

Date: 17 August 2022

Dear Councillor,

Finance and Management Committee

A Meeting of the **Finance and Management Committee** will be held at **Council Chamber**, Civic Offices, Civic Way, Swadlincote, DE11 0AH on **Thursday, 25 August 2022 at 18:00**. You are requested to attend.

Yours faithfully,



Chief Executive

To:- **Labour Group**

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

Conservative Group

Councillors Ackroyd, Corbin, Dawson, Fitzpatrick, Ford and Lemmon

Independent Group

Councillors MacPherson

Non-Grouped

Councillor Churchill

AGENDA

Open to Public and Press

- 1** Apologies and to note any Substitutes appointed for the Meeting.
- 2** To note any declarations of interest arising from any items on the Agenda
- 3** To receive any questions by members of the public pursuant to Council Procedure Rule No.10.
- 4** To receive any questions by Members of the Council pursuant to Council procedure Rule No. 11.
In Accordance with Council Procedure Rule No. 11 Councillor Richards will ask the following question **5 - 5**
- 5** Reports of Overview and Scrutiny Committee
- 6** CORPORATE PLAN 2020-24 PERFORMANCE REPORT (2022-2023 QUARTER 1 – (1 APRIL TO 30 JUNE) **6 - 48**
- 7** REVENUE FINANCIAL MONITORING 2022-23 **49 - 68**
- 8** COLLECTION FUND 2022-23 **69 - 78**
- 9** HOUSING REVENUE ACCOUNT REVENUE FINANCIAL MONITORING 2022-23 **79 - 87**
- 10** CAPITAL FINANCIAL MONITORING 2022-23 **88 - 99**
- 11** TREASURY MANAGEMENT UPDATE 2022-23 **100 - 114**
- 12** TRANSFORMATION AND BUSINESS CHANGE **115 - 120**

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| 13 | FINANCIAL CONTRIBUTION TOWARDS AN ACTIVE SCHOOLS PARTNERSHIP PE & SCHOOL SPORT APPRENTICE THROUGH AMBER VALLEY SCHOOL SPORT PARTNERSHIP (AVSSP) | 121 - 125 |
| 14 | COMMITTEE WORK PROGRAMME | 126 - 131 |

Exclusion of the Public and Press:

- 15** 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.
- 16** To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.
- Details
- 17** BETTER CARE FUNDING ALLOCATION – FINANCIAL POSITION
- 18** CUSTOMER SERVICES UPDATE AND REVIEW OF STRUCTURE
- 19** FINANCIAL ARRANGEMENTS FOR THE SALE OF TICKETS AND OTHER PRODUCTS
- 20** INSURANCE PROVISION - CONTRACT RENEWAL 2022 TO 2027
- 21** STATUTORY MONITORING OFFICER - RESOURCING

In Accordance with Council Procedure Rule No. 11 Councillor Richards will ask the following question:

“I would ask the Chief Executive to advise Members of the Committee as to the present position regarding the recruitment of the Strategic Director (Service Delivery), including the Members who will sit on the Sub-Committee regarding the appointment of the new Director.”

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|-------------------------|-------------------------------------------------------------------------------------------|-----------------------|
| REPORT TO: | FINANCE AND MANAGEMENT COMMITTEE | AGENDA ITEM: 6 |
| DATE OF MEETING: | 25 AUGUST 2022 | CATEGORY: DELEGATED |
| REPORT FROM: | LEADERSHIP TEAM | OPEN DOC: |
| MEMBERS' CONTACT POINT: | FRANK MCARDLE (EXT. 5700) FIONA PITTAM (EXT. 8702) | |
| SUBJECT: | CORPORATE PLAN 2020-24: PERFORMANCE REPORT (2022-2023 QUARTER 1 – (1 APRIL TO 30 JUNE) | |
| WARD (S) AFFECTED: | ALL | TERMS OF REFERENCE: G |

1.0 Recommendations

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

2.0 Purpose of the Report

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

3.0 Executive summary

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

Our Environment

- *Enhance the attractiveness of South Derbyshire*

Our People

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



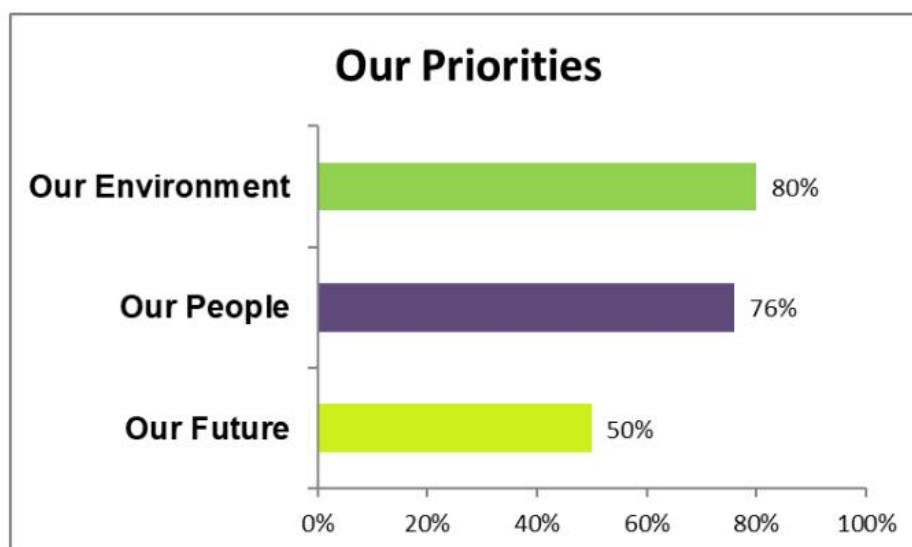
Our Future

- *Transforming the Council*

4.0 Performance Detail

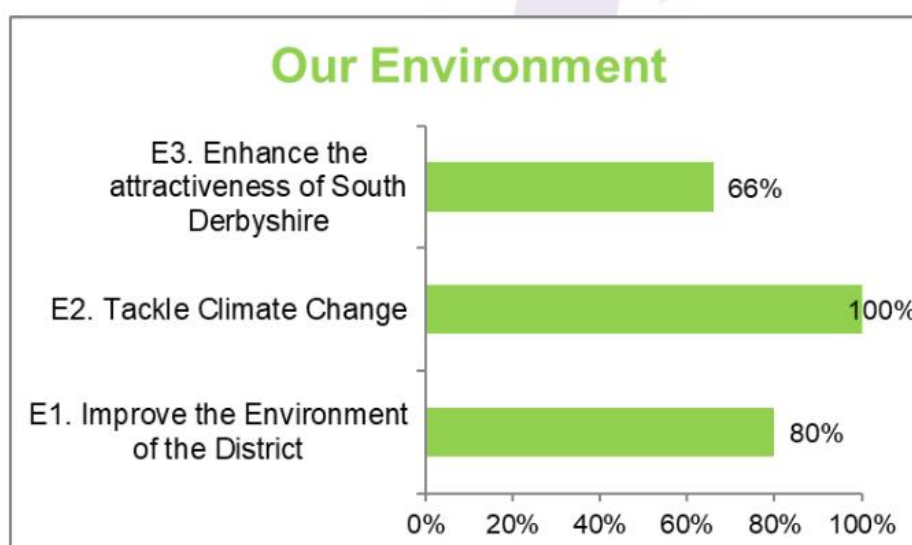
4.1 Overall Council performance against the priorities– Quarter one 2022-2023.

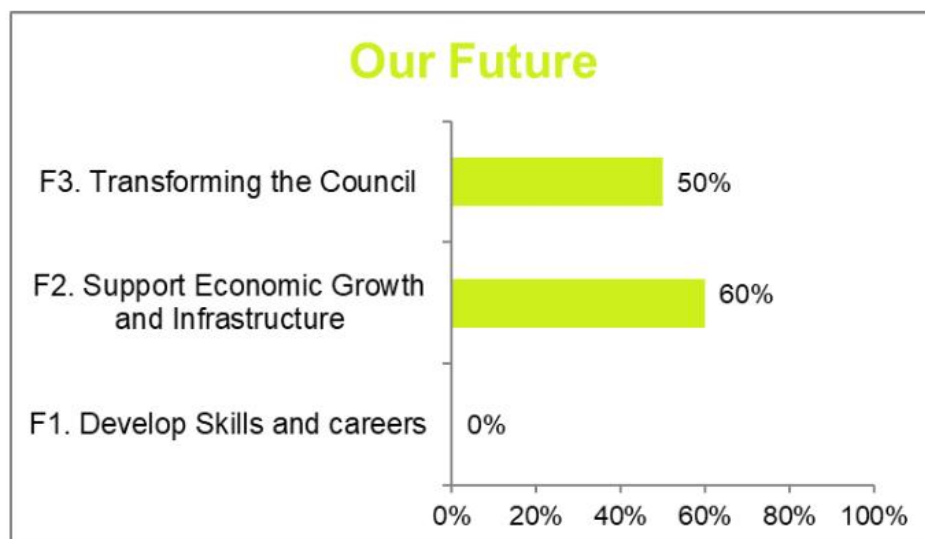
The below chart provides an overview for the percentage of measures that are on track to achieve the annual target.



4.2 Overall Council performance against key aims – Quarter one 2022-2023.

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





- 4.3 Of the 35 measures which support the progress of the Corporate Plan 20-24, 20 are green, two are amber, 10 are red and three are grey.

Overall, 71% of the key aims within the Corporate Plan are on track. As at quarter one, 80% of indicators are on track for Our Environment, 76% are on track for Our People and 50% are on track for Our Future.

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

Below outlines the nine (82%) measures for this Committee that are on track (green, amber or grey) for the quarter:

- Deliver against the Transformation Action Plan
- Develop and deliver the Public Buildings programme over four years
- Increase the number of customers who interact digitally as a first choice



- Reduce face-to-face contact to allow more time to support those customers who need additional support
- Number of customer telephone calls answered by Customer Service
- Increase digital engagement (Twitter, Instagram, Facebook)
- Increase the level of staff engagement
- Average number of staff days lost due to sickness
- % of employees that consider that the Council has a positive health and safety culture

4.5 Below outlines the two (18%) measures for this Committee that are not on track (red) for the quarter:

- Develop our approach towards the commercialisation of services
The appointment of the Head of Operational Services who is due to start on Monday 15th August will place more emphasis on exploring the commercial opportunities in a steadier environment.
- Number of apprenticeships and expenditure against the apprenticeship levy. We have six apprentices currently in post with a further post in ICT under recruitment. During quarter one £4,147.54 of the levy budget was spent, further work is being undertaken to explore alternative ways of utilising the levy funding.

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

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

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

5.0 **Financial and Implications**

None directly.

6.0 **Corporate Implications**

6.1 **Employment Implications**

None directly.

6.2 **Legal Implications**

None directly.



6.3 Corporate Plan Implications

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

6.4 Risk Impact

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

The following risks have been updated for quarter one in the Corporate Risk Register:

- CR4 Public Buildings, the mitigating actions have been amended to confirm the safety measures identified have now been implemented.
- CR7 Payroll Service, the finance restructure and reference to Chesterfield Borough Council have been removed from the mitigating and further actions.
- CR14 Technology Data and Security, the mitigating actions have been updated to include monitoring and reporting of E-Learning.
- CR16 Business Continuity, consultation with staff has been removed from the further actions and an update has been provided to confirm the Flexible Working Policy has now been implemented
- CR20 Health & Safety, the mitigating actions have been updated to reflect the monitoring of Health & Safety performance.
- CR21 Managing the Environmental Impacts of incidents across the District, mitigating actions have been updated to confirm the appointment of the Corporate Environmental Co-ordinator.
- CR22 Climate Emergency, further actions have been updated with committed date for the revised action plan and date for new Carbon Emissions Report.
- CR26 Supply Chain, EU shortage of materials has been removed and update in mitigating actions for the recruitment of HGV drivers.

There have been no amendments to the Chief Executive Risk Register in Quarter one.



7.0 Community Impact

7.1 Consultation

None required.

7.2 Equality and Diversity Impact

Not applicable in the context of the report.

7.3 Social Value Impact

Not applicable in the context of the report.

7.4 Environmental Sustainability

Not applicable in the context of the report.

