District	Reduce waste and increase composting and recycling	<a href="#">Household waste collected per head of population</a>	Quarterly	Cumulative (Apr-Dec) 330 kgs (estimate) Q3 (Oct-Dec) 113kgs (estimate)	Sustain during Y1 and Y2. See a downward trend in Yrs3 and 4	Adrian Lowery, Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery
				<a href="#">% of collected waste recycled and composted</a>	Quarterly	Cumulative (Apr-Dec) 49% Q3 (Oct-Dec) 46% (estimate)	Sustain during Y1 and Y2. See an upward trend in Yrs. 3 and 4	Adrian Lowery, Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery
			Reduce fly tipping and litter through education, engagement and zero tolerance enforcement action where appropriate	<a href="#">Number of fly tipping incidents</a>	Quarterly	514 (Up to November 2019)	Downward trend over 4 years	Matt Holford, Head of Environmental Services & Adrian Lowey, Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery
				<a href="#">Improve the quality of the District through the Local Environmental Quality Survey</a>	Annual	New Indicator - No baseline data, 1st survey to take place Jan 2020	Qtr1 benchmark, Qtr2 set targets	Adrian Lowery, Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery
			Enhance biodiversity across the District	<a href="#">% of eligible new homes and commercial developments to achieve net gain in Biodiversity by a minimum of 10% compared to the sites pre development baseline</a>	Annual	New Indicator - baseline data to be provided Q4	85%	Tony Sylvester, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery
		Tackle climate change	Strive to make South Derbyshire District Council carbon neutral by 2030	<a href="#">Reduce South Derbyshire District Council carbon emissions</a>	Annual	2,500 tonnes of carbon dioxide equivalent in 2018/19	Achievement of Actions contained in the South Derbyshire Climate and Environment Action Plan 2020-24 (C&EAP)	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery
			Work with residents, businesses and partners to reduce their carbon footprint	<a href="#">% of new homes to meet water efficiency targets as set out in the Part G optional standard of 110 litres of potable water usage per person per day</a>	Bi Quarterly (Q2 & Q4)	New Indicator - baseline data to be provided Q4	85%	Tony Sylvester, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery
		Enhance the attractiveness of South Derbyshire	Enhance the appeal of Swadlincote town centre as a place to visit	<a href="#">Increase Swadlincote Town Centre visitor satisfaction</a>	Annual	49% of respondents would recommend Swadlincote Town Centre - May 2019	National small towns average 72% - Target to be above National average	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive
			Improve public spaces to create an environment for people to enjoy	<a href="#">The number of Green Flag Awards for South Derbyshire parks</a>	Annual	2	Increase from two green flag park awards to four by 2024	Mary Bagley, Head of Cultural and Community Services	Allison Thomas, Strategic Director, Service Delivery
				<a href="#">Proportion of good quality housing development schemes</a>	Annual	Annual performance 2019/20 will be reported in Q4	% of schemes which score high	Tony Sylvester, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery
Our People	Working with communities and meeting the future needs of the District	Engage with our communities	Support and celebrate volunteering, community groups and the voluntary sector	<a href="#">Number of new and existing Community Groups supported</a>	Quarterly	New Indicator - baseline data to be provided Q4	Year 1 (Proxy)- collate baseline data. Year 2-4 we will show either an increase or decrease	Mary Bagley, Head of Cultural and Community Services	Allison Thomas, Strategic Director, Service Delivery
			Help tackle anti-social behaviour & crime through strong and proportionate action	<a href="#">Number of ASB interventions by type</a>	Quarterly	2019/20 baseline data is unavailable. In 2018/19 an estimated 3,500 reports of relevant forms of ASB were received, an estimate of 47 formal legal interventions were made.	Proxy Measure to show service activity	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery
		Supporting and safeguarding the most vulnerable	With partners encourage independent living and keep residents healthy and happy in their homes.	<a href="#">% of households prevented from Homelessness</a>	Quarterly	New Indicator - baseline data to be provided Q4	Proxy Measure to show service activity	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery
				<a href="#">Continue to undertake interventions per year to keep families out of fuel poverty</a>	Quarterly?	7.9% (3,393 households) estimated to be in fuel poverty	300 interventions (2020-21) Target to be reviewed thereafter.	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery
			Promote health and wellbeing across the District	<a href="#">Deliver the objectives identified in the South Derbyshire Health &amp; Wellbeing Group</a>	Quarterly	Not applicable	100% of actions identified delivered	Mary Bagley, Head of Cultural and Community Services	Allison Thomas, Strategic Director, Service Delivery
			Improve the condition of housing stock and public buildings.	<a href="#">Deliver the Planned Maintenance Housing programme over four years</a>	Quarterly	Not applicable	100%	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery
				<a href="#">Develop and deliver the Public Buildings programme over four years</a>	Annual	Not applicable	100%	Steve Baker, Head of Corporate Property	Kevin Stackhouse, Strategic Director, Corporate Resources
				<a href="#">Average time taken to re-let Council homes</a>	Quarterly	New Indicator - baseline data to be provided Q4	Median Quartile Performance (Benchmark via Housemark)	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery
			Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education.	<a href="#">South Derbyshire's ranking in the Social Mobility Commissions Social Mobility Index increases</a>	Annual	The Social Mobility Commission's Social Mobility Index ranked South Derbyshire 311/324 local authority in 2017	Upward Trend	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive
		Deliver Excellent Services	Ensuring consistency in the way the Council deal with service users	<a href="#">Increase the number of customers who interact digitally as a first choice</a>	Quarterly	New Indicator - baseline data to be provided Q4	Upward Trend	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources
			Have in place methods of communication that enables customers to provide and receive information.	<a href="#">Reduce face-to-face contact to allow more time to support those customers who need additional support</a>	Quarterly	31,986 (2018/19)	Downward trend in Face to Face interactions	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources
			Ensuring technology enables us to effectively connect with our communities.	<a href="#">Number of customer telephone calls answered by Customer Service</a>	Quarterly	76,780 (2018/19)	Downward Trend	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources
				<a href="#">Increase digital engagement (Twitter, Instagram, Facebook)</a>	Quarterly	New Indicator - baseline data to be provided Q4	Upward Trend	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources
			Investing in our workforce	<a href="#">Increase the level of staff engagement</a>	Annual	1 - Employment Forum	5 channels by Q4 Yr1	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources
				<a href="#">Number of apprenticeships</a>	Annual	New indicator baseline data to be provided in Q4	>2.3% of head count	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources
				<a href="#">% of staff days lost due sickness</a>	Quarterly	2018/19 - 11.38 days	Downward Trend	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources
				<a href="#">% of employees that consider that the Council has a positive health and safety culture</a>	Annual	New Indicator - No baseline data	Upward Trend	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources
Our Future	Growing our District and our skills base	Develop skills and careers	Attract and retain skilled jobs in the District	<a href="#">Increase the number of employee jobs in South Derbyshire</a>	Annual	In 2015 there were 30,000 employee jobs which increased to 32,000 in 2018	Upward Trend	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive
			Support unemployed residents back into work						
		Support economic growth and infrastructure	Encourage and support business development and new investment in the District	<a href="#">Annual net growth in new commercial floorspace (sqm)</a>	Annual	6,564.89 sqm	Upward Trend	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive
				<a href="#">Total Rateable Value of businesses in the District</a>	Quarterly	£65,694,044 (as at 15/01/2020)	Upward Trend	Mike Roylance, Head of Economic Development and Growth and Elizabeth Barton, Head of Customer Services	Frank McArdle, Chief Executive
			Enable the delivery of housing across all tenures to meet Local Plan targets	<a href="#">Speed of decision on discharging conditions on housing applications</a>	Quarterly	New Indicator - baseline data to be provided Q4	8 – 13 weeks 90% within stat time period or agreed with applicant	Tony Sylvester, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery
				<a href="#">% of planning applications determined within the statutory period</a>	Quarterly	Q3 out turn will be reported in Q4	>90%	Tony Sylvester, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery
			Influence the improvement of infrastructure to meet the demands of growth.	<a href="#">Secure new facilities and contributions through Section106 to mitigate impacts of development. Achieve all necessary highway, education, healthcare, and recreation contributions</a>	Annual	New Indicator - baseline data to be provided Q4	90%	Tony Sylvester, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery
		Transforming the Council	Provide modern ways of working that support the Council to deliver services to meet changing needs.	<a href="#">Deliver against the Transformation Action Plan</a>	Quarterly	Not applicable	Deliver 100% against action plan	Anthony Baxter, Head of Business Change and ICT	Kevin Stackhouse, Strategic Director, Corporate Resources
			Source appropriate commercial investment opportunities for the Council	<a href="#">Develop our approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities</a>	Quarterly	£16,983,541	Y1 – Form a working group & Action Plan Y2 – deliver against action plan and sustain an upward trend in revenue	Adrian Lowery, Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery

## Appendix B PRIORITY: OUR ENVIRONMENT

**OUTCOME: Reduce fly tipping and litter through education, engagement and zero tolerance enforcement action where appropriate**

Measure and Ref	Number of fly tipping incidents		Committee		E&DS
Definition	Increase in fly-tipping incidents is defined as a numerical increase in the sum of the number of fly tipping incidents reported to the Council, plus the number of fly tips proactively collected by Council staff while performing their duties, compared to the previous financial year.		Why this is important		Prevent an increase in fly-tipping incidents through education, engagement and enforcement action where appropriate
What good looks like	The purposes of this PI is to see a downward trend over four years.  The number of fly tipping incidents per month is calculated cumulative.		Mitigating actions		The Council is currently consulting on the proposal to gate off access to part of a Stoker Lane incurring multiple fly tips using as Public Spaces Protection Order.
History with this indicator	There have been long term reductions in fly tipping incidents both nationally and locally since 2000, however this trend has reversed in very recent years. Between 2016 and 2019 fly tipping incidents nationally have increased, however, in South Derbyshire they reduced by 15%.				The investigations into the recent high volumes of incidents associated with two or three suspects will continue.  Officers are investigating the costs and practicalities of the deployment of emerging surveillance and prevention products.
2019/20 baseline data		2019/20 up to September (Q2) 378 incidents reported			
	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21	Downward trend				
2021/22	Downward trend				
2022/23	Downward trend				
2023/24	Downward trend				
Performance Overview				Actions to sustain or improve performance	
Benchmarking		Page 61 of 109			