8.0 Appendices

Appendix A – Performance Dashboard 2020-2024

Appendix B – Performance Measure Report

Appendix C – Chief Executive Risk Register

Appendix D – Corporate Risk Register



| Priority | Key Aim | | Outcome | Ref | How success will be measured | Q4 2020-2021: Apr - Mar | Q4 2021-2022: Apr - Mar | Q1 2022-2023: Apr-Jun | Annual Target 22-23 | Plan Target 2020 2024 | Head of Service | Strategic Lead | Committee | | |
|---------------------------|--------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|------------------------------------------------------|------|
| Our Environment | Keeping a clean, green District for future generations | | | E1. Improve the environment of the District | E1.1 Reduce waste and increase composting and recycling | E1.1A | Household waste collected per head of population | 460kgs | 416kgs | 111kgs | Downward Trend | Sustain during Y1 and Y2. See a downward trend in Yrs. 3 and 4 | Gary Charlton, Head of Operational Services | Allison Thomas, Strategic Director, Service Delivery | E&DS |
| | | | | | E1.1B | % of collected waste recycled and composted | 47% | 46% | 48% | Upward Trend | Sustain during Y1 and Y2. See an upward trend in Yrs. 3 and 4 | Gary Charlton, Head of Operational Services | Allison Thomas, Strategic Director, Service Delivery | E&DS | |
| | | | | | E1.2 Reduce fly tipping and litter through education, engagement and zero tolerance enforcement action where appropriate | E1.2A | Number of fly tipping incidents | 1003 | 604 | 139 | Downward trend as a four 4-year mean | Downward trend over four years | Matt Holford, Head of Environmental Services | Allison Thomas, Strategic Director, Service Delivery | E&DS |
| | | | | | E1.2B | Improve the quality of the District through the Local Environmental Quality Survey | Report in Q1 21/22 | 93.79% of streets meet grade B or higher | 93.79% of streets meet grade B or higher | >95% (Grade B or above) | >95% (Grade B or above) | Gary Charlton, Head of Operational Services | Allison Thomas, Strategic Director, Service Delivery | E&DS | |
| | | | | | E1.3 Enhance biodiversity across the District | E1.3A | % of eligible new homes and commercial developments to achieve net gain in Biodiversity by a minimum of 10% compared to the sites pre development baseline. | 66.7% | 66.7% | 0 | 85% | 85% | Steffan Saunders, Head of Planning and Strategic Housing | Allison Thomas, Strategic Director, Service Delivery | E&DS |
| | | | | E2. Tackle climate change | E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030 | E2.1A | Reduce South Derbyshire District Council carbon emissions | Achieved | Achieved | Achieved | Downward Trend in Carbon Emmissions | Reduce C02 emissions through the achievement of actions in the South Derbyshire Climate and Environment Action Plan 2020-24 (C&EAP) | Matt Holford, Head of Environmental Services | Allison Thomas, Strategic Director, Service Delivery | E&DS |
| | | | | | E2.2 Work with residents, businesses and partners to reduce their carbon footprint | E2.2A | % of new homes to meet water efficiency targets as set out in the Part G optional standard of 110 litres of potable water usage per person per day | 100% | 75.6% | 64% | 85% | 85% | Steffan Saunders, Head of Planning and Strategic Housing | Allison Thomas, Strategic Director, Service Delivery | E&DS |
| | | | | E3. Enhance the attractiveness of South Derbyshire | E3.1 Enhance the appeal of Swadlincote town centre as a place to visit | E3.1A | Increase Swadlincote Town Centre visitor satisfaction | 55% | 60% (new report in Q3) | 60% (new report in Q3) | Upward Trend (Close gap to National small towns average) | National small towns average 72%. Target to be above the National average by 2023/24 | Mike Roylance, Head of Economic Development and Growth | Frank McArdle, Chief Executive | E&DS |
| | | | | | E3.2 Improve public spaces to create an environment for people to enjoy | E3.2A | The number of Green Flag Awards for South Derbyshire parks | Achieved | Achieved 3 Green Flag Awards in 2021/22 | 3 parks currently hold the Green Flag Award | Four Green Flags | Increase from two green flag park awards to four by 2024 | Sean McBurney, Head of Cultural and Community Services | Allison Thomas, Strategic Director, Service Delivery | H&CS |
| | | | | | | E3.2B | Proportion of good quality housing development schemes | Out turn unavailable | Out turn unavailable | Out turn unavailable. - Reported Annually in Q4 22/23) | 90% | % of schemes which score high | Steffan Saunders, Head of Planning and Strategic Housing | Allison Thomas, Strategic Director, Service Delivery | E&DS |
| The needs of the District | P1. Engage with our communities | P1.1 Support and celebrate volunteering, community groups and the voluntary sector | P1.1A | Number of new and existing Community Groups supported | 153 | 160 | 33 | Upward trend on the average over two years >157 | Year 1 -2(Proxy)- collate baseline data. Year 3-4 we will show an increase on the average over two years | Sean McBurney, Head of Cultural and Community Services | Allison Thomas, Strategic Director, Service Delivery | H&CS | | | |
| | | P1.2 Help tackle anti-social behaviour & crime through strong and proportionate action | P1.2A | Number of ASB interventions by type | Minimal | Moderate | Moderate | 'Moderate' or 'High' | Proxy Measure to show service activity | Matt Holford, Head of Environmental Services | Allison Thomas, Strategic Director, Service Delivery | H&CS | | | |
| | Supporting and safeguarding the most vulnerable | P2.1 With partners encourage independent living and keep residents healthy and happy in their homes. | P2.1A | Number of households prevented from Homelessness | 265 cases | 261 cases | 52 cases | Proxy | Proxy Measure to show service activity | Paul Whittingham, Head of Housing | Allison Thomas, Strategic Director, Service Delivery | H&CS | | | |
| | | | P2.1B | Continue to undertake interventions per year to keep families out of fuel poverty | 276 | 210 | 48 | > 160 interventions | 300 interventions (2020-21) Target to be reviewed thereafter. | Matt Holford, Head of Environmental Services | Allison Thomas, Strategic Director, Service Delivery | E&DS | | | |
| | | P2.2 Promote health and wellbeing across the District | P2.2A | Deliver the objectives identified in the South Derbyshire Health & Wellbeing Group | Ongoing delivery of plan | Delivery of Health and Wellbeing Action Plan over 2021-22 | Action plan developed and adopted | 100% of actions delivered | 100% of actions identified delivered | Sean McBurney, Head of Cultural and Community Services | Allison Thomas, Strategic Director, Service Delivery | H&CS | | | |
| | | P2.3 Improve the condition of housing stock and public buildings. | P2.3A | Deliver the Planned Maintenance Housing programme over four years | 114,10% (£ 2,377,625 | 89.1% (£2,116,365.65) | 18.38% (£1,927,550) | 100% against the annual budget 2022-23 | 100% spend against the planned maintenance budget | Paul Whittingham, Head of Housing | Allison Thomas, Strategic Director, Service Delivery | H&CS | | | |
| | | | P2.3B | Develop and deliver the Public Buildings programme over four years | Carry out further surveys on 12 more of the Public | 30% (44 surveys) | 26% (10 surveys) | 25% (38 surveys undertaken) | 100% of surveys undertaken | Steve Baker, Head of Corporate Property | Kevin Stackhouse, Strategic Director, Corporate Resources | F&M | | | |
| | | | P2.3C | Average time taken to re-let Council homes | 200 days average | 156 days | 183 days | Median Quartile Performance (Benchmark via Housemark) | Median Quartile Performance (Benchmark via Housemark) | Paul Whittingham, Head of Housing | Allison Thomas, Strategic Director, Service Delivery | H&CS | | | |

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|------------|-------------------------------------------------|--------------------------------|--------------------------------------------------------------------------------------------------------------------------|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------------------------------------|--------------------------------------------------------------|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|-----------------------------------------------------------|------|
| Our People | Working with communities and meeting the future | P2. | P2.4 Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education. | P2.4A | Deliver the objectives identified in the Supporting Aspirations Plan | Research and data analysis | Supporting Aspirations Action Plan adopted. | Achieved | Deliver the objectives identified in the Supporting Aspirations Plan | Deliver the objectives identified in the Supporting Aspirations Plan | Mike Roylance, Head of Economic Development and Growth | Frank McArdle, Chief Executive | E&DS |
| | | P3. Deliver Excellent Services | P3.1 Ensuring consistency in the way the Council deal with service users | P3.1A | Increase the number of customers who interact digitally as a first choice | Total: 22,242 | Total: 24,405 | Total: 6,021 | Upward trend | Upward Trend | Elizabeth Barton, Head of Customer Services | Kevin Stackhouse, Strategic Director, Corporate Resources | F&M |
| | | | P3.2 Have in place methods of communication that enables customers to provide and receive information. | P3.2A | Reduce face-to-face contact to allow more time to support those customers who need additional support | 0 | 744 self serve and 115 face to face | 2470 | Downward Trend | Downward trend in Face to Face interactions | Elizabeth Barton, Head of Customer Services | Kevin Stackhouse, Strategic Director, Corporate Resources | F&M |
| | | | P3.3 Ensuring technology enables us to effectively connect with our communities. | P3.3A | Number of customer telephone calls answered by Customer Service | Total: 98,099 | Total: 99,165 | Total: 22,872 | Downward Trend | Downward Trend | Elizabeth Barton, Head of Customer Services | Kevin Stackhouse, Strategic Director, Corporate Resources | F&M |
| | | | | P3.3B | Increase digital engagement (Twitter, Instagram, Facebook) | 43,850 | 49,181 | 51,990 | Upward Trend | Upward Trend | Fiona Pittam, Head of Organisational Development & Performance | Kevin Stackhouse, Strategic Director, Corporate Resources | F&M |
| | | | P3.4 Investing in our workforce | P3.4A | Increase the level of staff engagement | Survey postponed until 21-22 | Target not achieved | Achieved | proxy - establish baseline data | Annual increase in the number of staff who have engaged with the Council | Fiona Pittam, Head of Organisational Development & Performance | Kevin Stackhouse, Strategic Director, Corporate Resources | F&M |
| | | | | P3.4B | Number of apprenticeships | 5 (1.5% of head count) | 6 (1.84% of head count) | 6 (1.84% of head count) | >2.3% of head count | >2.3% of head count | Fiona Pittam, Head of Organisational Development & Performance | Kevin Stackhouse, Strategic Director, Corporate Resources | F&M |
| | | | | P3.4C | Average number of staff days lost due to sickness | 12.93 | 10.28 | 2.47 | Downward Trend | Downward Trend | Fiona Pittam, Head of Organisational Development & Performance | Kevin Stackhouse, Strategic Director, Corporate Resources | F&M |
| | | | | P3.4D | % of employees that consider that the Council has a positive health and safety culture | Postponed until early 22/23 | Postponed until early 22-23 | 27 employees trained | proxy - establish baseline data | Upward Trend in Health and Safety mandatory training and upto date health and safety policy | Fiona Pittam, Head of Organisational Development & Performance | Kevin Stackhouse, Strategic Director, Corporate Resources | F&M |
| | | F1. Develop skills and careers | F1.1 Attract and retain skilled jobs in the District | F1.1A | Increase the number of employee jobs in South Derbyshire | 32,000 Impacted by Covid-19 | 31,000 Impacted by Covid-19 | 31,000 Impacted by Covid-19. (Reported annually in Q4 22/23) | Upward Trend | Upward Trend | Mike Roylance, Head of Economic Development and Growth | Frank McArdle, Chief Executive | E&DS |
| | | | F1.2 Support unemployed residents back into work | F1.2A | | | | | | | | | |
| | | | F2.1 Encourage and support business development and new investment in the District | F2.1A | Annual net growth in new commercial floorspace (sqm) | 4,140 sqm | 1,665 sqm | 1,665 sqm (Reported annually in Q4 22/23) | Upward Trend | net annual growth in commercial floorspace of 12,269.5 sqm | Mike Roylance, Head of Economic Development and Growth | Frank McArdle, Chief Executive | E&DS |
| | | | | F2.1B | Total Rateable Value of businesses in the District | £67,341,926 | £67,234,722 | £67,279,062 | Upward trend (on 21/22 Q4 as baseline) | Upward trend (on 21/22 Q4 as baseline) | Mike Roylance, Head of Economic Development and Growth | Frank McArdle, Chief Executive | E&DS |
| | | | F2.2 Enable the delivery of housing across all tenures to meet Local Plan targets | F2.2A | Speed of decision on discharging conditions on housing applications | 100% | 60.9% | 50% | 90% within 8-13 weeks or as agreed with the applicant | 90% within 8-13 weeks or as agreed with the applicant | Steffan Saunders, Head of Planning and Strategic Housing | Allison Thomas, Strategic Director, Service Delivery | E&DS |
| | | | | F2.2B | % of planning applications determined within the statutory period | 98% | 90.50% | 88% | >90% | >90% | Steffan Saunders, Head of Planning and Strategic Housing | Allison Thomas, Strategic Director, Service Delivery | E&DS |
| | | | F2.3 Influence the improvement of infrastructure to meet the demands of growth. | F2.3A | Secure new facilities and contributions through Section106 to mitigate impacts of development. Achieve all necessary highway, education, healthcare, and recreation contributions | 94% | 100% | 100% (annual return in Q4 22/23) | 90% | 90% | Steffan Saunders, Head of Planning and Strategic Housing | Allison Thomas, Strategic Director, Service Delivery | E&DS |
| | | F3. Transforming the Council | F3.1 Provide modern ways of working that support the Council to deliver services to meet changing needs. | F3.1A | Deliver against the Transformation Action Plan | On target | 85% | On target | Deliver 100% against action plan | Deliver 100% against action plan | Anthony Baxter, Head of Business Change and ICT | Kevin Stackhouse, Strategic Director, Corporate Resources | F&M |
| | | | F3.2 Source appropriate commercial investment opportunities for the Council | F3.2A | Develop our approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities | On target | No change from last quarter | No change from last quarter | | Y1 – Form a working group & Action Plan Y2 – deliver against action plan and sustain an upward trend in revenue | Gary Charlton, Head of Operational Services | Allison Thomas, Strategic Director, Service Delivery | F&M |