## Appendix C

REPORT TO:	ENVIRONMENTAL AND DEVELOPMENT SERVICES	AGENDA ITEM:
DATE OF MEETING:		CATEGORY: DELEGATED
REPORT FROM:	LEADERSHIP TEAM	OPEN DOC:
MEMBERS' CONTACT POINT:	ALLISON THOMAS (EXT. 5775) FRANK MCARDLE (EXT. 5700)	
SUBJECT:	CORPORATE PLAN 2020-24: PERFORMANCE REPORT (QUARTER 1 – 1 APRIL TO 31 MARCH)	
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: G

### 1.0 Recommendations

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

### 2.0 Purpose of Report

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

### 3.0 Detail

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

#### **Our Environment**

- *Improve the environment of the District*
- *Tackle climate change*
- *Enhance the attractiveness of South Derbyshire*

#### **Our People**

- *Engage with our communities*
- *Supporting and safeguarding the most vulnerable*

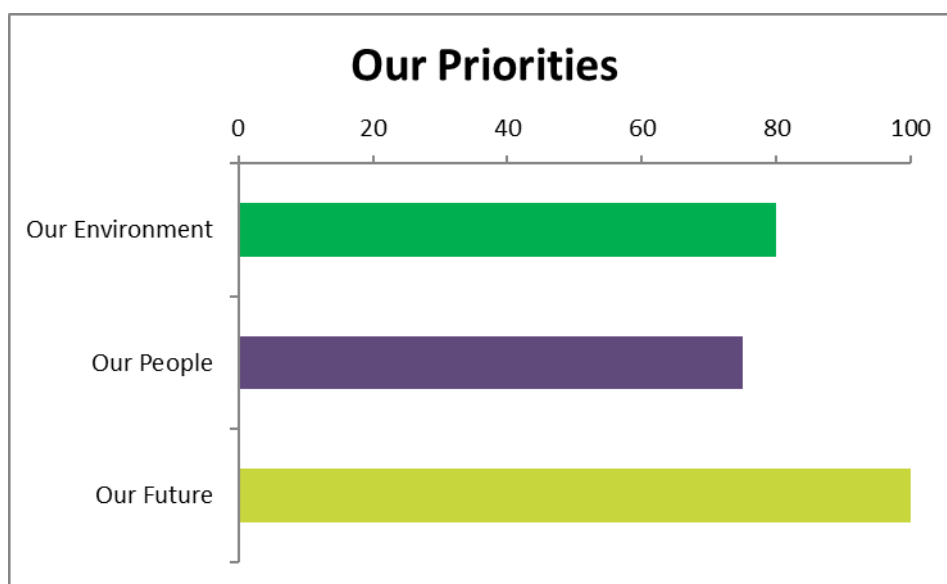


- *Deliver excellent services*

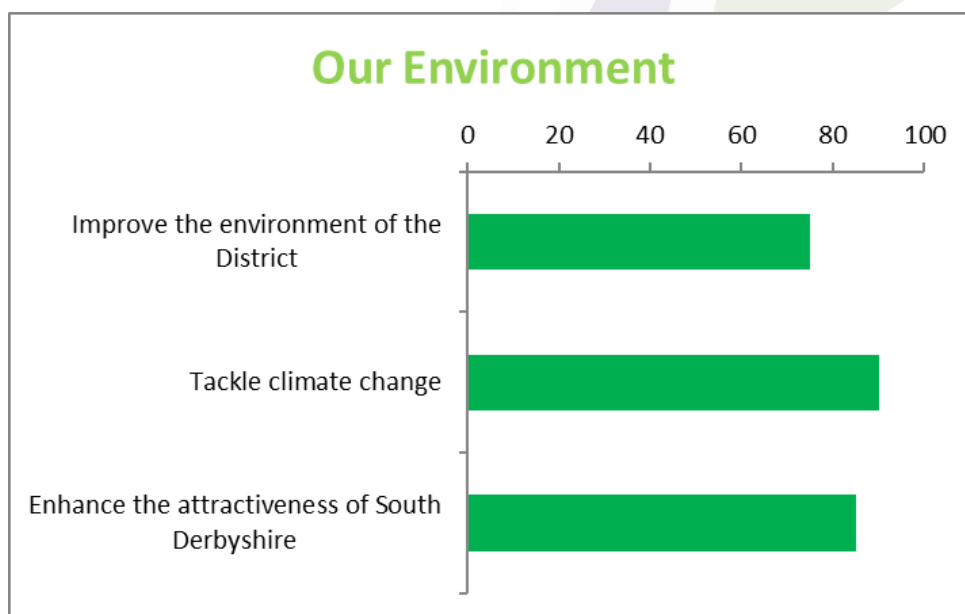
#### Our Future

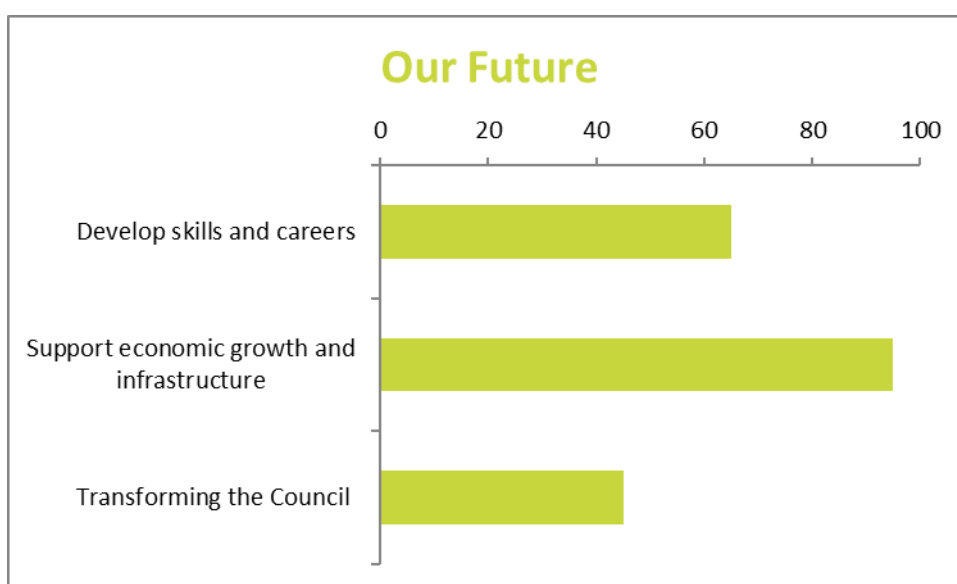
- *Develop skills and careers*
- *Support economic growth and infrastructure*
- *Transforming the Council*

### 3.3 Overall Council performance against the priorities– Quarter 1 2020-21



### 4.0 Overall Council performance against the key aims – Quarter 1 2020-21





- 4.1 Of the 35 corporate measures which support the progress of the Corporate Plan 20-24. XX % are on track for Our Environment, XX % are on track for Our People and XX % are on track for Our Future. In total XX% of the Corporate Plan's key aims are on track.
- 4.2 More information can be found in the Performance Dashboard in **Appendix A**. A detailed description of each performance measure including mitigating actions and actions to sustain and improve performance is included in the detailed Performance Measure Report in **Appendix B**
- 4.3 Questions regarding performance are welcomed from members in relation to the Corporate performance measures that fall under the responsibility of their Committee and are referenced in the detailed performance measure report in **Appendix B**
- 4.4 The Risk Register for the Committee's services is detailed in **Appendix C**. This includes the registers and risk mitigation plans for the relevant departmental Risk Register.



- 4.5 Each risk has been identified and assessed against Corporate Plan aims and are considered to be the most significant risks to the Council in achieving its main objectives. The Risk Registers detail a matrix to show how each identified risk has been rated.

## **5.0 Financial and Corporate Implications**

### **Employment Implications**

- 5.1 None directly.

### **Legal Implications**

- 5.2 None directly

### **Corporate Plan Implications**

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

### **Risk Impact**

- 5.4 Key risks impacting on this Committee are detailed in Appendix C, alongside the treatment and the mitigating actions in place to manage these risks.

## **6.0 Community Impact**

### **Consultation**

- 6.1 None required

### **Equality and Diversity Impact**

- 6.2 Not applicable in the context of the report

### **Social Value Impact**

- 6.3 Not applicable in the context of the report

### **Environmental Sustainability**

- 6.4 Not applicable in the context of the report

## **7.0 Appendices**

Appendix A – Performance Dashboard 2020-2024

Appendix B –Performance Measure Report

Appendix C –Risk Register



<b>REPORT TO:</b>	<b>FINANCE &amp; MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM:13</b>
<b>DATE OF MEETING:</b>	<b>13<sup>th</sup> FEBRUARY 2020</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (CORPORATE RESOURCES)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>ELIZABETH BARTON, HEAD OF CUSTOMER SERVICES <a href="mailto:elizabeth.barton@southderbyshire.gov.uk">elizabeth.barton@southderbyshire.gov.uk</a> or 01283 595779</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>TRANSFER OF HOUSING REPAIR CALLS INTO CUSTOMER SERVICES</b>	
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM 11</b>

## **1.0 Recommendations**

That the Committee approves:

- 1.1 The transfer of Housing Repair calls into Customer Services and the creation of an additional Customer Services Advisor post on the Council's Establishment – which will be either a full time Modern Apprentice, or a part-time (18.5 hours a week) skilled Customer Services Advisor (see points 5.2 & 5.3).

## **2.0 Purpose of the Report**

- 2.1 The purpose of the report is to gain approval from the Committee for the transfer of Housing Repairs calls into Customer Services, which aims to improve the customer services the Council delivers to our residents and businesses, and better streamline/enhance back office activity.

## **3.0 Executive Summary**

- 3.1 The Council has been trialling a move of Housing Repairs calls into Customer Services this autumn and is seeking approval to make this move permanent from March/April 2020, dependent on recruitment. The move will benefit the Housing Repairs team by addressing several recommendations made in the Housing Quality Network review of the repair service, which was presented to Committee in June 2019.

## **4.0 Detail**

- 4.1 A trial has been taking place this autumn to explore the move of Housing Repairs calls into Customer Services.
- 4.2 Currently the Housing Repairs team processes about 16,000 (approx. 61) incoming telephone calls a day, which are received through two direct dial telephone numbers.