Corporate Plan 2020-2024

Performance Measure Report

Finance and Management Committee

Team: Organisational Development and Performance

Date: August 2022

Performance Measure Report Index

Corporate Plan 2020-2024

Summary

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

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

Environmental and Development Services Committee (E&DS) are responsible for 17 Corporate measures under the key aims:

- E1. Improve the environment of the District
- E2. Tackle climate change
- E3 Enhance the attractiveness of South Derbyshire
- P2. Supporting and safeguarding the most vulnerable
- F1. Develop skills and careers
- F2. Support economic growth and infrastructure

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

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

Finance and Management Committee (F&M) are responsible for 11 corporate measures under the key aims:

- P2. Supporting and safeguarding the most vulnerable
- P3. Deliver Excellent Services
- F3. Transforming the Council

Finance and Management Committee (F&M) are responsible for the following 11 corporate measures

Our People

Measure

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

Our Future

Measure

- Deliver against the Transformation Action Plan
- Develop an approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities

| Priority: Our Future | | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| F3.1 Provide modern ways of working that support the Council to deliver services to meet changing needs. | | | | | |
| Measure and Reference | F3.1A Deliver against the Transformation Action Plan | | Committee | F&M | |
| Definition | In order to deliver services to meet the needs of the organisation, the Council needs a robust plan to identify areas of improvement, evaluate and benchmark a target operating model and map a route to achieving our ambitions | | Why this is Important | The Transformation Plan provides a focal point for major change in the organisation, evaluating conflicting priorities, allocating resources, escalating problem and above all else, manage core programmes of work by documenting progress. | |
| What Good Looks Like | Each year the Head of Business Change, ICT & Digital will present a workplan for adoption, outlining projects, milestones and resources needed to achieve the objectives set by the Corporate Plan. | | | | |
| History of this Indicator | The Council is committed to improving outcomes and outputs for its stakeholders as is evident in the Corporate Plan. | | | | |
| 2019/20 Baseline Data | Not applicable | | | | |
| Reporting Year | Annual Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| 2020/21 | Deliver 100% against action plan | On target | On target | On target | On target |
| 2021/22 | Deliver 100% against action plan | On target | Quarterly target not achieved | Continue to deliver the annual transformation plan including the emerging Future Service Delivery programme | 85% |
| 2022/23 | Deliver 100% against action plan | On target | | | |
| Performance Overview - Quarterly Update | | | Actions to sustain or improve performance | | |
| The first quarter of the third-year annual plan has involved undertaking a mid-term review and refocusing priority projects for the rest of the term. This has now been agreed and projects will start in the next quarter. | | | The Council has adopted a Project Management Toolkit and established a Transformation Steering Group in 2020. The TSG meet every six weeks and evaluate performance, risk, cost or reputational impacts raised through the 2 weekly cycle that Project | | |

| | |
|--|--------------------------------------------------------------------|
| | Mangers work through as set out in the Project Management Toolkit. |
|--|--------------------------------------------------------------------|

| Priority: Our Future | | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| F3.2 Source appropriate commercial investment opportunities for the Council | | | | | |
| Measure and Reference | F3.2A Develop our approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities | | Committee | F&M | |
| Definition | Using Council assets wisely, trading services with others across the public and private sectors and selling commodities to generate income. | | Why this is Important | As funding shrinks exploring new ways to maximise our income is essential, in order to protect valuable frontline services and ensure positive outcomes for our local communities. | |
| What Good Looks Like | Year 1 to form a working group and define the action plan Year 2 to 4 deliver 100% against the action plan and sustain an upward trend in income generation | | | | |
| History of this Indicator | New indicator | | | | |
| 2019/20 Baseline Data | Baseline data to be collated during 20-21 | | | | |
| Reporting Year | Annual Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| 2020/21 | Year 1 to form a working group and define the action plan | On target | On target | On target | On target |
| 2021/22 | deliver 100% against the action plan and sustain an upward trend in income generation | Quarterly outcome not achieved | Quarterly outcome not achieved | No change from last quarter | No change from last quarter |
| 2022/23 | | No change from last quarter | | | |
| Performance Overview - Quarterly Update | | | Actions to sustain or improve performance | | |
| As the Council has responded to the Covid-19 pandemic its resources, especially operational, have been deployed fully on maintaining services. The opportunity to capitalise on commercial activities remains, however the exact specification of services will have evolved over the last two years. | | | The new Head of Operational Services commences with the Council on 15 August. Developing the Council's approach to commercialisation will be one of his priorities working across the Council with other Heads of Service throughout the coming year | | |

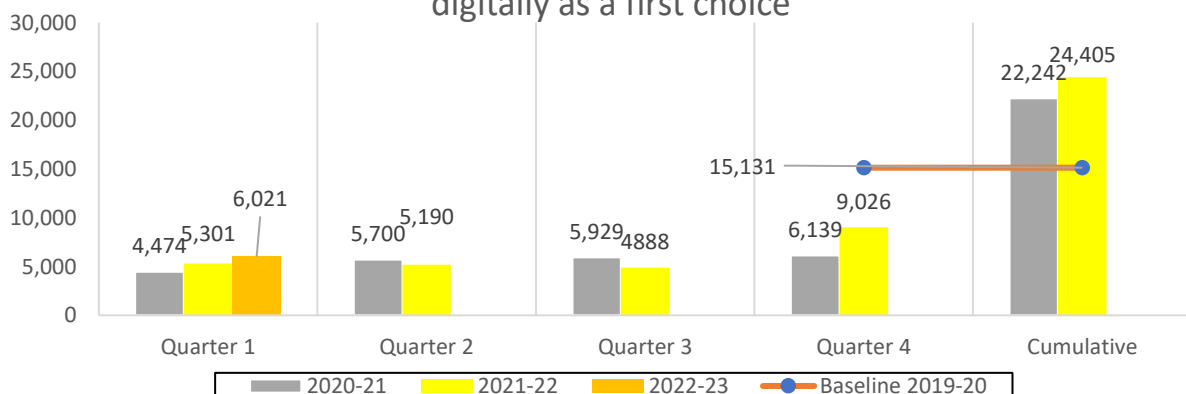
| Priority: Our People | | | | | |
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| P2.3 Improve the condition of housing stock and public buildings. | | | | | |
| Measure and Reference | P2.3B Develop and deliver the Public Buildings programme over four years | | Committee | F&M | |
| Definition | The purpose of the Performance Indicator is to measure progress in the completion of condition surveys and a Planned Maintenance Programme over the term of the Corporate Plan. | | Why this is Important | Completion of Public Buildings condition surveys and a planned maintenance programme will ensure the Council's buildings are fit for purpose, with repairs undertaken in a proactive, efficient and prioritised manner. | |
| What Good Looks Like | The portfolio contains 149 Public Building Assets. 100 % of the portfolio will be surveyed over the life of the Corporate Plan | | | | |
| History of this Indicator | No historical monitoring of this indicator | | | | |
| 2019/20 Baseline Data | Not applicable | | | | |
| Reporting Year | Annual Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| 2020/21 | 25% of assets to be surveyed and the planned maintenance programme for phase one to be created | Software tested and calibrated | Condition surveys on the five largest assets have been completed | Carry out further surveys on 12 more of the Public Buildings portfolio. | Carry out further surveys on 12 more of the Public Buildings portfolio. |
| 2021/22 | 30% of surveys to be undertaken. | 9.1% (11 Surveys) | 16% (22 Surveys) | 22.5% (33 Surveys) | 30% (44 surveys) |
| 2022/23 | 25.5% (38 surveys undertaken) | 26% (10 surveys) | | | |
| Performance Overview - Quarterly Update | | | Actions to sustain or improve performance | | |
| 10 surveys have been completed in this first quarter. The annual target is 38. This reflects a 26% completion of the annual target so far. | | | n/a | | |

Priority: Our People

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

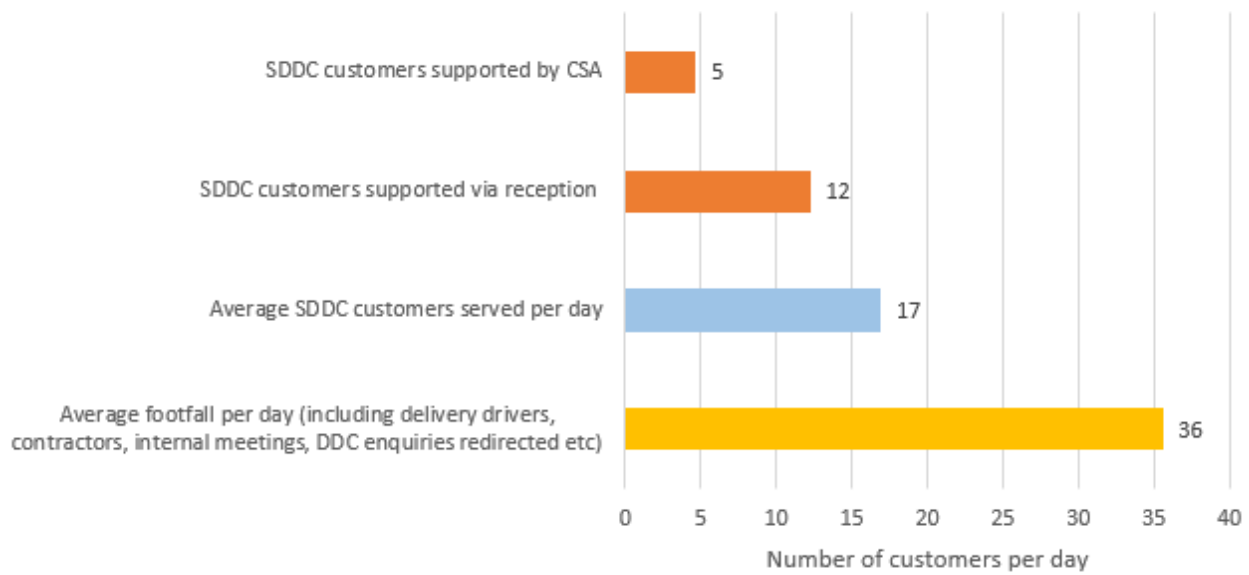
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| Measure and Reference | P3.1A Increase the number of customers who interact digitally as a first choice | | Committee | F&M | |
| Definition | Increase number of customers who interact/raise service requests with the Council using online forms, web chat, and integrated social media, versus alternative methods (phone, face-to-face etc). | | Why this is Important | The Council has an ambition to enable online interaction, to reduce the cost of service transaction and increase customer satisfaction. This will provide more time to support those who need additional support by telephone or face-to-face. | |
| What Good Looks Like | Increased number of customers who choose to raise service requests digitally with the Council – whether through the Council’s Customer Relationship Management (CRM) platform, web chat, integrated social media or supporting digital systems (such as council tax, planning and housing systems). | | | | |
| History of this Indicator | The Council has not yet adopted a centralised digital platform to enable true online interactions, however, has been adopting improved forms and new forms to boost digital interactions until a new CRM is in place. | | | | |
| 2019/20 Baseline Data | During 2019/20 there were 1,282 council tax and digital forms submitted, 12,343 general website forms via the website, 287 social media enquiries and 1,219 COVID-19 Business Rates Grant Applications | | | | |
| Reporting Year | Annual Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| 2020/21 | Upward trend | Total: 4,474 | Total: 10,174 | Total: 16,103 | Total: 22,242 |
| 2021/22 | >22,242 (upward trend year on year) | Total: 5,301 | Total: 10,491 | Total: 15,379 | Total 24,405 |
| 2022/23 | >22,242 (upward trend year on year) | Total: 6,021 | | | |
| Performance Overview - Quarterly Update Total forms 6,021 Of these forms 763 were Energy Rebate forms which accounts for the increase. | | | Actions to sustain or improve performance | | |

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



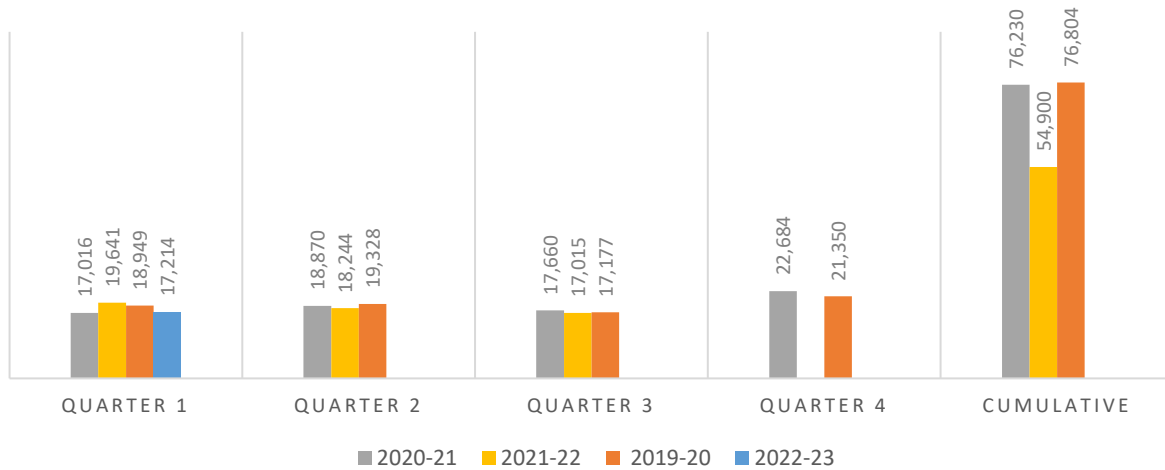
| Priority: Our People | | | | | | |
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| P3.2 Have in place methods of communication that enables customers to provide and receive information. | | | | | | |
| Measure and Reference | P3.2A Reduce face-to-face contact to allow more time to support those customers who need additional support | | Committee | F&M | | |
| Definition | Decrease the number of face-to-face interactions, by offering enhanced alternative methods of contact (phone and online) to enable the Council to provide a better service to those customers who need additional support. | | Why this is Important | The Council has an ambition to enable online interaction and to enhance telephone support services available. This will enable the Council to better support those customers who need more personalised support face-to- face. | | |
| What Good Looks Like | To see a downward trend in the number of face-to-face customers through Customer Services. | | | | | |
| History of this Indicator | The Council has already seen a decrease in numbers of face-to-face visitors since the introduction of the Council's website, which provides answers to a variety of basic queries and the payment kiosk, which supports self-service payments. | | | | | |
| 2019/20 Baseline Data | 31,986 face to face enquiries (2018/2019) Q4 (Jan-Mar) 6,953 (2,463 enquiries dealt with at Customer Services Desk. Visitors to office 4,490) | | | | | |
| Reporting Year | Annual Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | |
| 2020/21 | Downward trend | No visitors due to Covid-19 | No visitors due to Covid-19 | No visitors due to Covid-19 | 0 | |
| 2021/22 | Downward trend (based on 2019 pre-Covid-19) | 0 | 0 | 0 | 744 self serve and 115 face to face | |
| 2022/23 | Downward trend (based on 2019 pre-covid-19) | 2470 | | | | |
| Performance Overview - Quarterly Update | | | | Actions to sustain or improve performance | | |
| 1 April – 30 June | | | | | | |
| Total no of visitors (including SDDC customers, non SDDC customers, delivery drivers, building visitors etc): 2,470 | | | | The Council had a vision to reduce face to face and encourage people to move across to digital or phone prior to COVID. In that regard the Council are on target as the figures are vastly reduced in comparison to pre-COVID levels. | | |
| Average per day across the period: 37 | | | | | | |
| Reception opened on 20 June – stats since then: | | | | | | |
| Total visitors since opening – 30 June: 320 | | | | The overall target needs to be revisited in completeness given the swift end of the face-to-face trial. | | |
| Average per day since opening – 30 June: 36 | | | | | | |
| Since opening we have analysed visitors in more depth, and the following graph shows the breakdown between those who were supported, vs delivery drivers etc. | | | | | | |

Face-to-face customer overview - since 20 June 2022

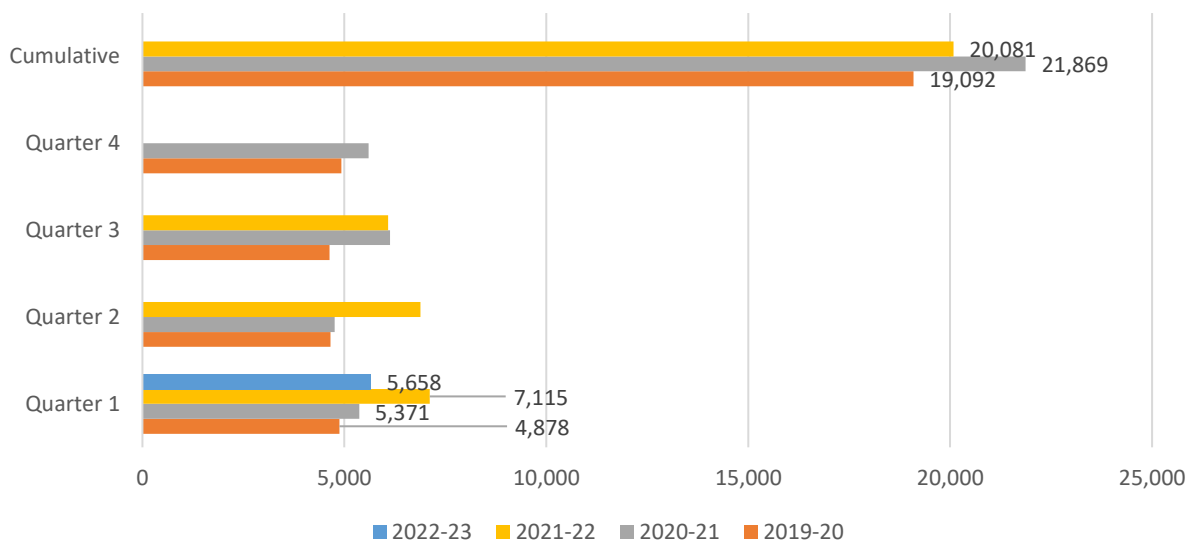


| Priority: Our People | | | | | |
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| P3.3 Ensuring technology enables us to effectively connect with our communities. | | | | | |
| Measure and Reference | P3.3A Number of customer telephone calls answered by Customer Service | | Committee | F&M | |
| Definition | The Council has an ambition to handle an increased number/variety of customer calls at first point of contact, vs transferring to back-office teams. Initially this will result in an increase of calls into the contact centre, which will reduce over time, in parallel with the introduction of increased online tools. | | Why this is Important | The Council has an ambition to enable customers who wish to interact online with the council to do so, and better support those customers who need more personalised support by phone or face to face. | |
| What Good Looks Like | Initially an increase in numbers of calls/variety of calls into the contact centre is anticipated, followed by a decrease in overall calls, following the introduction and roll out of digital tools. | | | | |
| History of this Indicator | The Council has already seen a decrease in numbers of telephone calls following the introduction of the Council's website which provides answers to a variety of basic queries and some online forms. | | | | |
| 2019/20 Baseline Data | 95,896 telephone calls received (2019/20). 76,804 calls handled & 19,092 automated call payments. | | | | |
| Reporting Year | Annual Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| 2020/21 | Downward trend in Face to Face interactions | Total: 22,387 | Total: 44,701 | Total: 69,812 | Total: 98,099 |
| 2021/22 | Downward trend | Total: 26,756 | Total: 51,866 | Total: 74,981 | Total: 99,165 |
| 2022/23 | Downward trend | Total: 22,872 | | | |
| Performance Overview - Quarterly Update | | | Actions to sustain or improve performance | | |
| This period saw 13,710 abandoned calls, due to the high level of call volume received by the team, the increasing length of calls and the lack of technology to provide an informed customer service. | | | New IVR technology is being tested that will improve the customer services so that fewer people abandon (average call wait/position in queue). In addition a paper requesting additional resource in customer services will go before F&M Committee in August that will boost call handling/reduce abandoned calls in the long-run. In turn this will increase call volumes in the short-term, but is necessary to boost customer service levels. Digital technologies capable of migrating customers away from the phone and to different platforms are also being explored as part of the Council's transformation plan. | | |

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



Number of automated payments

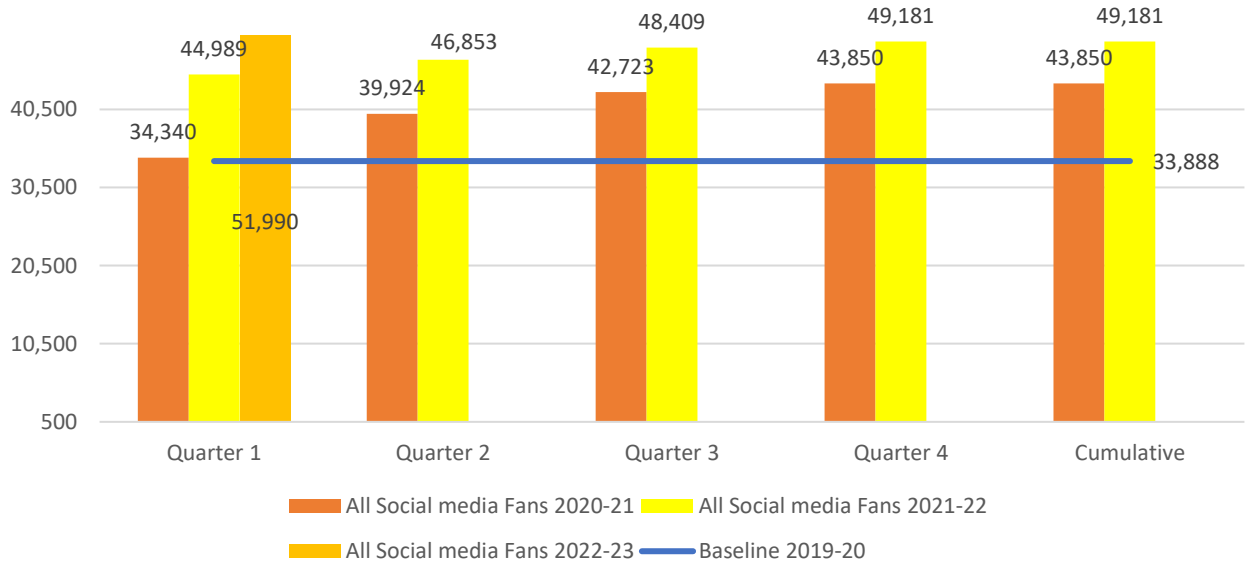


Priority: Our People

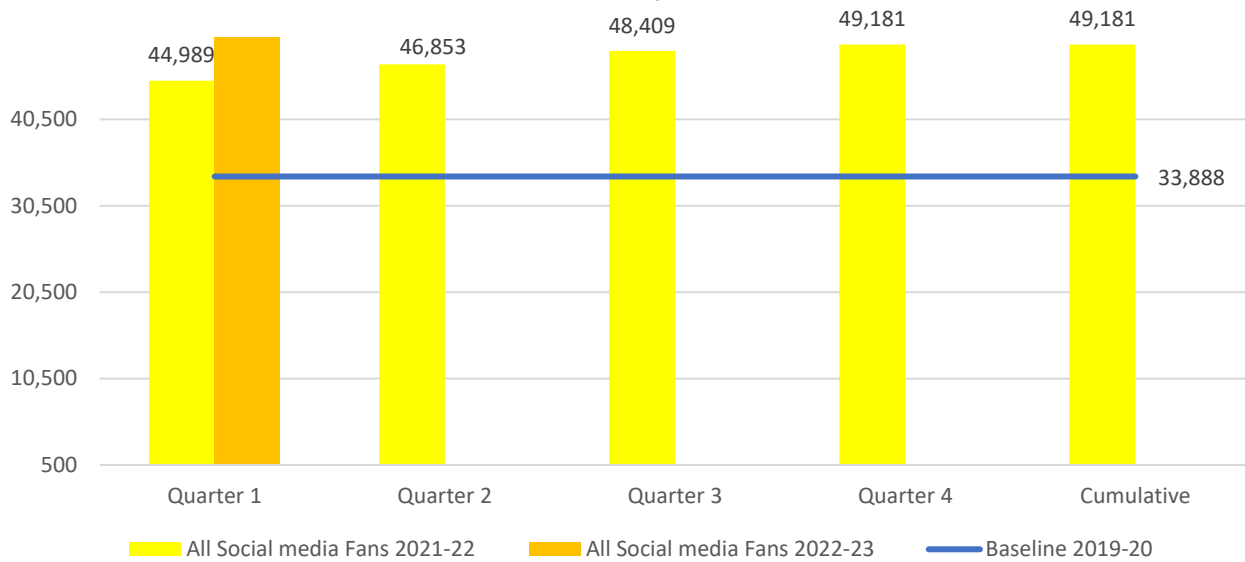
P3.3 Ensuring technology enables us to effectively connect with our communities.