- 4.3 The direct dials are reached either directly from numbers published in tenant handbooks etc, or through the Council's main call system, when a customer chooses option 3.
- 4.4 The Housing Repairs lines are manned by two members of staff in the Housing Repairs team. If these staff members are busy on other calls, away from their desks or absent, the telephone rings out and cuts off after several rings, with no answerphone experience (if the customer has selected option 3) or goes to a busy tone (if the customer has direct dialled).
- 4.5 Often a high volume of customers will call in the morning, leading to a high volume of abandoned and repeat calls, frustrated customers who cannot get through, and a poor customer experience, despite the best efforts of the team to provide a quality, tailored service.
- 4.6 A move into Customer Services will increase resilience and boost the service the Council provides to its customers in the following ways:
- A wider pool of staff will be able to answer/process calls, leading to shorter wait times for customers (the average wait time through Customer Services is currently 22 seconds) and a significant drop in abandoned call rates. It will also provide greater capacity to identify and manage call volumes by type and duration.
  - Calls are monitored through an Interactive Voice Response (IVR) system, including call times, wrap up times (the time an operative takes to finish off any associated administration linked to a call) and voice recording, in case of complaints or issues dealing with potentially vulnerable or aggressive callers.
  - Customers who have queries relating to repairs and other issues, for example a query on rents, council tax, waste or benefits, will be able to have their full enquiry handled by one call operative and will not be asked to 'call another team' or be transferred.
  - Customers who have an emergency call, for example a gas leak, will be able to speak to someone within approximately 22 seconds and will not experience a phone dialling out or an engaged tone.
  - The Customer Services team benefits from a programme of ongoing training and support to ensure their customer service skills/processes are in line with the latest guidance and legislation.
  - The Customer Services team benefits from new technologies/safeguards, including call recording software and more.
- 4.7 A move of calls out of Housing and into Customer Services will benefit the Housing Repairs team by addressing several recommendations made in the Housing Quality Network review of the repair service, which was presented to Housing and Community Services Committee in June 2019. These benefits include:
- enabling the current backlog of jobs to be cleared and ongoing jobs to be processed in a timelier manner, boosting customer service and reputation.
  - enabling more efficient ordering and monitoring of bespoke materials for jobs the Direct Labour Organisation (DLO) deliver (for example a replacement pane of glass).

- enabling more efficient price checking, stock control and reconciliation of orders placed for standard items with the Council's suppliers and the Council's own stock of commonly used materials, held by the Direct Labour Organisation (DLO).
  - enabling more efficient billing processes to be put in place for tenants who are required to pay for a job, for example, if they have broken a window or a lock needs changing.
  - providing greater capacity for the management of variations to works orders placed with the repair support contractor.
  - providing greater capacity for the development of workflows and processes for all aspects of the repair service.
  - enabling stronger processes to be put in place in relation to meter readings at void properties after and before a tenancy.
  - enabling better management and training of tradesmen who deliver jobs on behalf of the Council.
  - enabling the team to carry out customer satisfaction surveys to ensure jobs are delivered well and customer services standards are upheld.
  - enabling team members to be cross-trained on all duties, providing better resilience.
- 4.8 Above all, the move of housing repair calls into Customer Services will improve the quality of service the Council delivers to housing customers, boost the Council's reputation, enable processes to be put in place to further safeguard and protect Council finances, improve team and service resilience, and improve staff morale.

## **5.0 Financial Implications**

### **Summary**

- 5.1 In order to facilitate the move of Housing Repairs calls into Customer Services, it is proposed that additional resource will be recruited into the Customer Services team.
- 5.2 Based on current call volumes it has been estimated that a 0.5 FTE (fully trained) is required. Because it is not possible to divert Housing Repairs calls to just one Customer Services operative, and Housing Repair calls would need to be distributed across the wider team, the new staff member would need to be capable of handling calls from across the spectrum of services the team currently supports including waste, benefits, council tax and recovery, National Non-Domestic Rates Return (NNDR), rent enquiries, housing options enquiries, pest control and environmental health etc.
- 5.3 The two options the team has considered are a 0.5 FTE fully trained Customer Services Advisor, or a full-time Modern Apprentice, which would allow time for training to be incorporated in their weekly duties. The costs of the two options are:

<b>0.5 FTE</b>	£12,313 per annum	£24,626 for two-year fixed term
<b>Apprenticeship</b>	£21,850 per annum	£43,700 for two-year fixed term

- 5.4 It is proposed that the team will aim to recruit a Modern Apprentice as a first step and will only move to recruit a skilled part-time post if recruitment of a Modern Apprentice is not successful.
- 5.5 If approved, the financial implications of the post will be included in the Council's Medium-Term Financial Strategy (MTFS).
- 5.6 Subject to several small technical developments (login issues, re-routing of phone numbers and permissions) the team will be ready to recruit the new post from March 2020. This work can be carried out in-house by the Council's technical team.

### **Additional detail**

- 5.7 Transferring the calls via the Council's Interactive Voice Response (IVR) system that monitors volumes, call times, wrap up/admin times etc, will enable the Council to accurately model the exact costs/resources required to support Housing Repairs calls in the future.
- 5.8 The proposal for a two-year fixed term post will also enable the Customer Services team to review its requirements ongoing, in line with future changes in the team as a result of upcoming digitisation/channel shift projects that could impact on team workload and type of work, as more calls and services are handled centrally across the organisation.
- 5.9 The appointment of a two-year fixed term post will also enable any future requirements to be reviewed at the end of the two-year period and reflected in the revised Housing Revenue Account (HRA) recharge schedule.

## **6.0 Corporate Implications**

### **Employment implications**

- 6.1 There are no employee implications for existing staff for the project included in this report.

### **Legal implications**

- 6.2 There are no legal implications.

### **Corporate Plan Implications**

- 6.3 In our Corporate Plan 2020 – 2024 the Council has made the following commitments:
- Provide modern ways of working that support the Council to deliver services to meet changing needs.
  - Ensure technology enables us to effectively connect with our communities
  - Have in place methods of communication that enable customers to provide and receive information.
  - Improve the condition of housing stock and public buildings.

The initiative outlined in this report underpins these commitments.

## **Risk Impact**

- 6.4 The Customer Services team will offer a less informed service to Housing Repairs customers. To address this, the Customer Services team is working closely with the Housing Repairs team, including shadowing and mentoring in the run up to the move of the calls. Resources have also been developed to support telephone calls in Customer Services.

## **7.0 Community Impact**

### **Consultation**

- 7.1 A trial has been carried out in a trial over a period of two months.
- 7.2 This has allowed the staff involved to be consulted and for Customer Services to get up to speed on customer needs.
- 7.3 This intelligence will inform the services the team will deliver moving forwards.
- 7.4 The proposal has also been considered by the Council's Housing and Community Services Committee.

## **Equality and Diversity Impact**

- 7.5 The move of Housing Repairs calls will enhance the customer services the Council can deliver to Housing Repairs customers, and long-term will ensure Housing Repairs calls benefit from any service enhancement the Council delivers through its corporate function, from assistive technologies through to online enhancements.

## **Social Value Impact**

- 7.6 The move of Housing Repairs calls into Customer Services will positively impact on the quality of customer service provided to Housing customers and better triage emergency calls. It will also impact positively on customer satisfaction and the reputation of the Council.

## **Environmental Sustainability**

- 7.7 N/A

## **8.0 Conclusions**

- 8.1 In conclusion the move of Housing Repairs calls into Customer Services will enhance the quality of services delivered by South Derbyshire District Council.
- 8.2 The proposals also underpin the delivery of the Council's new Corporate Plan 2020-2024.
- 8.3 The proposals also underpin the Council's ambition to be inclusive and supportive to all.

## **10.0 Background Papers**

None

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<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 14</b>
<b>DATE OF MEETING:</b>	<b>13<sup>th</sup> FEBRUARY 2020</b>	<b>CATEGORY: RECOMMENDED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (SERVICE DELIVERY)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	Allison Thomas <a href="mailto:allison.thomas@southderbyshire.gov.uk">allison.thomas@southderbyshire.gov.uk</a>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>DOMESTIC ABUSE PROCEDURE – MAKE A STAND CAMPAIGN</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM05</b>

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## **1.0 Recommendations**

- 1.1 That progress against the 'Make a Stand' pledges outlined in the report is noted.
- 1.2 That the Domestic Abuse Procedure is approved (Appendix 1).
- 1.3 That the Strategic Director (Service Delivery) is appointed to champion work that the Council is doing to support people experiencing domestic abuse.

## **2.0 Purpose of Report**

- 2.1 To provide the Committee with an update on the 'Make a Stand' pledges including seeking approval for a Domestic Abuse Procedure for the workforce and appointment of an internal Champion.

## **3.0 Detail**

- 3.1 The Chartered Institute of Housing (CIH) has launched a National Campaign for landlords to support people experiencing domestic abuse. 'Make a Stand' was launched in June 2018 in partnership with the Domestic Abuse Housing Alliance (DAHA) and the charity Women's Aid.
- 3.2 The Council signed up to this pledge at its meeting held on 20<sup>th</sup> September 2018 and gave a commitment to support the following four pledges:
  1. Put in place and embed a policy to support residents who are affected by domestic abuse.
  2. Make information about national and local domestic abuse support services available on the organisation's website and in other appropriate places so that it is easily accessible for residents and staff.

3. Put in place an employment policy, or amend an existing policy, to support current staff who may be experiencing domestic abuse.
4. Appoint a champion at a senior level in the organisation to lead the work the Council is doing to support people experiencing domestic abuse.

### **Pledge 1 - Housing Domestic Abuse Policy**

- 3.3 This is being completed and will be reported to the Housing and Community Services Committee.

### **Pledge 2 - Existing support given to victims of domestic abuse across South Derbyshire**

- 3.4 Trident Reach is currently (up until March 31<sup>st</sup> 2020) the sole provider of Domestic Abuse services across South Derbyshire and offers the following services to support victims of domestic abuse.
  - 3.4.1 **Refuge Accommodation** - This provides short-term, confidential and safe accommodation for women and children escaping domestic abuse. The accommodation offers practical and emotional support to residents from qualified and experienced staff who understand the impact of domestic abuse on family life.
  - 3.4.2 **Floating Support** - Floating Support is flexible, individual, one-to-one support that is not tied to accommodation. The floating support service is available to both women and men and provides the same high-quality advice, information and guidance that are offered in the refuge.
  - 3.4.3 **Children's Service** - This provides support for children who may be witnessing or victims of domestic abuse, both within the refuge and within the local communities of South Derbyshire.
- 3.5 In October 2019 Derbyshire County Council carried out a new commissioning process for the delivery of Derbyshire Domestic abuse services from April 2020 to April 2023.
- 3.6 Following a formal interview process, Derbyshire County Council has confirmed that the domestic abuse services contracts for April 2020 to April 2023 (with optional further years subject to funding and satisfactory delivery) have been awarded as follows:
- 3.7 Derbyshire Domestic Abuse Support Line – The Elm Foundation  
Derbyshire Domestic Abuse Support Services (accommodation, floating support, children's services and therapeutic) – Consortium of Derbyshire Wish, Crossroads Derbyshire and the Elm Foundation
- 3.8 Trident Reach has confirmed that the [REDACTED] refuge will continue to run under the new contract with the new provider.
- 3.9 Information about national and local support has been updated and is available on the Council's website.