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| Measure and Reference | P3.3B Increase digital engagement (Twitter, Instagram, Facebook) | Committee | F&M | | |
| Definition | To increase the volume and quality of social media interaction with residents and customers on all Council social media platforms. | Why this is Important | Social media captures customers who are already digitally engaged/aware and more likely to engage with the Council digitally and acts as a good springboard to digital service delivery. | | |
| What Good Looks Like | Increase number of proactive social media engagement from the Council through the Communications team, result in an increased number of engaged citizens. | | | | |
| History of this Indicator | The engagement rate, sentiment and follower/fan base on our social media accounts has significantly evolved since 2017. The creation of the central Facebook page in 2017 and a more strategic approach – more residents are now choosing this method. | | | | |
| 2019/20 Baseline Data | Number of Facebook (central and departmental) fans and Twitter (central and departmental) followers.33,888. Commentary of the nature of these queries (this is already included in the monthly social media dashboard reports) | | | | |
| Reporting Year | Annual Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| 2020/21 | Upward trend | 34,340 | 39,924 | 42,723 | 43,850 |
| 2021/22 | Upward trend | 44,989 | 46,853 | 48,409 | 49,181 |
| 2022/23 | Upward trend | 51,990 | | | |
| Performance Overview - Quarterly Update | | | Actions to sustain or improve performance | | |
| Q1 (2022/23) sees a total of 51,990 followers across all of the Council’s social media accounts – this is 37,665 followers on the Council’s Facebook accounts and 14,235 across the Council’s Twitter accounts. Posts which attracted particular attention included the £150 energy rebate for residents, the Liberation Day and Festival of Leisure events and the Queen’s Platinum Jubilee. | | | To continue using engaging content on social media channels. | | |

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



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



| Priority: Our People | | | | | |
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| P3.4 Investing in our workforce | | | | | |
| Measure and Reference | P3.4A Increase the level of staff engagement | | Committee | F&M | |
| Definition | Employee engagement is a combination of commitment to the organisation and its values and a willingness to help colleagues. Employee engagement also focuses on mutual gains in employment relationships, seeking the good of employees (well-being, job satisfaction and so on) and the good of the organisation they work for (performance, motivation, and commitment) | | Why this is Important | Employee engagement is a workplace approach resulting in the right conditions for all staff to give of their best each day, committed to the Council's Corporate Plan and values. An engaged workforce supports the achievement of our key priorities. | |
| What Good Looks Like | A year on year improvement in relation to the % of employees that indicate positive experience working for the council and positive engagement with the strategic direction of the Council. This measure to be based on a) the response to the annual employee survey and b) the overall number of positive responses to engagement activities. | | | | |
| History of this Indicator | New indicator – No recent history available | | | | |
| 2019/20 Baseline Data | New Indicator - first survey to take place in 2020 | | | | |
| Reporting Year | Annual Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| 2020/21 | No target for year 1 | Reported annually in Q4 | Reported annually in Q4 | Survey postponed until 21-22 | Survey postponed 22-23 |
| 2021/22 | Annual Increase in the % of Staff completing the survey | Survey postponed 22-23 | Survey postponed 22-23 | 254 staff attended staff briefing sessions in September 2021 | Target not achieved |
| 2022/23 | Proxy | Achieved | | | |
| Performance Overview - Quarterly Update | | | Actions to sustain or improve performance | | |
| Corporate methodology has been amended and approved. The pulse survey questions have been agreed. The pulse surveys to take place in Q2 and Q4 each year, starting in Q4 22-23. Work ongoing to launch annual employee engagement survey. There were no staff briefing sessions during quarter one. | | | To continue with plans to hold engagement surveys as outlined in the methodology. | | |

| Priority: Our People | | | | | | |
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| P3.4 Investing in our workforce | | | | | | |
| Measure and Reference | P3.4B Number of apprenticeships and expenditure against the apprenticeship levy | | Committee | F&M | | |
| Definition | The number of apprenticeships posts or expenditure against the apprenticeship levy is defined as the number of posts established for apprentices or where existing employees can access funding from the apprenticeship levy. This will be a numerical outcome showing a positive increase trend from the previous year. | | Why this is Important | To invest in the Council's current and future workforce through the provision of entry level posts and access to further academic qualifications that will support succession planning and build resilience across the Council. | | |
| What Good Looks Like | The purpose of this PI is to see an increased trend over four years leading to full expenditure of the Apprenticeship Levy for a financial year (April – March each year). | | | | | |
| History of this Indicator | In the last financial year (April 2019 to March 2020), we spent approximately 34% of our levy funds (total input into the levy was £27,479, spend was £9,263.11). | | | | | |
| 2019/20 Baseline Data | 1.2% (4 apprentices) | | | | | |
| Reporting Year | Annual Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | |
| 2020/21 | >2.3% of head count | 4 (1.2% of head count) | 4 (1.2% of head count) | 5 (1.5% of head count) | 5 (1.5% of head count) | |
| 2021/22 | >2.3% | 3 (0.9% of head count) | 6 (1.84% of head count) | 6 (1.84% of head count) | 6 (1.84% of head count) | |
| 2022/23 | >2.3% of head count | 6 (1.84% of head count) | | | | |
| Performance Overview - Quarterly Update | | | Actions to sustain or improve performance | | | |
| We have six active apprenticeships. Also, in the process to have someone join ICT on an Industry Placement. Applications have been shortlisted to two candidates. | | | PDRs being used to identify apprenticeship opportunities for existing colleagues. | | | |
| Total spend in financial year 2022- 2023: £4,147.54 | | | Continuance of bi-monthly reminders as to how to use apprenticeships in the Learning and Development Newsletter. Liaising with colleges to look at alternative ways of using levy funding and looking at the viability of T-Level qualifications. (i.e., Derby College have provided information on management apprenticeships). | | | |
| • Quarter one spend: £4,147.54 | | | | | | |
| Total expired levy funds in financial year 2022- 2023: £3,625.05 | | | | | | |
| • Quarter one expired: £3,625.05 | | | | | | |
| Projected levy available April 2022 to April 2023: £37,780 | | | | | | |
| (N.B. this is an estimate and could fluctuate as levy input is dependent on PAYE data). Our total | | | | | | |

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| fund available including the carried over fund from last year is £69,622. | |
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Priority: Our People

P3.4 Investing in our workforce

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| Measure and Reference | P3.4C Average number of staff days lost due to sickness | Committee | F&M | | |
| Definition | The measure is designed to monitor the levels of employee absence from work due to ill-health. The target of eight days is in line with targets/performance nationally. | Why this is Important | Reducing the number of absences will provide an indication of the health and wellbeing of the workforce and reduce the impact on service delivery, resulting in savings arising from the payment of Occupational and Statutory Sick Pay and any secondary costs | | |
| What Good Looks Like | To see a downward trend in the average number of working days lost per employee over four years and be in line with the rates for comparable sized district/borough Councils. | | | | |
| History of this Indicator | This indicator has formed part of the corporate performance indicator set for a number of years. (2018/19 -11.38, 2017/18 -11.63) | | | | |
| 2019/20 Baseline Data | 2018/19 - 11.38 days 2019/20 10.65 days | | | | |
| Reporting Year | Annual Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| 2020/21 | Downward trend | 3.68 | 8.01 | 11.6 | 12.93 |
| 2021/22 | Downward trend | 2.11 | 4.79 | 7.55 | 10.28 |
| 2022/23 | Downward trend | 2.47 | | | |
| Performance Overview - Quarterly Update | | | Actions to sustain or improve performance | | |
| <p>The first quarter outturn figure is lower than the previous quarter (2.47 for quarter 1 and 2.74 at quarter 4). Using a straight line projection the end of year outturn figure is 4% lower than the previous year.</p> <p>The number of employees on long term sick has fluctuated over the quarter with actions taken to enable employees to return to work as soon as possible, this includes three long term cases.</p> <p>The number of short term absences has exceeded the number of days lost to long term absence which is primarily attributed to the continued impact of COVID.</p> <p>All cases are being managed in line with the Attendance Management Procedure and each case has a dedicated HR Officer supporting the Manager. Monthly reports on levels of absences, reasons and trends are completed and provided to Leadership Team.</p> | | | <p>With the support provided by HR, the cases of long-term absences and a review of repeated short terms absences are being managed in line with the Attendance Management Procedure (AMP).</p> <p>Training is provided in attendance management, stress awareness and mental health along with a range of supporting materials made available for managers and employees. Training is also provided in managing absences from work for managers and supervisors.</p> <p>Health and wellbeing interventions will also continue to be made available to staff. This will include the continued promotion of support for mental health conditions through training, videos and materials; raising awareness of the importance of physical health and reminding all employees to seek support should they need it. Additional Occupational Health clinics and referrals have been made available to provide professional, independent medical advice on any cases before decisions are</p> | | |

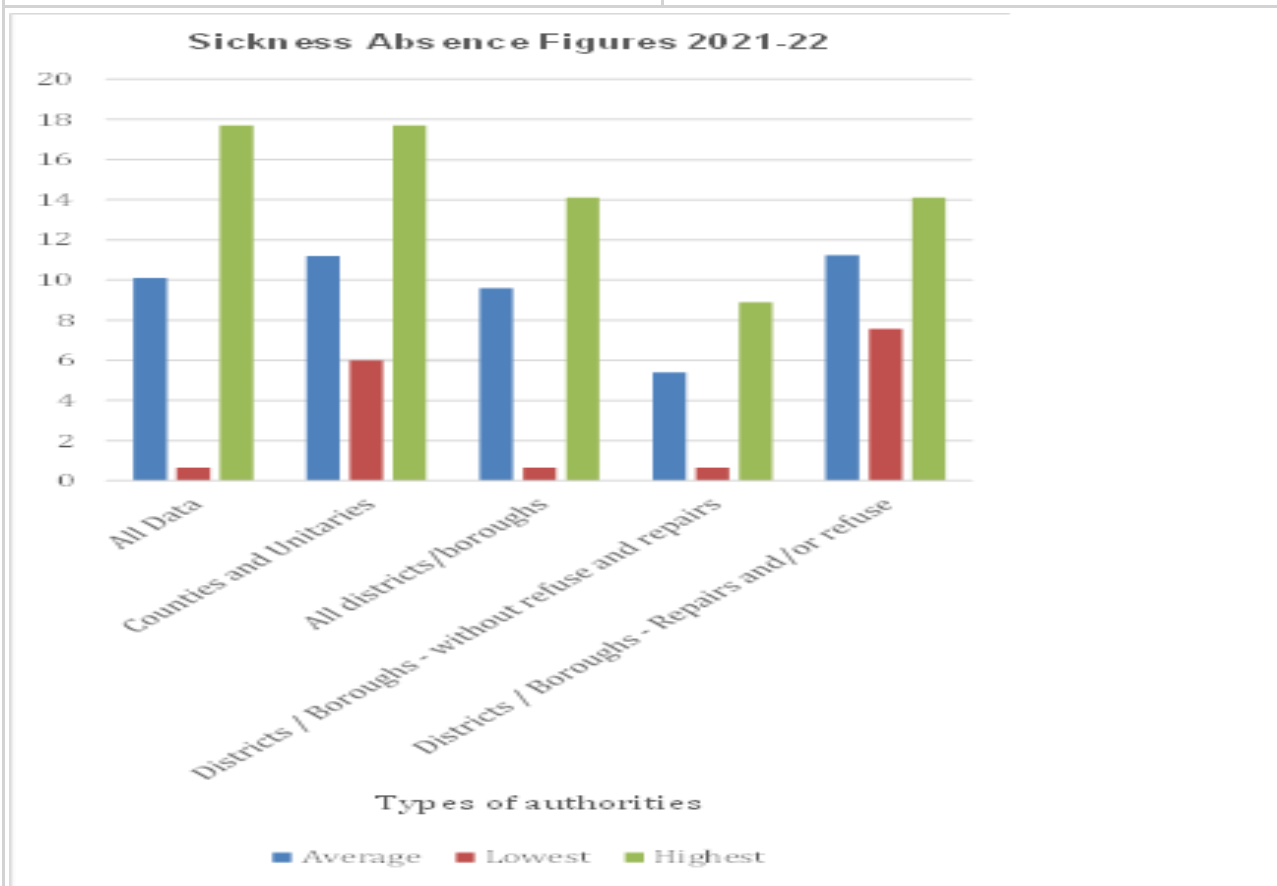
2021/22 outturn figure

The annual survey on sickness absence for 2021/22 in all local authorities throughout the East Midlands has just been published by East Midlands Councils. 80% of Council's responded. Key headlines compared to the Council's outturn figure of 10.28 days for 2021/22 are;

- The average across all Councils was 10.1 days
- Virtually all Councils are reporting increases in the number of days lost due to sickness.
- At South Derbyshire our overall absence figure dropped from 12.93 to 10.28 days a reduction of 20%.
- District and boroughs with directly managed Repairs and/or Refuse services reported 11.2 days lost
- District and boroughs without Repairs and Refuse reported 9.6 days lost

taken on the employees continued employment.