### **Pledge 3 - Domestic Abuse Procedure**

- 3.6 A Domestic Abuse Procedure for employees based on examples used by other local authorities for their workforce and national good practice has been completed.
- 3.7 This has been subject to internal consultation with Officers across the Council and the Trade Unions and the final version is attached at Appendix 1.
- 3.8 The Procedure recognises that domestic abuse is a serious issue and that incidents of domestic abuse are common, significantly under-reported and critically affect many people's lives. The Council acknowledges that domestic abuse can affect an individual's work performance and as an employer it accepts the health, safety and welfare responsibilities at work. Domestic abuse towards or by its employees is unacceptable and will not be tolerated.
- 3.9 The effects of domestic abuse can influence the physical and mental health and self-confidence of employees who may in turn feel unable to confide in others or seek help. Many of those that experience domestic abuse have difficulty attending work regularly and demonstrate symptoms such as depression, anxiety, or stress and in some cases signs of physical harm.
- 3.10 The Council recognises that it is important that all employees and managers are aware of the impact that domestic abuse can have and will create a working environment that promotes the understanding that everyone has the right to a life free from domestic abuse in any form and that domestic abuse towards or by its employees is wholly unacceptable.
- 3.11 Training and further information on the Domestic Abuse Procedure will be provided to the Council's staff.

### **Pledge 4 - Domestic Abuse Champion**

- 3.12 From an operational perspective the Communities Manager represents the Council at a District/County level on domestic abuse matters and attends the County Domestic and Sexual Abuse Action Group (DSAAG). This post will continue to offer support, advice and guidance in relation to appropriate actions and agencies that should be considered should any instances of domestic abuse be reported.
- 3.13 It would not be appropriate for this post to also champion this work as it clearly has an impact across several services areas. It is proposed that the Strategic Director (Service Delivery) is appointed as the Champion and oversees the work the Council is progressing to tackle and raise awareness of domestic abuse.

## **4.0 Financial and Corporate Implications**

### **Financial Implications**

- 4.1 None directly arising.

### **Employment Implications**

- 4.2 The Domestic Abuse Procedure will provide a framework for the Council to provide support and guidance for any employee who may experience domestic abuse. The intent of the Procedure is to enable the Council to take a fair and proportionate approach to matters that could be occurring outside of the workplace and recognise the Council's responsibilities towards the health, safety and wellbeing of the workforce.

### **Legal Implications**

- 4.3 None directly.

### **Corporate Plan Implications**

- 4.4 This work will directly support the Theme 'Our People' and the key aim of; 'Supporting and safeguarding the most vulnerable'. It is expected that this work will raise the profile of the Council not only with tenants and employees but also with the wider community to support work to tackle and provide support for any persons affected by domestic abuse.

### **Risk Impact**

- 4.5 None directly

## **5.0 Community Impact**

### **Equality and Diversity Impact**

- 5.1 Delivery against the four pledges set out in the Make a Stand Campaign will have a positive impact for a number of groups with protected characteristics, for example, domestic abuse disproportionately affects women, those with disabilities, those who are younger, those who are bisexual and those who are from a mixed/multiple ethnic background. The Council as an employer and service provider takes its commitment to equality and fairness very seriously. It is, therefore, unacceptable to discriminate against any employee who may be the subject of domestic abuse.

### **Social Value Impact**

- 5.2 Committing to the Make a Stand Campaign will demonstrate ongoing support and enhances the work being done to tackle domestic abuse across the community. As a landlord of 3,000 homes and service provider to around 99,000 people, the Council has a key role to play in ensuring tenants and residents, including its own employees, are able to live safely and securely in their homes.

### **Environmental Sustainability**

- 5.3 Not applicable in the context of the report

## **6.0 Conclusion**

- 6.1 The development of this procedure and appointment of a Champion meets two of the Pledges of the national 'Make a Stand' campaign. The Council will continue to

develop an inclusive approach, with partners and other agencies, to provide support and raise awareness of the serious risks associated with domestic abuse and raise awareness of the support that is available.

## **Appendices**

Appendix 1 – Domestic Abuse Procedure

## **Background Papers**

[Make a Stand report to Full Council dated 20<sup>th</sup> September 2018](#)

# Domestic Abuse Procedure

**Human Resources Team**

**November 2019**

## Table of Contents

Version Control.....	2
Approvals.....	2
Associated Documentation .....	2
1.0 Introduction.....	3
2.0 Principles.....	3
3.0 Victims of Domestic Abuse .....	4
4.0 Confidentiality.....	7
5.0 Perpetrators of Domestic Abuse.....	8
6.0 If the Victim and Perpetrator both work for the Council.....	8
7.0 Health and Safety additional considerations .....	9
8.0 Review.....	9
Further Information.....	10

## Version Control

Version	Description of version	Effective Date
1.	First Draft and internal review	25 <sup>th</sup> June 2019
1.1	Updated following internal consultation	1 <sup>st</sup> November 2019

## Approvals

Approved by	Date
Joint Negotiating Group	15 <sup>th</sup> August 2019

## Associated Documentation

Description of Documentation	
Safeguarding Policy and Procedure	Ethics Statement
Equalities Policy Statement	Potentially Violent Persons Policy
Employee Code of Conduct	Corporate Warning Register

## 1.0 Introduction

- 1.1 South Derbyshire District Council recognises that domestic abuse is a serious issue and that incidents of domestic abuse are common, significantly under-reported and critically affects many people's lives. As an employer it accepts the health, safety and welfare responsibilities at work and that it is essential that domestic abuse towards or by its employees is unacceptable and will not be tolerated.
- 1.2 The Council is committed to tackling domestic abuse as its effects become apparent in the workplace. The effects of domestic abuse can influence the physical and mental health and self-confidence of employees who may in turn feel unable to confide in others or seek help. Many of those that experience domestic abuse have difficulty attending work regularly and demonstrate symptoms such as depression, anxiety, or stress and in some cases signs of physical harm.
- 1.3 The Council recognises that it is important that all employees and managers are aware of the impact that domestic abuse can have and therefore strives to create a working environment that promotes the understanding that everyone has the right to a life free from domestic abuse in any form and that domestic abuse towards or by its employees is wholly unacceptable.

### Scope

- 1.4 The policy shall apply to all employees which includes casual workers, work experience placements and those working on behalf of the Council e.g. contractors, consultants, agency staff and volunteers or any self-employed individuals working for the organisation.

### Equality and fairness

- 1.5 The Council as an employer and service provider takes its commitment to equality and fairness very seriously. It is, therefore, unacceptable to discriminate against any employee who may be the subject of domestic abuse. Allegations of discrimination and harassment will be investigated and may lead to disciplinary action, including dismissal, being taken.

## 2.0 Principles

- 2.1 In 2013 the Home Office defined domestic abuse as:

"Any incident or pattern of incidents of controlling, coercive or threatening behavior, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This abuse can encompass but is not limited to:

- psychological
- physical
- sexual
- financial
- emotional

Controlling behaviour is a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

Coercive behaviour is an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.\*

*\*This definition, which is not a legal definition, includes so called 'honour' based violence, female genital mutilation (FGM) and forced marriage, and is clear that victims are not confined to one gender or ethnic group."*

## 2.2 Domestic abuse can include:

- sexual abuse and rape (including within a relationship)
- punching, kicking, cutting, hitting with an object
- withholding money or preventing someone from earning money
- taking control over aspects of someone's everyday life, which can include where they go and what they wear
- not letting someone leave the house or other residential property
- reading and controlling their emails, text messages, social media or letters
- threats to kill or harm them, a partner, another family member or pet.

## 2.3 The majority of domestic abuse incidents, including the most serious and repeated acts, are committed by men against women. It is, however, important to recognise that domestic abuse also occurs in other circumstances, for example, same sex relationships, women against men and from other family members.

## 3.0 Victims of Domestic Abuse

### 3.1 As an employee, if you are the victim of domestic abuse, you may feel that you are unable to talk to anyone about your situation. You may be afraid or worried about the consequences that this might have on you, your family, your home, your job or your income.

You do not have to keep this to yourself; there is help and support available. Contact details and more information about the confidential support that is available to you, either through the Council or independently are detailed at the end of this procedure or on the Wellbeing pages on the intranet. Alternatively, you may prefer to talk to your manager, a trained Mental Health First Aider (MHFA), a member of Human Resources (HR), your trade union representative or a work colleague in confidence.

### Responsibility of Managers

### 3.2 Managers may become aware of a potential situation involving domestic abuse through associated issues identified in the managing attendance process or through other discussions held with the employee, colleagues or via third parties. As with other issues, identifying that an employee is experiencing difficulties at an early stage can lead to appropriate help being offered. This in turn could mean the employee is able to deal with their situation far more effectively, and before the risk to their personal safety escalates.

Domestic abuse awareness training and additional information will be provided to managers.

### 3.3 The role of the manager is to support and signpost individuals to the professional advice and services that are available in line with this procedure. In addition, managers should also:

- Listen and believe;
- Not make judgements;
- Keep confidential notes of all discussions;
- Ensure that access to this procedure is available to every employee.

3.4 Where domestic abuse is identified managers should respond appropriately and effectively and consider the following preventative and supportive measures with relevant professional services if required:

- Support from the Council for the employee to establish a personal safety plan;
- Improve security measures on entry and egress to work locations;
- Remind employees of their responsibilities under the Data Protection Act , including colleagues and other front-line workers (Contact Centre, reception etc.) not to divulge personal information about employees, such as addresses, telephone numbers or shift patterns;
- Offer temporary changes to work arrangements such as work times and locations etc. that will minimise an employee's risk both at work (including travelling to different sites) and during their journeys to and from work;
- Offer a change in specific duties, such as not requiring the employee to answer phones, emails or work in reception area, or in exceptional circumstances, redeployment to another post;
- Agree how to make colleagues aware of how to respond if the perpetrator rings or comes in to the workplace. Provide colleagues with a description of the perpetrator and other relevant details subject to any decision being taken in line with the Potentially Violent Persons Policy;
- The requirements of the Data Protection Act 2018 must be considered in relation to the release and use of any personal and sensitive data concerning individuals;
- If there is the need for such discussions with colleagues, in agreement with the employee, the manager should remind staff that the information about the domestic abuse situation is confidential. Any unauthorised breach of confidentiality could lead to disciplinary action being taken against them;
- Have effective lone working measures in place e.g. mobile phones, in/out board, use of careline resource, provision of personal safety device (solo-protect);
- Maximize safety for other colleagues that may be impacted if other actions are taken such as changing work locations, responsibilities etc.
- Undertake a stress risk assessment for the employee concerned;
- Arrange for support from a MHFA at work;
- Ensure confidentiality in maintaining records and discussing support;
- Consider and discuss with the employee the range of supportive measures available from within and outside the Council and encourage them to access suitable support;
- Report any incidents in the workplace using the Corporate Incident Form and include a record of any witnesses;
- Seek advice from Human Resources before considering further action;
- Act with integrity and be accountable for your own actions;
- Consider safeguarding issues and act accordingly;
- Recognise the impact on work colleagues and yourself and take appropriate supportive measures;
- In certain exceptional circumstances, such as the perpetrator being a housing tenant or resident in the District where other Officers may have to visit a property, to consider if the person should be listed on the corporate warning register. Advice must be taken before progressing this from Human Resources, Legal and Strategic Director (Corporate Resources).