Work has continued on progressing new ways of flexible working that will enable services to be delivered remotely where possible subject to meeting the needs of customers. The impact on levels of employee attendance is expected to be positive and this will be kept under review



| Priority: Our People | | | | | |
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| P3.4 Investing in our workforce | | | | | |
| Measure and Reference | P3.4D % of employees that consider that the Council has a positive health and safety culture | | Committee | F&M | |
| Definition | The number of employees that have indicated that the Council has a positive approach to the management of health and safety in the workplace. This will be taken from the annual employee survey and will be expressed as a % of the overall responses. | | Why this is Important | The Council has statutory duties under the Health and Safety at Work Act 1974 to ensure the health and safety of the workforce. This measure will indicate how well the statutory duties and other non-statutory activities are being implemented. | |
| What Good Looks Like | The purpose of this PI is to see an increased trend over four years to indicate the robustness of the Council’s Health and Safety Management Framework. Retention of industry recognition of the health and safety management framework – RoSPA Health and Safety Awards. | | | | |
| History of this Indicator | New indicator – No previous history available | | | | |
| 2019/20 Baseline Data | New Indicator - No baseline data | | | | |
| Reporting Year | Annual Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| 2020/21 | Upward trend | Reported annually in Q4 | Reported annually in Q4 | Reported annually in Q4 | Postponed until early 22/23 |
| 2021/22 | Upward trend | Postponed until early 22/23 | Postponed until early 22/23 | Postponed until early 22-23 | Postponed until early 22-23 |
| 2022/23 | Proxy - establish baseline data | 27 employees trained | | | |
| Performance Overview - Quarterly Update | | | Actions to sustain or improve performance | | |
| Throughout the year 2022/23, a monthly mandatory training session on health and safety awareness are scheduled. During the quarter, one session was completed attended by 13 employees. Two other sessions were postponed due to a lack of numbers. At the end of the quarter, mandatory health and safety awareness for managers had been 89% attended) and employees at 72% completed. In addition, other training was completed for Fire Warden Training which was completed by 14 employees. This is a mandatory requirement before undertaking Fire Warden duties. | | | Courses have been scheduled on a monthly basis throughout the year along with the provision of bespoke training for front line workers in manual handling and other training relevant to their role. All courses are publicized in the Learning and Development Newsletter and regular updates are provided to Heads of Service on the number of employees that are outstanding on their mandatory training. PDRs are to be held and this will enable managers and employees to review the | | |

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| <p>Training has also been provided for those employees who are designated as lone workers in the use of the SoloProtect device. This includes both face to face training provision and an on-line learning resource.</p> <p>In the next quarter, sessions are planned for basic Health and Safety Awareness, Manual Handling for front line workers in Waste and Cleansing, Sport and Health and Environmental Education. In addition, further sessions for Elected Members will be arranged.</p> <p>Ongoing support is being provided across the Council to advise service areas on the completion of actions to align with the new Flexible Working Policy and the safe delivery of services to customers. This includes supporting the corporate staff orientation sessions that are being held in July.</p> | <p>completion of mandatory training and further courses can be added if required.</p> |
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Quarter 1, 2022-2023 Chief Executive Risk Register

| REF | RISK TITLE & DESCRIPTION | RISK CAUSE | RISK IMPACT | RISK CATEGORY Strategic Operational Financial Knowledge management & Compliance, Partnership | Current Risk Rating (See table below for guidance) | | | CONTROLS IN PLACE TO MITIGATE THE RISK | Risk Rating after mitigations (See table below for guidance) | | | FURTHER ACTION REQUIRED | SUMMARY OF CHANGE SINCE LAST QUARTER | RISK OWNER |
|-----|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|--------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|--------|-------------|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------|---------------------------------|
| | | | | | LIKELIHOOD | IMPACT | RISK RATING | | LIKELIHOOD | IMPACT | RISK RATING | | | |
| CE1 | Economic development partnerships | Failure of economic development partnerships | Leading to an adverse impact on businesses and local economy | Partnership | 2 | 2 | 4 | <ul style="list-style-type: none"> Proactive engagement in partnerships and with individual partners. Commitment of officer time and resources to partnership activities. | 1 | 2 | 2 | <ul style="list-style-type: none"> Monitoring of projects and performance. | No change in Q1. | Economic Development and Growth |
| CE2 | South Derbyshire Partnership working | Failure of the South Derbyshire Partnership | Leading to non-delivery of the community's vision and priorities set out in the Community Strategy | Partnership / Strategic | 2 | 3 | 6 | <ul style="list-style-type: none"> Proactive support for partnership. Commitment of officer time and resources to partnership facilitation. Engagement of partners in policy making and project design and delivery. | 1 | 3 | 3 | <ul style="list-style-type: none"> Monitoring of projects and performance by Strategic Co-ordinating Group. | No change in Q1. | Economic Development and Growth |
| CE3 | Transfer of responsibility for visitor information provision from Sharpe's Pottery Heritage and Arts Trust to the Council | Interruption of service delivery whilst transferring services to the Council | Leading to associated risk of service disruption | Operational | 2 | 2 | 4 | <ul style="list-style-type: none"> Commitment of officer time and resources. Transformation Project is underway. | 1 | 2 | 2 | <ul style="list-style-type: none"> Monitoring of progress through Transformation Project Team arrangements. | No change in Q1. | Economic Development and Growth |
| CE4 | Effectively manage the election process and canvassing. | Failure of joined up Council approach | Leading to a failed election process | Strategic | 2 | 2 | 4 | <ul style="list-style-type: none"> Elections Project Team in place and meets as necessary with representatives from all services involved. Arrangements in place for an Election to be called at short notice. Arrangements in place for Referenda/By-Elections to be called. | 1 | 2 | 2 | <ul style="list-style-type: none"> Monitoring of service delivery under review consistently | No change in Q1. | Legal and Democratic Services |

Quarter 1, 2022--2023 Corporate Risk Register

| REF | RISK TITLE & DESCRIPTION | RISK CAUSE | RISK IMPACT | RISK CATEGORY Strategic Resource Operational Financial Knowledge management Compliance, Partnership | Current Risk Rating (See table below for guidance) | | | CONTROLS IN PLACE TO MITIGATE THE RISK | Risk Rating after mitigations (See table below for guidance) | | | FURTHER ACTION REQUIRED | SUMMARY OF CHANGE SINCE LAST QUARTER | RISK OWNER |
|-----|--------------------------|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|--------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|--------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-----------------------------------------|
| | | | | | LIKELIHOOD | IMPACT | RISK RATING | | LIKELIHOOD | IMPACT | RISK RATING | | | |
| CR1 | Universal Credit (UC) | Ongoing changes to the welfare system and Universal Credit impact on resources in Benefits and Customer Services. | Resources allocated to the team are not in line with workload demands. | Financial and Resource | 4 | 1 | 4 | <ul style="list-style-type: none"> The Local Council Tax Reduction Scheme has been redesigned to improve the customer experience and make it easier/more efficient to administer. The new scheme was adopted by the Council in February 2022 and is now in place for 2022-2023. A service review will ensure the team is flexible and can adapt to changes in workload in future years. Following a major system upgrade, improved document management functions, the introduction of a linked CRM system and automation are being explored to increase productivity within the team and improve interaction with customers. | 2 | 1 | 2 | Continually monitor the workload and resources allocated to the team. | No change in Q1. | Head of Customer Services |
| CR2 | Fraudulent activities | The possibility of fraud being undetected. | National studies show fraud leads to a significant loss of resources within the Public Sector as a whole. | Financial and Reputational | 4 | 3 | 12 | <ul style="list-style-type: none"> The Council has a Shared Service Arrangement with Derby City Council which supports the delivery of the Council's Anti-Fraud & Corruption Plan, which aims to introduce stronger anti-fraud processes across council tax, business rates, benefits, Right to Buy, social housing, supported accommodation and wider service areas. The unit also delivers fraud awareness training across the Council. This agreement was extended for 2022-2023. Public agencies such as the DWP and HMRC increasingly share data with local authorities on a real-time basis. This allows compliance checks to take place to spot and eliminate the potential for fraud and error in a timely manner. Single Person Discount checks on Council Tax are also regularly undertaken. | 2 | 2 | 4 | <ul style="list-style-type: none"> The Fraud Unit have an annual work programme which is considered and approved by the Audit Sub-Committee. Outcomes are also reported to the Audit Committee. Authorities are being asked to be extra vigilant due to the potential for fraud to increase during Covid-19. | No change in Q1. | Head of Customer Services |
| CR3 | Procurement Services | Limited resources to enable good quality advice and support for Services. | The Council does not have its own procurement department | Resource | 3 | 3 | 9 | <ul style="list-style-type: none"> The Council is part of a Shared Service Arrangement with other Derbyshire Agencies and has access to a wider pool of resources for support and advice. | 1 | 3 | 3 | Continue to review the SLA with the Lead Partner. | No change in Q1. | Corporate Resources, Strategic Director |

| REF | RISK TITLE & DESCRIPTION | RISK CAUSE | RISK IMPACT | RISK CATEGORY Strategic Resource Operational Financial Knowledge management Compliance, Partnership | Current Risk Rating (See table below for guidance) | | | CONTROLS IN PLACE TO MITIGATE THE RISK | Risk Rating after mitigations (See table below for guidance) | | | FURTHER ACTION REQUIRED | SUMMARY OF CHANGE SINCE LAST QUARTER | RISK OWNER |
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| CR4 | Public Building | Ensuring public buildings are safe and have adequate repair budgets to ensure they remain fit for purpose. | Funding available within the budget provisions to deliver the planned maintenance programme | Financial and Compliance | 2 | 3 | 6 | <ul style="list-style-type: none"> The additional repairs reserve has addressed the risk in the short term Condition surveys are being undertaken with a view to preparing a planned maintenance programme and comparing estimated costs against available budgets. The safety measures identified within the Covid-19 risk assessments have been implemented. | 2 | 2 | 4 | <ul style="list-style-type: none"> Continually monitor and review the repair budgets to ensure adequate funding is available for the Planned Maintenance Programme going forward. | Minor change to mitigating action: The safety measures identified have been implemented. | Head of Corporate Property |
| CR7 | Payroll Service | There is no additional capacity or expertise within the team to cope with any down time | Employees and members not receiving payments due is significant | Resource | 4 | 4 | 16 | <ul style="list-style-type: none"> A report was approved in August 2021 for the approval to look into a new system or provide additional resources. There is a support function for payroll provision available to the Council from the supplier of the payroll software which can be utilised in an emergency. Discussions regarding cover of the payroll service are currently underway with the software supplier to make the detail more formal. | 1 | 2 | 3 | | Update to mitigating action: Removed Chesterfield Borough Council support. Update to Further action: Removed Review finance structure. | Head of Finance |
| CR9 | Transformation Compliance | Committing to already allocated resources or finances of projects outside the annual work programme for ICT and Business Change | The Council has signed up to a Transformation Roadmap which would be adversely affected and not delivered therefore failing the corporate plan target. | Strategic | 4 | 2 | 8 | <ul style="list-style-type: none"> Ensure all Heads of Service are aware of the roadmap and the implications of adding additional projects. Ensure Transformation Steering Group members understand when they are involved in other work how that affects the ability to deliver critical transformation projects. Key TSG members feeding back any discussions or ongoing work relating to unauthorised projects as soon as possible. | 3 | 2 | 6 | | No change in Q1. | Head of Business Change, ICT, Digital |

| REF | RISK TITLE & DESCRIPTION | RISK CAUSE | RISK IMPACT | RISK CATEGORY Strategic Resource Operational Financial Knowledge management Compliance, Partnership | Current Risk Rating (See table below for guidance) | | | CONTROLS IN PLACE TO MITIGATE THE RISK | Risk Rating after mitigations (See table below for guidance) | | | FURTHER ACTION REQUIRED | SUMMARY OF CHANGE SINCE LAST QUARTER | RISK OWNER |
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| CR10 | Banking and Counterparty Limits | Authorised signatories being unavailable, Internet failure resulting in no access to the bank accounts. | Result in a breach of the approved counterparty limits set by the Council | Resource | 4 | 3 | 12 | <ul style="list-style-type: none"> Annual leave and meetings of both approvers and administrative functions are monitored by the team to ensure any potential risks are mitigated. 5 administration staff have responsibility for setting up transfers of cash therefore any external internet failure is mitigated by having at least 2 other staff to take over the process. There are 3 approvers for banking transactions, 2 of which are the S151 and Deputy S151 Officers. At least 1 of these officers is always available for approvals. Cash flow forecasts are updated daily, and any known transfers are set up in advance. The risk of the Internet failure is mitigated through risk CR23 | 1 | 1 | 1 | | No change in Q1. | Head of Finance |
| CR11 | Failure of systems external to Finance | The Academy system interfaces data for Housing Benefit, Council Tax and Business Rates daily. The AIM system interfaces cash files daily. | Impacts of Customer accounts and financial statements not being up to date with cash paid and the FMS not including all assets and liabilities resulting in potential qualification of the Financial Statements | Compliance and reputational | 2 | 3 | 6 | <ul style="list-style-type: none"> An annual maintenance fee is paid to the system providers for system support and disaster recovery. Daily reconciliations of cash are completed by the Finance team to ensure that any failure is recognised immediately. To prevent any reputational issues, a major failure would result in debt collection reminders being delayed. Bank accounts are also reconciled daily, and any missing cash files would be manually transferred into the FMS to ensure the Debtor position is correct. Council Tax, Business Rates and Housing Benefit interface files are reconciled monthly but the processing of the interface files is a manual task so any failure of file generation would be recognised immediately and reported to the IT Helpdesk. An upgrade to the Academy system has taken place. | 1 | 1 | 2 | | No change in Q1. | Head of Finance |