- 3.5 Managers must have a sensitive and non-judgmental approach when dealing with employees who are experiencing domestic violence. This can include:
- Taking the employee at face value and offering time to listen to them;
  - Ensuring that any discussion about the employee's situation takes place in private, clearly stating the extent and boundaries of confidentiality;
  - Understanding that the employee may not wish to approach their line manager and might opt to involve others, such as a colleague, MHFA, a trade union representative or Human Resources. It may be appropriate to offer the option of speaking to another colleague, MHFA or someone from Human Resources who will be able to advise the employee and/or their line manager of what measures can be taken;
  - Being aware that there may be additional issues faced by the employee that are classed as a protected characteristic under the Equality Act. Managers are not expected to understand all the cultural, religious or other differences in each case but are obliged to treat people equally, fairly and with respect in responding to any additional needs. If you need specific advice in relation to any of the above, contact Human Resources;
  - Being non-judgmental - the employee may need some time to decide what to do and may try many different options over a period of time. Research has shown that it can take several years to break free of a violent relationship and you should, for example, not assume that because an individual returns or stays in a violent relationship, that the violence was not severe, did not take place, or that they did not want it to stop;
  - A referral to Occupational Health, MHFA and/ or offer counselling if the employee is affected at work and/ or they have requested access;
  - Ask the employee if they have any specific needs or requirements that may need additional consideration;
  - Being aware of what support is available and exploring these options with the employee. If the employee does not want you to contact other agencies, you must respect their wishes;
  - Support employees to access other agencies or report it to the police if they wish to;
  - Recognise the impact on work colleagues and yourself and take appropriate supportive measures.
- 3.6 When considering preventative and supportive measures, the manager will be required to take account of whether these are operationally appropriate, however, ensuring the safety of employees should be the primary concern throughout this process.
- 3.7 Statistics have shown that the risk of more serious assaults, permanent injury and murder takes place when the person decides to leave an abusive relationship, or immediately afterwards. It is important therefore, not to underestimate the danger or assume that the fear of violence is exaggerated, and ongoing measures remain in place and are regularly reviewed.

### **Responsibility of Employees**

- 3.8 All employees have a duty to follow the Domestic Abuse Procedure and seek advice if they do not understand anything. In addition, employees should:
- Be supportive and non-judgmental towards colleagues;
  - Maintain confidentiality and not discuss or disclose sensitive information about colleagues;
  - Report any incidents, changes in behaviour or comments to their manager or Human Resources;

- Report any safeguarding concerns, if the incident concerns a child or vulnerable adult in line with the Safeguarding Policy and to a manager or Human Resources;
- Adhere to and support any measures that are introduced at work to protect other colleagues;
- Report any incidents formally to the line manager and/or one the incident/accident reporting form to ensure accurate records of any contact are available as they may be needed if issues escalate, including criminal charges being progressed;
- Seek immediate support from the line manager, MHFA, trade union representative or other colleagues if the situation is impacting on their health, wellbeing or safety at work.

### **Recording Information**

- 3.9 Any discussions taking place about domestic abuse and any actions agreed should be documented to provide as full a picture as possible. These records need to be clear and accurate, with dates, times, witnesses and locations included. Records could be used as part of an internal review to identify any lessons learnt. However, these records should not, under any circumstances, be used to the detriment of an employee who has experienced abuse. The purpose of this procedure is to support victims of abuse. Any records that are kept are for the express purpose of keeping the victim safe from harm.

All records must be kept secure and not disclosed to any third party without formal approval from a manager being given. Electronic records should only be saved on a secure area on the Council's IT network and paper records must be kept in locked drawers or units. All records should only be held for as long as they are required and then securely destroyed. Further information should be obtained from the line manager.

### **Leave**

- 3.10 In cases of domestic difficulty reasonable time off to deal with emergency situations will be permitted. This will be in line with any corporate scheme in place at the time and advice should be obtained from Human Resources on how much can be given and whether it should be paid or unpaid. Reasons for requests may include:

- appointments with support agencies;
- arranging re-housing;
- meetings with solicitors;
- making alternative childcare arrangements, including meetings with schools.

- 3.11 Each application for paid leave of absence should be judged on the specific circumstances relating to the individual case. There is no contractual right to paid leave and each case will be assessed with advice from Human Resources. All leave permitted will be formally recorded.

## **4.0 Confidentiality**

- 4.1 If an employee discloses that they are experiencing domestic abuse, the manager should reassure them that they will keep this information confidential.
- 4.2 The consequences of breaching this duty of confidentiality could have serious implications for the employee experiencing domestic abuse, potentially increasing the risk to their safety. It could exacerbate the domestic abuse, affect their performance at work and/or attendance at work, impact on their family, and social activity.

- 4.3 There are some circumstances in which confidentiality cannot be assured. These occur when there are concerns about children or vulnerable adults or where an employer needs to act to protect the safety of employees. In these circumstances the manager must seek advice from Human Resources and Legal in the first instance, discuss with the employee the reason for disclosing any information to a third party and will aim to seek the employee's agreement where possible.
- 4.4 Should the employee be unwilling to agree to the release of information then if it is still considered necessary, for example in circumstances identified in 4.3 above, the employee will be informed of what information is to be released, to whom and for what purpose. This will be completed before the information is released unless it is not possible due to the serious risk to either the employee or others. At all times, consideration should be given to the supportive measures that may need to put in place to minimize the risk to the employee or other colleagues.

## **5.0 Perpetrators of Domestic Abuse**

- 5.1 The Council will treat any allegation, disclosure or conviction of a domestic abuse related offence on a case-by-case basis. The aim is to reduce risk and support change recognising its role in encouraging and supporting employees to address violent and abusive behaviour of all kinds. If an employee approaches the Council about their abusive behaviour, information about services and support available will be provided.
- 5.2 Criminal justice proceedings and/or convictions are to be progressed independently of any internal procedure that is undertaken. They should not therefore be a determining factor in whether any internal action is taken.
- 5.3 Conduct outside of work (whether or not it leads to a criminal conviction) can lead to disciplinary action being taken against an employee because of the impact it may have on the employee's suitability to carry out their role and/or because it undermines public confidence in the Council. Where appropriate, there will be an investigation of the facts as far as possible, and a decision made as to whether the conduct is sufficiently serious to warrant disciplinary action being taken. Factors that will be considered are:
- The nature of any criminal justice proceedings and/or convictions;
  - The nature of the conduct and the nature of the employee's work;
  - The extent to which the employee's role involves contact with other employees or the general public;
  - Whether the employee poses a risk to other members of staff or the public.
- 5.4 When it is evident that the Police are intending to commence or have commenced formal proceedings against an employee then this should be raised with a member of the Leadership Team, Human Resources and Legal Services so advice on an appropriate way forward can then be determined.
- 5.5 If the Council is informed that an employee has a prior conviction for domestic abuse that has not been previously disclosed then advice must be sought from Human Resources and Legal Services on the action that should then follow in line with the Council's employment procedures (Note – some posts do not require a Disclosure and Barring Service (DBS) check to be completed so the none declaration of a conviction will need further consideration taking into account the matters referred to in 5.3.

## **6.0 Victim and perpetrator both work at the Council**

6.1 Where both the victim and perpetrator of domestic abuse work for the Council there is a duty of care for both members of staff. Appropriate action will be taken which will include:

- Consideration to providing different work location or duties of one of both employees. Any move of the victim should respect their feelings as well as their safety; no move of the victim should be done without their full consent;
- Seeking support from the appropriate statutory bodies
- Minimising the potential for the perpetrator to use their position or work resources to continue any abuse of the victim;
- Offer impartial support and where possible ensure both the victim and perpetrator have different managers who can provide appropriate information to each party;
- Ensure confidentiality is maintained;
- Work with both the perpetrator and victim towards finding immediate solutions and take appropriate action to support the victim and if required formal action against the perpetrator.
- Before commencing any formal action, advice must be sought from Human Resources and Legal Services

## **7.0 Health and Safety additional considerations**

7.1 If an employee is separated from an abusive partner or even whilst still living together, there are ways in which they can feel safer and better supported. These are to:

- Explain the situation to family/ friends and talk honestly with them;
- Ask neighbours to call the police in the event of them being aware of an incident;
- Inform colleagues at work;
- If children are involved, inform those who take care of them and name who can collect them;
- Report and explain all injuries to health workers;
- Secure the home i.e. a referral to Safer Homes.

7.2 For the safety of employees, and potentially their family, there may come a time when they are forced to leave their home urgently. It is useful, for the victim, to try to be prepared. The following checklist could help:

- Keep a list of important contact numbers;
- Have mobile phones charged;
- Keep important documents together;
- Try to have some money available;
- Have a bag prepared with a change of clothes and hidden or at someone else's house.

## **8.0 Review**

8.1 The Procedure may be reviewed at any time in consultation with the recognised Trade Unions.

8.2 This Procedure will be reviewed every three years.

8.3 Human Resources has authorisation to make minor amendments to the procedure arising out of an organisational restructure (e.g. change in post titles).

## Further Information & Support Services

Further information and support can be obtained by contacting the local and national services below:

### **SDDC Human Resources**

Tel: 01283 595789 or email [hr@southderbyshire.gov.uk](mailto:hr@southderbyshire.gov.uk)

Workplace Mental Health First Aider

Tel: 01283 595789 or email [timetotalk@southderbyshire.gov.uk](mailto:timetotalk@southderbyshire.gov.uk)

### **SDDC Wellbeing supporting resources**

Council intranet and type in Wellbeing in the search box or use this link

<http://sddcintranet/index.php/work-and-pay/217-wellbeing>

### **Derbyshire Domestic Abuse helpline**

Tel: 08000 198 668 / Text for deaf or hearing impaired: 07557 800313. Emergency SMS - text: 999.

Email: [DerbyshireDAhelpline@actionorg.uk](mailto:DerbyshireDAhelpline@actionorg.uk)

Website: <https://actionorg.uk/support-services/domestic-abuse-services/>

### **National Domestic Violence Helpline (Run in partnership between Women's Aid and Refuge)**

Tel: 0808 2000 247 (24 hours)

Email: [helpline@refuge.org.uk](mailto:helpline@refuge.org.uk) / [helpline@womensaid.org.uk](mailto:helpline@womensaid.org.uk).

Website: <http://www.nationaldomesticviolencehelpline.org.uk/>

### **National Men's Advice Line** Tel: 0808 801 0327

Email: [info@mensadviceline.org.uk](mailto:info@mensadviceline.org.uk) Website: [www.mensadviceline.org.uk](http://www.mensadviceline.org.uk)

### **SV2 Support for victims of sexual violence**

Advice Line: 01773 746 115 - option 1 (7 days a week 8am to 5pm)

Therapy Line: 01773 746 115 - option 2 (5 days a week 9am to 4pm)

Email: [help@sv2.org.uk](mailto:help@sv2.org.uk) (weekdays 8am to 5pm)

### **Mankind Initiative** Tel: 01823 334 244

Email: [admin@mankind.org.uk](mailto:admin@mankind.org.uk)

Website: [new.mankind.org.uk](http://new.mankind.org.uk)

### **Derbyshire Victim Services**

Support line: 0800 612 6505 / Text "COREDVS" to 82228

Email [support@derbyshirecore.org](mailto:support@derbyshirecore.org) Website: <http://derbyshirevictimservices.co.uk/>

**ChildLine**, Tel: 0800 1111 / <https://www.childline.org.uk/>

**NSPCC Helpline** Tel: 0808 800 5000

**Karma Nirvana Honour Base Abuse Helpline** Tel: 0800 5999 247

Website: [www.karmanirvana.org.uk](http://www.karmanirvana.org.uk)

### **Force Marriage unit**

Email: [fm@fco.gov.uk](mailto:fm@fco.gov.uk)

Telephone: 020 7008 0151

**Samaritans** Tel: 116 123

Email: [jo@samaritans.org](mailto:jo@samaritans.org)

Website: <https://www.samaritans.org/>

<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 15</b>
<b>DATE OF MEETING:</b>	<b>13<sup>th</sup> FEBRUARY 2020</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>FIONA PITTAM, HEAD OF ORGANISATIONAL DEVELOPMENT AND PERFORMANCE</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>FRANK MCARDLE (01283 595700)</b> <a href="mailto:Frank.McArdle@southderbyshire.gov.uk">Frank.McArdle@southderbyshire.gov.uk</a> <b>KEVIN STACKHOUSE (01283 595811)</b> <a href="mailto:Kevin.stackhouse@southderbyshire.gov.uk">Kevin.stackhouse@southderbyshire.gov.uk</a>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>SOCIAL MEDIA STRATEGY 2020 – 2021 AND SOCIAL MEDIA ACTION PLAN 2020 - 2021</b>	
<b>WARD (S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: G</b>

## **1.0 Recommendations**

- 1.1 That the Committee approves the Social Media Strategy 2020-2021 attached in Appendix A.
- 1.2 That the Committee approves the Action Plan 2020-2021, attached in Appendix B.

## **2.0 Purpose of Report**

- 2.1 The Social Media Strategy 2020-2021 (appendix A) and the Social Media Action Plan 2020-2021 (appendix B) will form a solid framework and clear set of guidelines for staff to follow when managing social media accounts on behalf of the Council. This will help to safeguard and enhance the Council's online presence. Having a strategy in place will strengthen, promote and protect the Council's reputation and nurture engagement on platforms which our residents are actively utilising.
- 2.2 The Social Media Action Plan (appendix B) details the steps towards implementing the Social Media Strategy. Some of these vital steps include conducting a social media audit, creating a framework for all accounts, implementing new social media software, reporting and evaluating, training, policy creation and designing creative content.
- 2.3 The Social Media Strategy Briefing Note (appendix C) details the importance of a Social Media Strategy. Some of these key points include: managing negative engagement, having a consistent tone of voice across all platforms, providing tiered training modules for staff to using feedback from residents to drive engagement.

It also sets out how strategic social media will allow the Council to “*have in place methods of communication that enables customers to provide and receive information*” as showcased in the Corporate Plan 2020-2024.

This report demonstrates the way in which we intend to manage, monitor, adapt and evolve our social media presence to ensure we deliver against the priorities set out in the Action Plan 2020-2021.

### **3.0 Executive Summary**

- 3.1 The Social Media Strategy will provide a clear strategic direction as well as the correct framework, structure and safeguarding of our online presence.

### **4.0 Detail**

- 4.1 The purpose of the Social Media Strategy (appendix A) and the Action Plan (appendix B) is to ensure that anyone managing a South Derbyshire District Council social media platform has a clear set of guidelines about how to effectively communicate with residents.
- 4.2 (Appendix A) will be reviewed and updated after one year because of the fast-paced nature of the social media landscape, new digital trends and the fluctuating sentiment of our residents/online social media users. The fundamentals of the Social Media Strategy (appendix A) will remain the same. This will also ensure that we are on-track in delivering the action points set out in (appendix B).
- 4.2 Evaluation and reporting throughout 2020 will allow us to evolve, grow and enhance our social media presence. We will monitor and analyse social media content to learn more about our diverse audiences to allow us to deliver relevant and shareable content.

### **5.0 Financial Implications**

- 5.1 CrowdControlHQ - the Social Media software package, costs £2,988 on an annual basis and is covered in the budget for 20/21. This software can be reviewed on an annual basis. (This software will help to efficiently manage our social media accounts in one central place, pick up untagged mentions of the Council and manage customer service queries).

### **6.0 Corporate Implications**

- 6.1 Strategic social media will allow the Council to *“have in place methods of communication that enables customers to provide and receive information”* as showcased in the Corporate Plan.

#### **Employment Implications**

- 6.2 There are no direct employment implications associated with this report.

#### **Legal Implications**

- 6.3 There are no direct legal implications associated with this report.

#### **Corporate Plan Implications**

- 6.4 As detailed.

#### **Risk Impact**

- 6.5 Most local authorities have clear guidelines for staff to follow about how to effectively communicate with residents using social media. Without the implementation of a strategy, we will be exposed to the continuous threat of staff feeling they can speak on behalf of the Council, messages being put

out on social media without being checked or authorised and not being aligned to the tone of voice and core values of the Corporate Plan and the Council.

Currently, anyone with access to a Council social media account can speak on behalf of the Council. This strategy will establish a clear line of authority including the authorisation of key messages by the Communications Team and departmental heads.

## **7.0 Community Impact**

### **Consultation**

- 7.1 The Social Media Strategy is based on key learnings and industry insights from, the Local Government Association, Local Government Communications Academy, Ofcom Adults' media use and attitudes report, industry research, white papers and on-going data analysis of our own social media platforms. Regular social media polls have also been launched to gain valuable insight from residents.

### **Equality and Diversity Impact**

- 7.2 Not applicable in the context of the report

### **Social Value Impact**

- 7.3 Not applicable in the context of the report

### **Environmental Sustainability**

- 7.4 Not applicable in the context of the report

## **8.0 Background Papers**

Not applicable in the context of the report

## **8.1 Appendices**

Appendix A – The Social Media Strategy 2020 - 2021

Appendix B – The Social Media Action Plan 2020 - 2021

Appendix C – The Social Media Briefing Note

# Social Media Strategy

2020 - 2021



## Introduction

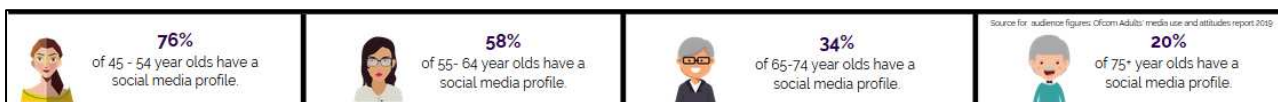
This document sets out the strategic direction for the social media activities of South Derbyshire District Council. It will help strengthen, promote and protect the Council's reputation, provide a clear line of reporting and equip staff with on-going training.

## Background

Social media is a dynamic way of communicating which will allow us to:

- Respond to positive and negative interactions in an effective and timely manner.
- Influence sentiment by providing information that residents want to know.
- Create trust by building an online thriving social media community.
- Engage and learn more about our residents to deliver key messages.

*Below highlight the latest figures from Ofcom Adults' media use and attitudes report 2019:*



## Strategy aims and objectives



The Social Media Strategy sets out clear structured guidelines to navigate within the digital landscape. Social media will be used strategically to enable the Council to *“have in place methods of communication that enables customers to provide and receive information”* as highlighted in the Corporate Plan.

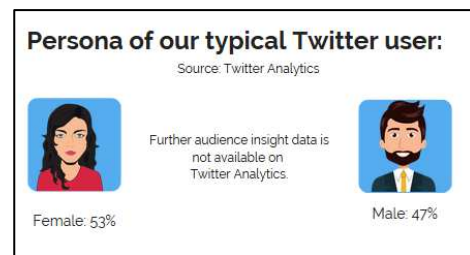
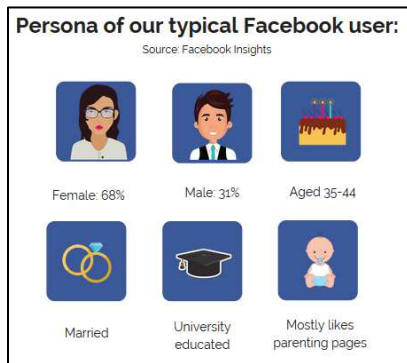
The aims of this strategy are:

- to ensure all South Derbyshire District communications carry clear and consistent messaging.
- to help manage reputational risk by providing solutions such as how to manage negative engagement, the administration of departmental pages and page admins, how and when to interact with residents and applying a consistent tone of voice.
- to promote opportunities for a joined-up approach across departments and stakeholders.
- to use feedback from residents to drive engagement.
- utilise relevant and innovative digital approaches to reach wider audiences.

## Our existing communication channels

- We have a central Facebook and Twitter account managed by the Communications Team.
- We also have super-user admin access to all departmental pages via Facebook Business Manager.
- The Council currently has 11 departmental Facebook pages, managed by the departments.
- In total, there are over 32,000 social media fans across all platforms.
- 72% of our audience on the central Facebook page are aged between 35 - 65+.

 <p>Facebook is a social networking site where users can post comments, share photographs and videos, post links to news or other interesting content on the web and engage in community Facebook groups.</p>	 <p>Twitter is an online news and social networking site where people communicate in short messages called tweets (280 characters) and Direct Messages (DMs) - these are private interactions.</p>
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## Social media poll

Between 2016 - 2019, we asked our social media users what they thought about our social media content. It is not a reflection on the quality of the content, but on the fluctuating mindset of the users and their moods.