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| CR12 | Government Funding - a reduction in core funding | As a growth area, the Council's proportion of core funding is heavily reliant on the New Homes Bonus (NHB) and Business Rates and this has started to reduce. | The Council's core funding has been reduced by £418,000 between 2021/22 to 2022/23. If this trend continues, following a review of the funding system by the Government, then the Council will need to review its income and expenditure ahead of 2025/26. | Financial | 4 | 3 | 12 | Financial Planning <ul style="list-style-type: none"> The Council plans its finances over five years for the General Fund and 10 years for the Housing Revenue Account. Its financial target of achieving a minimum level of contingency balance on a rolling five-year basis allows for a planned and timely approach to address any financial difficulties. The Medium-Term Financial Plan (MTFP) is regularly reviewed, updated, and reported to the Finance and Management Committee on a quarterly basis. Current Financial Position <ul style="list-style-type: none"> Overall, the General Fund currently shows a healthy position due to the level of reserves, although the medium-term projection forecasts an increasing deficit in future years as it highlights increasing expenditure to meet the population growth, but a reduction in core funding. Projected budget deficits could be financed from reserves if required, although this would become unsustainable after 2024/25. The impact of Covid-19 on the short-term financial position is being kept under review; temporary increases in expenditure and loss of income are being met from additional Government funding received. The Council has approved that no new revenue spending, over and above that approved by the Council in February 2022, is committed until the medium-term situation becomes clearer following a review of the funding system by the Government. | 4 | 3 | 12 | The Medium-Term Financial Plan is being kept under review and reported to the Finance and Management Committee on a quarterly basis. | No change in Q1. | Strategic Director, Corporate Resources |
| CR13 | The Economy - the impact of the national economic situation locally. | Rising inflation and a gap in the supply of materials, services, and labour. | Rising costs, the availability of materials and pressure on recruitment and retention. | Financial | 4 | 3 | 12 | Support for Local Businesses <ul style="list-style-type: none"> The Government has provided various funding and support for local businesses and residents to help them overcome the impact of Covid-19. Regeneration <ul style="list-style-type: none"> In addition, major residential development has largely continued and following an initial downturn in planning applications in April 2020, they have since shown a strong and sustained upward turn. | 3 | 3 | 9 | Keep under review through quarterly reporting. | No change in Q1. | Strategic Director, Corporate Resources |

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| | | | | | | | | <ul style="list-style-type: none"> The Finance and Management Committee approved a new capital investment programme of approximately £4 million on 8 October 2020 which is providing resources for investment in regeneration and community projects. Treasury Management <ul style="list-style-type: none"> The MTFP is not reliant on interest rates increasing from the current level to generate revenue on its reserves and balances. Any increase would be a direct benefit to the Budget. Apart from debt associated with its Council Housing, the Council is debt free. Regarding the HRA debt, this is now all fixed interest rates and is affordable within the Housing Revenue Account's financial plan. Base Budget <ul style="list-style-type: none"> The Council's Budget for 2022/23 has included provision for increasing prices on fuel utilities and materials. | | | | | | |
| CR14 | Technology, Data and Security – keeping pace with developments in IT, together with the management and security of data | There is a potential security risk for running outdated or unsupported systems Employees not following due process in relation to IT and data security | There is potential to loss operational data and for reputational damage, together with possible fines, should a data breach occur. | Strategic | 4 | 4 | 16 | IT Upgrades and Development <ul style="list-style-type: none"> The Council has an ICT replacement programme in place which directs hardware and corporate infrastructure upgrades. This is resourced through provision in the IT base budget, together with an IT Asset Replacement Reserve. New laptops, smartphones and an upgrade to Microsoft 365 was completed in 2020. Security of Systems <ul style="list-style-type: none"> The Council is currently compliant with the Government's Public Services Network requirements. Regular Internal Audit Reviews test the robustness of systems and the infrastructure with recommendations to strengthen the ICT environment being reported to and monitored by the Audit Sub-Committee. Due to potential virus attacks, measures are in place to restrict Internet access and to control the use of mobile devices. Continually updated and patched digital estate including firewall servers and antivirus | 3 | 3 | 9 | Induction process for all new starters as part of the employee lifecycle | Further actions updated to include monitoring of E learning. | Head of Business Change, ICT, Digital |

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| | | | | | | | | Security of Data <ul style="list-style-type: none"> Regular briefings and guidance documents are issued to raise awareness of data and security issues. An E-learning package is completed annually by all Officers with access to Council systems and equipment. The Council's Data Protection Officer has direct access to the Leadership Team on matters concerning Information Governance. Whilst staff have been working remotely communications have been sent to remind of the dangers of cyber-attacks. The security in place is the same for end users regardless of location therefore hardware and software need no special arrangements in response to COVID working practices, however staff are the first, last, strongest, and weakest chain in our defences. A mandatory Cyber Security e-learning package must be completed annually. A number of procedures and policies are also in place that mandate more secure ways of working such as no use of personal email addresses and devices, information classification and encryption. The Council is currently upgrading its telephone infrastructure to enable full compliance with the Payment Card Industry (PCI) regulations. The implementation of actions to strengthen security and the safeguarding of data subject to PCI, are being monitored by the Audit Sub-Committee. | | | | The Learning & Development Officer will provide quarterly reports to the Head of BC&ICT to confirm the % of staff who have completed the E learning training. | | |
| CR16 | Business Continuity | Flu Pandemic Fuel Shortage Loss of Buildings ICT Failure | Loss of Service provision | Operational | 3 | 4 | 12 | <ul style="list-style-type: none"> Some aspects of this risk can be transferred as business interruption cover is in place as part of the Council's Property Insurance Policy. Business Continuity and Emergency Plans are in place and regularly reviewed in accordance with the Civil Contingencies Act. The Council buys in support from Derbyshire County Council to ensure that the Council's plans remain up to date. COVID risk assessments and action plans are in place and resources made available to provide employees with the equipment to work from home wherever possible as well as access to resources to support their physical and mental health and wellbeing. The Council continues to deliver all of its services. This is being undertaken within national guidelines and in conjunction with other agencies in Derbyshire. Guidance is being provided to staff | 4 | 2 | 8 | Consultation with residents regarding access to services also in process. Accommodation review to be undertaken. | Updated further actions: Consultation with staff has been removed and the action for Flexible Working has been updated to advise the policy has been implemented. | Strategic Director, Corporate Resources |

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| | | | | | | | | and the public regarding on-going services and to help protect health and well-being. <ul style="list-style-type: none"> A new Flexible Working Policy was implemented on Friday 1st July. All staff have been invited to attend orientation sessions to find out more about how the new policy will affect them. | | | | | | |
| CR17 | Capacity and Resilience | Service demand and loss of skills | Recruitment, retention and development of the workforce and dealing with additional demand for services due to Growth. | Operational | 3 | 3 | 9 | <ul style="list-style-type: none"> Resources set-aside in the MTFP in growth provisions and training budgets to expand service provision and develop the workforce. Since 2018, several major services across the Council have been restructured to strengthen service provision and improve capacity. Proposed restructures in Community and Cultural Services and Housing have recently been approved and implemented to increase capacity and resilience. A restructure of the Council's Senior Management was implemented on 1 April 2019. The aim of the new structure was to create resilience in service provision with the creation of new Head of Service posts, including new posts to focus on Organisational Improvement/Learning and Development. The management restructure also combined resources to create centralised Business Change and Policy teams to support business transformation across the Council. | 2 | 2 | 4 | The Flexible Working Policy takes into account the risk associated with ensuring capacity and resilience in the delivery of services and retention of the workforce. | Minor change to further actions. | Strategic Director, Corporate Resources |
| CR18 | Terrorism and potentially violent situations | As a public body there is a potential for the Council and its workforce to become a target. | From time to time, members of the workforce do face individual threats while undertaking their duties | Operational | 3 | 4 | 12 | <ul style="list-style-type: none"> Lone working systems in place including a 'Solo-Protect' warning and call for assistance system. A Potentially Violent Persons Policy and Risk Register are in place. Alarms and warning system in place in the Civic Offices. | 3 | 3 | 9 | Monitoring and review of systems in place; learn from incidents and near misses. | No change in Q1. | Strategic Director, Corporate Resources |

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| CR19 | Statute and Regulation | Failure to meet requirements. | There is no recent evidence to suggest any significant issues; the impact would depend on the nature of the failure. | Compliance | 2 | 3 | 6 | <ul style="list-style-type: none"> This applies to many Council services. In general, the necessary skills and resources are in place to ensure that the Council meets its statutory duties. In addition, the Council's Constitution, policies and procedures aim to support strategic and regulatory delivery. <p>Note: Some aspects of this risk can be transferred as the Council has insurance cover in place. If the failure rises due to an action of an employee during the normal course of their duties, it is covered under the Official Indemnity (accidental or negligent act) or Professional Indemnity (breach of professional duty) Policies.</p> | 1 | 3 | 3 | Keep under review. Continue training and awareness for staff. | No change in Q1. | Strategic Director, Corporate Resources |
| CR20 | Health and Safety | The potential to contravene Health and safety procedure, practice and legislation through non-adherence to safe systems of work, risk assessments and associated work practices. | Serious harm through incidents and near misses | Compliance | 4 | 4 | 16 | <ul style="list-style-type: none"> The Council employs a Health and Safety Officer. All employees are provided with the relevant training and PPE required for their role. An on-going training programme is in place for all staff and for parts of the workforce where there is a greater risk of an accident. Incidents and near misses are logged, reported and reviewed corporately and any major incidents are investigated to review procedures. Risk assessments are regularly undertaken, and procedures updated when necessary. Monthly and quarterly meetings are held to review health and safety performance and compliance. | 3 | 2 | 6 | Monitoring and review of incidents and near misses. | Updated to reflect the monitoring of Health and Safety performance. | Head of Organisational Development & Performance |
| CR21 | Managing the environmental impact of incidents across the District | Incidents arising directly from actions by the Council in the provision of its services. For example, an oil spill which contaminates land or water courses | Impacts on environment and economy; increased risk of major events; potential for litigation; reputational damage | Strategic | 2 | 3 | 6 | <ul style="list-style-type: none"> The Council has plans in place through Emergency Planning to manage the environmental impact of any incidents across the District. The Council is accredited to the prestigious international ISO 14001 standard for Environmental Management. The Council has also declared a "Climate Emergency" and has a Corporate Steering Group to oversee an action plan to reduce the Council's carbon footprint and become carbon neutral as an organisation by 2030. (See Risk below) | 2 | 2 | 4 | | Updated to confirm a Corporate Env Co-ordinator appointed in May 2022. | Head of Environmental Services |
| CR22 | Climate Emergency | The failure of the Council to achieve carbon neutrality for its operations by 2030 and carbon neutrality for the District by 2050. | Impacts on environment and economy; increased risk of major events; potential for litigation; reputational damage | Strategic | 4 | 3 | 12 | <ul style="list-style-type: none"> Achievement of the carbon reduction ambitions are mainly vested in our Climate and Environment Strategy and Climate & Environment Action Plan. The Action Plan contains planned and programmed actions and will be reviewed annually. It will quantify the estimated net financial costs and net carbon savings associated with the contents of the Plan. The Plan will calculate the contribution of the Plan to the carbon reduction trajectory, along with the calculated shortfall in carbon reductions. Attaining the targets in the Plan is one of the | 4 | 3 | 12 | Annual monitoring and review of the Climate and Environment Action Plan. Next Plan Aug 2022 Carbon Emissions Report for 201/22 to be published in Aug 22 | Further actions updated to advise committed date for revised Action Plan | Head of Environmental Services |