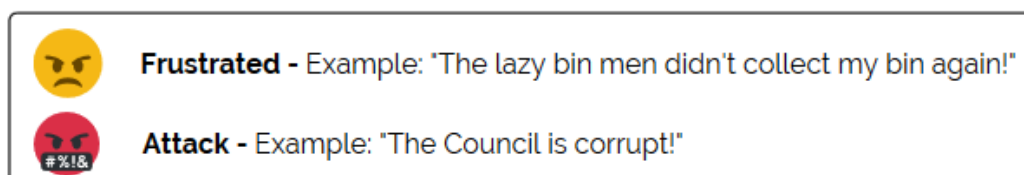
## Our strategic approach

The strategic approach for social media content will be to:

- be professional, positive and personable when talking to residents on behalf of the Council.
- ensure good engagement with residents on all platforms, including utilising Facebook community groups to reach a wider audience.
- promote and protect the Council's reputation efficiently, managing negative interactions by following the process set out below in 'Managing negative engagement.'
- provide real-time accurate updates and information to residents during a crisis.
- have ownership of Facebook Business Manager to allow the Communications Team to oversee the departmental Facebook accounts and manage any advertising targeted campaigns.
- increase website traffic by incorporating call to action links in posts and tweets.
- ensure departments requiring a new social media account go through a formal approval process where final sign-off will have to be granted by the Communications Team and Senior Leadership Team.
- plan, film/stream and edit video content to upload onto social media, embed onto the website and distribute to the media.
- create social media monthly schedules with sign-off from the Communications Manager/relevant department.
- provide quarterly updates to the Senior Leadership Team via the social media dashboard reports.

## Managing negative engagement

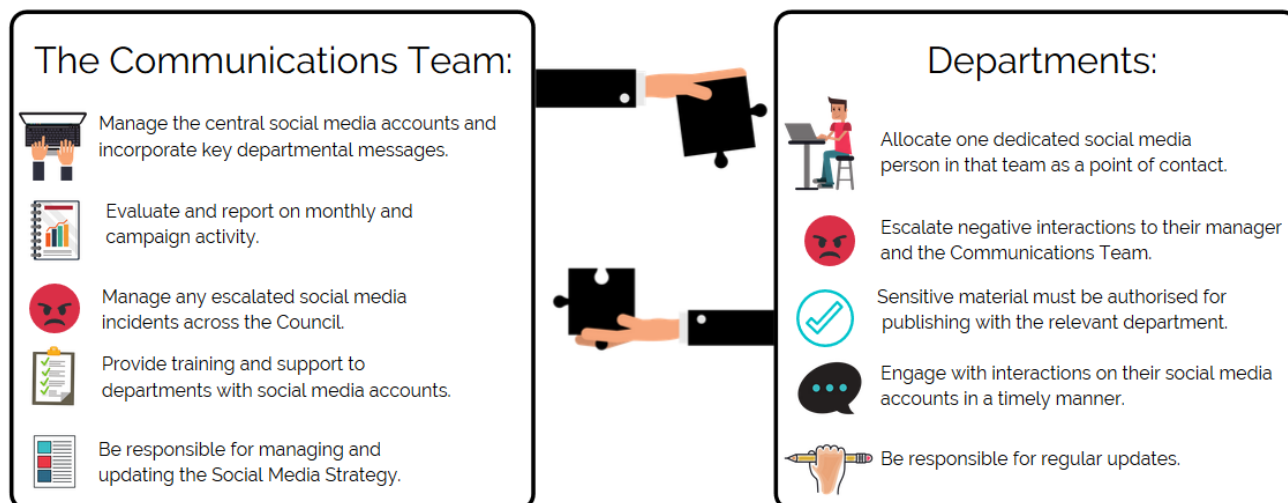
Negative engagement can be categorised into two types of interactions (*from residents*).



Each scenario above will have clear step-by-step guides to help staff manage the situation in a systematic and efficient manner with the primary focus being to diffuse and resolve the encounter publicly or in a direct/private message. If any social media content contains contentious, sensitive malicious, antagonising or abusive language, then an escalated procedure will be followed, involving the departmental head and the Communications Team.

## Roles and Responsibilities

The roles and responsibilities of the Communications Team and departments are shown below.



## Monitoring and evaluation

- We will monitor and analyse social media content to learn more about our diverse audiences to allow us to deliver relevant content.
- We will conduct regular online polls and use feedback from residents to enhance our service.
- Social media dashboard reports will be included in the quarterly Corporate Plan monitoring/reporting process.
- Staff will be updated about social media activity via monthly Intranet Better Online articles.

## Next steps

The implementation of the Social Media Strategy will enable the Communications Team to:

- create an Action Plan with KPIs and objectives.
- audit our social media accounts to identify strengths and gaps.
- implement a central South Derbyshire District Council Instagram account to visually showcase the district and our services to wider audiences. (*Instagram is a social networking app made for sharing photos and videos from a smartphone*).
- provide tiered training modules and training guides to establish solid foundations and a consistent approach to interactions with residents in line with the values set out in the Corporate Plan.
- create a joined-up approach with departments, stakeholders and neighbouring public authorities.
- invest in the appropriate software and equipment.
- report on a monthly basis to help inform decision-making across departments/services.
- continue to keep the Senior Leadership Team updated with any relevant social media actions.

# Action Plan

Social Media Strategy 2020 - 2021



Our Environment | Our People | Our Future

[www.southderbyshire.gov.uk](http://www.southderbyshire.gov.uk)

Page 93 of 109

## Social Media Strategy

### Action Plan 2020

Action	Responsible Officer(s)	Details	Timeframe	Milestones/ Tracking	Status
Launch Social Media Strategy 2020-2021	Vin Gill Social Media and PR Specialist	<ol style="list-style-type: none"> <li>1. Social Media Strategy 2020-2021 and Action Plan to be signed off at Finance and Management Committee.</li> <li>2. Upload Strategy onto the SDDC Intranet and website.</li> <li>3. Write internal communications for all SDDC staff including a Better Online piece.</li> </ol>	<ol style="list-style-type: none"> <li>1. February 2020.</li> <li>2. February/March 2020.</li> <li>3. February/March 2020.</li> </ol>		
Social Media Audit	Vin Gill Social Media and PR Specialist	<ol style="list-style-type: none"> <li>1. Gain access to all South Derbyshire District Council Facebook accounts via Facebook Business Manager.</li> <li>2. Ensure set up of pages are correct – i.e. set 'profanity' filters on all.</li> <li>3. Create a database of all social media accounts across SDDC. Detailing a point of contact for each account and topline statistics.</li> <li>4. Create a social media distribution mailing list.</li> <li>5. Identify social media risks, particularly fake person-profile accounts linked to pages. Ensure all these adhere to Facebook policy.</li> </ol>	Points 1 to 7: February 2020.		

		6. Creation of an organisational chart for all social media page owners. To be kept updated. 7. Regular updates sent to the SM distribution list with details about social media developments that may impact their services.			
Create a framework for all social media accounts to ensure consistency across SDDC	Vin Gill Social Media and PR Specialist	1. Create and distribute House Rules for all social media accounts. 2. Evaluate and agree monitoring hours for each account to manage residents' expectations. 3. Set-up automated messages for social media accounts, detailing when residents can expect a response.	Points 1 – 3: February/March 2020.		
Implement new social media software - CrowdControlHQ	Vin Gill Social Media and PR Specialist	1. Set up regular meetings with point of contact for software tutorial. 2. Set up keyword mentions of the Council taking place across social media. 3. Utilise the software and its many uses across all social media accounts as detailed in the Business Case.	1. March 2020. 2. March 2020. 3. 2020.		
Reporting and Evaluation	Vin Gill Social Media and PR Specialist	1. Dashboard annual reports for all accounts 2. Dashboard monthly report for central Facebook and Twitter accounts. 3. Create topline report detailing statistics for all SDDC social media accounts every 6 – 12 months. 4. Set up regular meetings with all social media points of contact to go through reports.	1. January 2021 2. Monthly. 3. July 2020 and January 2021. 4. July 2020 onwards.		

Training	Vin Gill Social Media and PR Specialist	<ol style="list-style-type: none"> <li>1. Creation of social media training manual and deliver tiered training sessions.</li> <li>2. Ensure all social media points of contact attend the social media training sessions.</li> <li>3. Set up a social media e-mail address (<a href="mailto:socialmedia@southderbyshire.gov.uk">socialmedia@southderbyshire.gov.uk</a>) for ad-hoc queries.</li> <li>4. Create regular drop-in sessions to allow page owners the opportunity to ask questions.</li> <li>5. Distribute branded social media notebooks or manuals for training sessions.</li> <li>6. Training a customer services lead on using the CrowdControlHQ software to ensure a more efficient service to residents.</li> <li>7. Offer guidance and support to Elected Members.</li> </ol>	<ol style="list-style-type: none"> <li>1. May/June 2020.</li> <li>2. May/June 2020.</li> <li>3. February 2020.</li> <li>4. 2020.</li> <li>5. May/June 2020.</li> <li>6. May/June 2020.</li> <li>7. 2020.</li> </ol>		
Policies	Vin Gill Social Media and PR Specialist	<ol style="list-style-type: none"> <li>1. Creation of an Escalation Policy (how to manage negative interactions) and distribute to social media points of contact.</li> <li>2. Creation of new account process and policy.</li> <li>3. Run a workshop to enable social media points of contact to ask questions about these policies.</li> </ol>	<ol style="list-style-type: none"> <li>1. April 2020.</li> <li>2. April 2020.</li> <li>3. May 2020.</li> </ol>		
Content creation	Vin Gill Social Media and PR Specialist	<ol style="list-style-type: none"> <li>1. Creation of monthly social media schedules. To be signed-off by Communications Manager/relevant departments.</li> <li>2. Plan and create social media campaigns.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monthly.</li> <li>2. Seasonal.</li> <li>3. March, June, September, December 2020.</li> </ol>		

		3. Launch regular polls on each page to better understand residents' needs. Utilise feedback to enhance our services.			
Moving social media forward	Vin Gill Social Media and PR Specialist	<ol style="list-style-type: none"> <li>1. Launch of a central Instagram business account.</li> <li>2. Plan, film and edit social media video content (approximately 1-minute videos).</li> <li>3. Implement the use of LinkedIn.</li> <li>4. Implement relevant platforms.</li> </ol>	<ol style="list-style-type: none"> <li>1. March/April 2020</li> <li>2. Seasonal.</li> <li>3. 2020</li> <li>4. 2020</li> </ol>		

# BRIEFING NOTE

Social Media Strategy



## What is the social media strategy?

As you will have seen, the Social Media Strategy provides the correct framework, structure and safeguarding of our online presence. It will help to:

- ✓ Strengthen, promote and protect the Council's reputation.
- ✓ Encourage and nurture engagement on platforms which our residents are actively utilising.
- ✓ Increase website traffic by incorporating website links in social media content.
- ✓ Equip staff with on-going training to help reduce online reputational risk.
- ✓ Move forward with innovative social media projects once fundamentals (tone of voice, managing engagements and target audiences) set out in the strategy are in place.

Strategic social media will allow the Council to *"have in place methods of communication that enables customers to provide and receive information"* as showcased in the Corporate Plan.

## Why the strategy is needed:

Currently, anyone with access to a Council social media account can speak on behalf of the Council. This strategy will establish a clear line of authority including the authorisation of key messages by the Communications Team and departmental heads.

The Social Media Strategy will help manage reputational risk by providing solutions such as:

- Managing negative engagement.
- The administration of departmental pages and page admins.
- How and when to interact with residents.
- Managing the set-up of new accounts.
- A consistent tone of voice.
- Speaking as the page – NOT as a member of staff.
- Using feedback from residents to drive engagement.
- Roles and responsibilities of the Communications Team and the departments.

## Timeframes and who is strategy for?

Due to the fast-paced nature of social media, this strategy will be updated annually. The Communications Strategy will refer to the Social Media Strategy as a clear and concise document for any member of staff managing a social media account to pick up and easily follow.

## The risks of not implementing:

Most local authorities have clear guidelines for staff to follow about how to effectively communicate with residents using social media. Without the implementation of a strategy, we will be exposed to the continuous threat of staff feeling they can speak on behalf of the Council, messages being put out on social media without being checked or authorised and not being aligned to the tone of voice and core values of the Corporate Plan and the Council.

## Recommendations and how we need to move forward:

It is imperative that this Social Media Strategy is approved so that from the January 2020, implementation will allow the Communications Team to:

- Be an admin (super-user) for all SDDC social media accounts (this has already been actioned). This is essential as it ensures one point of control and security.
- Audit our social media accounts – identify strengths and gaps.
- Create a distribution list of everyone who owns a departmental Facebook/Twitter account for targeted crisis communication.
- Provide tiered training modules to establish solid foundations of how and why to correctly use social media when communicating with thousands of residents.
- Create an evolving training guide based on up-to-date research and best practise.
- Continue to evaluate and report on a monthly/seasonal basis to help inform decision-making across departments/services.
- Develop the Evidence Base and Action Plan with clear objectives and measurables.
- Continue to keep the Senior Leadership Team updated with any essential social media actions.

### A few words from the Local Government Association:

*“There are more risks with NOT having a Social Media Strategy.”* Local Government Association (LGComms) The Public Service Communications Academy 2018.

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<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 16</b>
<b>DATE OF MEETING:</b>	<b>13<sup>th</sup> FEBRUARY 2020</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (CORPORATE RESOURCES)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>KEVIN STACKHOUSE (EXT 5811)</b> <a href="mailto:kevin.stackhouse@southderbyshire.gov.uk">kevin.stackhouse@southderbyshire.gov.uk</a>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>COMMITTEE WORK PROGRAMME</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: G</b>

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## **1.0 Recommendations**

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

## **2.0 Purpose of Report**

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

## **3.0 Detail**

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

## **4.0 Financial Implications**

4.1 None arising directly from this report.

## **5.0 Background Papers**

5.1 Work Programme.

**Finance and Management Committee – 13<sup>th</sup> February 2020**  
**Work Programme for the Municipal Year 2019/20**

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

Budget Out-turn and Final Accounts 2018/19	25 July 2019	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Treasury Management Annual Report 2018/19	25 July 2019	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Annual Report on Sickness Absence	25 July 2019	David Clamp <a href="mailto:David.Clamp@southderbyshire.gov.uk">David.Clamp@southderbyshire.gov.uk</a> (01283 595729)
Payment Facilities in the Civic Offices	25 July 2019	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbshire.gov.uk">Kevin.stackhouse@southderbshire.gov.uk</a> (01283 595811)
Corporate Plan 2016 to 2021: Performance Report for Quarter 1 2019/20	29 August 2019	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbshire.gov.uk">Kevin.stackhouse@southderbshire.gov.uk</a> (01283 595811)
Budget and Financial Monitoring 2019/20	29 August 2019	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Treasury Management Performance 2019/20	29 August 2019	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Debt Management Policy: Council Tax, Business Rates and Housing Benefit Overpayments	29 August 2019	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbshire.gov.uk">Kevin.stackhouse@southderbshire.gov.uk</a> (01283 595811)

Update on the Council's Medium Term Financial Plan	10 October 2019	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
The Local Authorities' Property Fund	10 October 2019	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Corporate Plan 2016 to 2021: Performance Report for Quarter 2 2019/20	28 November 2019	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbshire.gov.uk">Kevin.stackhouse@southderbshire.gov.uk</a> (01283 595811)
Revenue Financial Monitoring 2019/20	28 November 2019	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Capital Financial Monitoring 2019/20	28 November 2019	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Treasury Management Update 2019/20	28 November 2019	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Compliments, Complaints and Freedom Information Requests April to September 2019	28 November 2019	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbshire.gov.uk">Kevin.stackhouse@southderbshire.gov.uk</a> (01283 595811)
A Review of Grants for Concurrent Functions	28 November 2019	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbshire.gov.uk">Kevin.stackhouse@southderbshire.gov.uk</a> (01283 595811)

Feasibility Study for re-opening the Burton to Leicester Railway Line	28 November 2019	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbshire.gov.uk">Kevin.stackhouse@southderbshire.gov.uk</a> (01283 595811)
Acquisition of 2 Right to Buy Properties	28 November 2019	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbshire.gov.uk">Kevin.stackhouse@southderbshire.gov.uk</a> (01283 595811)
Utilisation of the Better Care Fund	28 November 2019	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbshire.gov.uk">Kevin.stackhouse@southderbshire.gov.uk</a> (01283 595811)
Housing Allocations Policy and Homeless Service	28 November 2019	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbshire.gov.uk">Kevin.stackhouse@southderbshire.gov.uk</a> (01283 595811)
Restructure of Cultural and Community Services	28 November 2019	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbshire.gov.uk">Kevin.stackhouse@southderbshire.gov.uk</a> (01283 595811)
Restructure of Organisational Development and Performance	28 November 2019	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbshire.gov.uk">Kevin.stackhouse@southderbshire.gov.uk</a> (01283 595811)

Annual Accounts and Financial Statements 2018/19	28 November 2019	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Service Base Budget Proposals 2020/21	9 January 2020	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Budget Report 2020/21, including Consolidated Budget Proposals and Medium Term Financial Plan to 2025	9 January 2020	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Council Tax Premium on Long Term Empty Properties	9 January 2020	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbshire.gov.uk">Kevin.stackhouse@southderbshire.gov.uk</a> (01283 595811)
Final Budget Proposals 2020/21 and Financial Plan to 2025	13 February 2020	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Treasury Management Strategy 2020/21 and Prudential Indicators	13 February 2020	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Proposed Local Council Tax Reduction Scheme 2020/21	13 February 2020	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbshire.gov.uk">Kevin.stackhouse@southderbshire.gov.uk</a> (01283 595811)
Capital Programme Budget to 2025	13 February 2020	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)

Annual Report of the Section 151 Officer	13 February 2020	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbyshire.gov.uk">Kevin.stackhouse@southderbyshire.gov.uk</a> (01283 595811)
Corporate Performance Measures 2020 to 2024	13 February 2020	Fiona Pittam Head of Organisational Development <a href="mailto:Fiona.pittam@southderbyshire.gov.uk">Fiona.pittam@southderbyshire.gov.uk</a> (01283 595735)
Transfer of Housing Repairs Calls into Customer Services	13 February 2020	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Domestic Abuse Procedure - Make A Stand Campaign	13 February 2020	David Clamp Head of Organisational Development <a href="mailto:David.clamp@southderbyshire.gov.uk">David.clamp@southderbyshire.gov.uk</a> (01283 595729)
Social Media Strategy	13 February 2020	Fiona Pittam Head of Organisational Development <a href="mailto:Fiona.pittam@southderbyshire.gov.uk">Fiona.pittam@southderbyshire.gov.uk</a> (01283 595735)
Structural Review: Cultural and Community Services (EXEMPT)	13 February 2020	Mary Bagley Head of Cultural and Community Services <a href="mailto:Mary.bagley@southderbyshire.gov.uk">Mary.bagley@southderbyshire.gov.uk</a>
Rosliston Forestry Centre - Procurement and Staffing Update (EXEMPT)	13 February 2020	Mary Bagley Head of Cultural and Community Services <a href="mailto:Mary.bagley@southderbyshire.gov.uk">Mary.bagley@southderbyshire.gov.uk</a> Malcolm Roseburgh Cultural Services Manager <a href="mailto:Malcolm.roseburgh@southderbyshire.gov.uk">Malcolm.roseburgh@southderbyshire.gov.uk</a> (01283 595774)

Review of Document Services Team (EXEMPT)	13 February 2020	Elizabeth Barton Head of Customer Services <a href="mailto:Elizabeth.barton@southderbyshire.gov.uk">Elizabeth.barton@southderbyshire.gov.uk</a> (01283 595779)
Debt Recovery and Debts submitted for Write-off (EXEMPT)	13 February 2020	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbshire.gov.uk">Kevin.stackhouse@southderbshire.gov.uk</a> (01283 595811)
Discretionary Business Rates Relief Scheme	19 March 2020	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbshire.gov.uk">Kevin.stackhouse@southderbshire.gov.uk</a> (01283 595811)
Corporate Plan Performance Update 2019/20	19 March 2020	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbshire.gov.uk">Kevin.stackhouse@southderbshire.gov.uk</a> (01283 595811)
Revenue Financial Monitoring 2019/20	19 March 2020	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Capital Financial Monitoring 2019/20	19 March 2020	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Treasury Management Update 2019/20	19 March 2020	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Service Plans 2020/21	30 April 2020	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbshire.gov.uk">Kevin.stackhouse@southderbshire.gov.uk</a> (01283 595811)

Local Council Tax Reduction Scheme: Proposals for Change 2021/22	30 April 2020	Kevin Stackhouse Strategic Director (Corporate Resources) <a href="mailto:Kevin.stackhouse@southderbshire.gov.uk">Kevin.stackhouse@southderbshire.gov.uk</a> (01283 595811)
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