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| | | | | | | | | Corporate Plan Key Performance Indicators. Whist the action plan has been agreed it does contain several actions where funding has not been committed. <ul style="list-style-type: none"> The Strategy and Plan have identified the main carbon emissions sources. The Council will be alive to the many and various windfall opportunities for interventions in between the annual Plan revisions where these are considered likely to make significant impacts on reducing emissions. Emerging statute is expected to exert significant influence over the Council's operations and indirect influence in relation to climate change. | | | | Actively seeking external funding. | And date for new Carbon Emissions Report. | |
| CR23 | Internet Connection | The effects of the internet connection becoming unavailable for a length of time would be a major incident. | Most applications whether they are onsite or hosted will need the Council's internet connection to be active for their use. There is only one ISP in Swadlincote. Therefore, if the cable is damaged or the service is disrupted, no internet connection will be available. | Strategic | 2 | 4 | 8 | <ul style="list-style-type: none"> New RA02 Circuits are being procured which have been specified with a resilient line. Although full resilience isn't proved due to a single supplier, the lines are coming from different exchanges so both would have to be out of service for a total loss of connection. There are options to make some services available over alternative connections, be that personal or business, if needed. Smartphone users can use the mobile data connection to access outlook and teams etc | 2 | 3 | 6 | | No change in Q1 | Head of Business Change, ICT, Digital |
| CR24 | Technical Resource | The Council relies on a small pool of technical specialists and support operatives to keep the organisation operational | Availability of resource to conduct and support Council meetings Availability of resource to support day to day operations and projects. | | 3 | 3 | 9 | <ul style="list-style-type: none"> The COVID-19 Fund is being used to finance an agency resource. The introduction of the post has offered relief for first line calls and Committee meetings. The agency resource is more expensive than an established post and is not a permanent solution. | 3 | 2 | 6 | ICT structure will be reviewed in-line with corporate employment and operating model Continually review and monitor support tickets | No change in Q1 | Head of Business Change, ICT, Digital |

| REF | RISK TITLE & DESCRIPTION | RISK CAUSE | RISK IMPACT | RISK CATEGORY Strategic Resource Operational Financial Knowledge management Compliance, Partnership | Current Risk Rating (See table below for guidance) | | | CONTROLS IN PLACE TO MITIGATE THE RISK | Risk Rating after mitigations (See table below for guidance) | | | FURTHER ACTION REQUIRED | SUMMARY OF CHANGE SINCE LAST QUARTER | RISK OWNER |
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| CR26 | Supply Chain | <p>National shortage of drivers to undertake HGV driving.</p> <p>There is fast becoming a global shortage of microchips and some vehicle manufacturers have suspended production of new vehicles,</p> | <p>Changes to IRS rules have led many agency drivers to take permanent positions.</p> <p>Could potentially impact fleet purchases and the supply of computer equipment.</p> | | 4 | 3 | 12 | <ul style="list-style-type: none"> National shortage of HGV drivers/production of new vehicles: Training opportunities for existing employees are still in place. Four drivers have been recruited into vacant posts. There are a further three vacant driver posts and will be looking to recruit into these posts as soon as possible, Global shortage of microchips: No immediate concerns over purchase of new vehicles, if situation deteriorates then the Team will look to source ex-demonstrator vehicles or nearly new/used vehicles. Short-term hire will also be considered where appropriate The shortage of semiconductors, a key component part in almost all modern electronics, is having a large effect on production of many products. Cars and computer equipment are high profile products to suffer supply chain problems. The only way to combat this problem in relation to purchase of new equipment is to order early and allow up to six months for delivery. Where practical and financially viable orders can be made before the need arises. A good example could be purchase of a new laptop after members approve the post rather than after the candidate has accepted the post and will be starting in a matter of weeks. NOVUS and other contractors have been able to secure alternative supplies/products. The shortage of materials has now translated into an increase in materials prices of between 20-25%. This will likely be reflected in having to renegotiate rates for some repair and maintenance works. | 4 | 3 | 12 | <p>Currently looking at HGV apprenticeships</p> <p>Management is in constant discussions with local agency driver suppliers to secure additional cover.</p> <p>30 weeks lead period for new RCV's</p> <p>Renegotiation of programmes/rates for major improvement schemes.</p> | <p>Removed EU shortage of materials to manufacture coloured plastic from risk cause/ risk impact. and from mitigating actions</p> <p>Updated mitigating actions for National shortage of HGV drivers to confirm training opportunities are still in place. (Operations)</p> <p>No change in Q1 (ICT)</p> <p>No Change in Q1 (Housing)</p> | <p>Head of Operational Services</p> <p>Head of Business Change, ICT, Digital</p> <p>Head of Housing</p> |

Risk Matrix Template

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

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

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

| | |
|------------------------------------|---------------------------------------------------------------------------------------------|
| 3 – Probable (in two years) | Fairly likely to occur at some time or under certain circumstances (e.g. once in two years) |
| 4 – Highly probable (in 12 months) | Will probably occur at some time or in most circumstances (e.g. once in 12 months) |

Corporate Risk Matrix

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

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

| | | |
|-----|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| CR1 | Universal Credit (UC) | Ongoing changes to the welfare system and Universal Credit impact on resources in Benefits and Customer Services. |
| CR2 | Fraudulent activities | The possibility of fraud being undetected. |
| CR3 | Procurement Services | Limited resources to enable good quality advice and support for Services. |
| CR4 | Public Building | Ensuring public buildings are safe and have adequate repair budgets to ensure they remain fit for purpose. |
| CR7 | Payroll Service | There is no additional capacity or expertise within the team to cope with any down time so the risk of. |
| CR8 | Payroll Software Contract Expiry | The contract expires in March 2022 |
| CR9 | Transformation Compliance | Committing to already allocated resources or finances of projects outside the annual work programme for ICT and Business Change |

| | | |
|------|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CR10 | Banking and Counterparty Limits | Authorised signatories being unavailable, Internet failure resulting in no access to the bank accounts. |
| CR11 | Failure of systems external to Finance | The Academy system interfaces data for Housing Benefit, Council Tax and Business Rates daily. The AIM system interfaces cash files daily. |
| CR12 | Government Funding | A reduction in core funding |
| CR13 | The Economy | The impact of the national economic situation locally. |
| CR14 | Technology, Data and Security - keeping pace with developments in IT, together with the management and security of data | There is a potential security risk for running outdated or unsupported systems. Employees not following due process in relation to IT and data security |
| CR15 | Technology and Data – quality of performance data. | Inaccurate monitoring and reporting of performance data |
| CR16 | Business Continuity | Flu Pandemic, Fuel Shortage, Loss of Buildings, ICT Failure |
| CR17 | Capacity and Resilience | Service demand and loss of skills |
| CR18 | Terrorism and potentially violent situations | As a public body there is a potential for the Council and its workforce to become a target. |
| CR19 | Statute and Regulation | Failure to meet requirements. |
| CR20 | Health and Safety | the potential to contravene regulations through bad practice. |
| CR21 | Managing the environmental impact of incidents across the District | Incidents arising directly from actions by the Council in the provision of its services. For example, an oil spill which contaminates land or water courses |
| CR22 | Climate Emergency | The failure of the Council to achieve carbon neutrality for its operations by 2030 and carbon neutrality for the District by 2050. |
| CR23 | Internet Connection | The effects of the internet connection becoming unavailable for a length of time would be a major incident. |
| CR24 | Technical Resource | The Council relies on a small pool of technical specialists and support operatives to keep the organisation operational |
| CR26 | Supply Chain | EU shortage of materials to manufacture coloured plastic National shortage of agency drivers to undertake HGV driving. There is fast becoming a global shortage of microchips and some vehicle manufacturers have suspended production of new vehicles, |

| | | |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| REPORT TO: | FINANCE AND MANAGEMENT COMMITTEE | AGENDA ITEM: 7 |
| DATE OF MEETING: | 25 AUGUST 2022 | CATEGORY: DELEGATED |
| REPORT FROM: | STRATEGIC DIRECTOR (CORPORATE RESOURCES) | OPEN |
| MEMBERS' CONTACT POINT: | CHARLOTTE JACKSON Charlotte.jackson@southderbyshire.gov.uk | DOC: s/finance/committee/2022-23/Aug |
| SUBJECT: | REVENUE FINANCIAL MONITORING 2022-23 | |
| WARD(S) AFFECTED: | ALL | TERMS OF REFERENCE: FM08 |

1.0 Recommendations

- 1.1 That the latest revenue financial position for 2022/23 as detailed in the report is considered and approved.
- 1.2 That an additional £16,399 is set-aside as a provision in the Medium-Term Financial Plan (MTFP) due to the delay in the implementation of the Route Optimisation Project.
- 1.3 That the additional costs of £216,887 to finance the 2021/22 pay award is approved in the Medium-Term Financial Plan.
- 1.4 The increase to the provision of £135,454 for the 2022/23 pay award is approved in the Medium-Term Financial Plan.

2.0 Purpose of the Report

- 2.1 To provide an update on performance against budget for 2022/23.
- 2.2 The report details performance up to 30 June 2022 unless otherwise stated and is an update of income and expenditure for 2022/23.
- 2.3 The report covers both General Fund income and expenditure, an update to the MTFP.
- 2.4 To provide an update on the Council's additional costs due to the COVID-19 pandemic.

3.0 Detail

GENERAL FUND

- 3.1 Apart from Council housing, day-to-day revenue income and expenditure for Council services is accounted for through the General Fund. The net expenditure is financed through the Council's Core Spending Power which includes:

- General Government Grant
- Council Tax
- Retained Business Rates
- New Homes Bonus

- 3.2 The Base Budget for 2022/23 approved in February 2022 estimated a budget deficit of £972,130. The estimated deficit has now been increased to £1,463,429 to include additional provision for the increased costs of the Route Optimisation project delay (£16,399), increased cost for the 2021/22 pay awards for Employees and Members (£216,887), increased provision for 2022/23 predicted pay awards (£135,454), Equality, Diversity Inclusion Officer post approved July 22 (£38,500).
- 3.3 It is proposed that an additional £16,339 is set-aside in the MTFP to ensure the General Fund has enough provision for the increase in fuel prices, following the reported delay in the Route Optimisation project in December 2021.
- 3.4 A review of the additional sum will be taken once the software has been implemented. If efficiency savings are introduced, and costs stabilise it is likely the provision will be sufficient to meet the strain. However, if costs continue to rise then an additional provision is likely to be required. This will be reported as part of future monitoring reports.
- 3.5 An update to the Council's financial position as a result of approved changes and the General Fund outturn for 2022/23 is listed within the MTFP in **Appendix 1**. This shows that the General Reserve Balance is now projected to be in deficit of £4.3 million by 2027/28, assuming projected deficits will be financed from General Reserves between 2022 and 2027. The balance falls below the minimum requirement in 2026/27 to £620K which is below the minimum requirement of £1.5 million. On these projections, the balance falls into deficit by 2027 so this will need to be kept under review over the medium-term.
- 3.6 The biggest pressure on the General Fund is the increase in potential pay awards. Over 5 years the increase requires £1.042 million of additional resources from the General Fund. This is an increase of 5%, to allow for costs of living increases and estimated annual percentage rises. The Pay Award for 2022/23 is currently being negotiated with the latest offer from the Employers potentially increasing pay by an average of 4%.
- 3.7 Uncertainty remains over future Government funding and further details are awaited ahead of the financial settlement for 2023/24. In the meantime, the MTFP continues to assume that the Council's core funding will reduce over the medium-term.
- 3.8 A summary of the current MTFP position is listed in the following table.

| | Budget £ 2022.23 | Projection £ 2023.24 | Projection £ 2024.25 | Projection £ 2025.26 | Projection £ 2026.27 | Projection £ 2027.28 |
|---------------------------------|------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| RESERVE BALANCE B/FWD | -14,477,000 | -12,183,363 | -9,376,288 | -6,330,819 | -2,924,645 | 620,665 |
| NET SERVICE EXPENDITURE | 14,001,218 | 14,572,236 | 14,957,383 | 15,366,359 | 15,803,399 | 16,299,473 |
| CONTINGENT SUMS | 1,253,455 | 1,232,989 | 1,063,777 | 1,090,769 | 1,093,503 | 1,128,934 |
| TOTAL PROJECTED SPENDING | 15,254,673 | 15,805,225 | 16,021,160 | 16,457,127 | 16,896,903 | 17,428,406 |
| TOTAL FINANCING | -13,791,424 | -13,514,151 | -13,490,692 | -13,572,453 | -13,879,592 | -14,195,973 |
| CAPITAL CONTRIBUTIONS | 830,388 | 516,000 | 515,000 | 521,500 | 528,000 | 521,500 |
| DEFICIT FOR THE YEAR | 2,293,637 | 2,807,075 | 3,045,481 | 3,406,174 | 3,545,310 | 3,753,933 |
| RESERVE BALANCE C/FWD | -12,183,363 | -9,376,288 | -6,330,819 | -2,924,645 | 620,665 | 4,374,598 |

3.9 Contingent sums held within the MTFP are detailed in the following table.

| | |
|-------------------------------------------------------------------|------------------|
| Land Charges Service Review Provision | 116,000 |
| Public Sector Audit Appointments - Additional External Audit Fees | 20,000 |
| Drakelow Concurrent Functions | 2,185 |
| Operating Licence Inspection Pit | 60,000 |
| PCI Compliance Reported January 2021 | 17,235 |
| Parish Concurrent Functions and Grants to Voluntary Bodies | 10,452 |
| Driver and Mechanic Incentive Payment | 33,350 |
| Route Optimisation Potential Project Delay | 59,634 |
| Local Plan Review | 15,000 |
| EDI Temporary Officer post | 38,500 |
| Pay Award 21/22 | 198,052 |
| Potential pay award | 291,839 |
| Members Pay Award 21/22 | 18,835 |
| Administration of Childcare Vouchers | 1,750 |
| Potential Cost of New Waste Disposal Site | 47,560 |
| Pension Earmarked Reserve Drawdown | -43,589 |
| Provision for Employer's NIC on "off-payroll" payments | 10,000 |
| Contingent Sum - Growth | 160,000 |
| Waste and Recycling | 50,000 |
| | 1,253,455 |

Position as at June 2022

3.10 A summary of the financial position for the year 2022/23 compared to the Base Budget for each Policy Committee is shown in the following table.

COMMITTEE SUMMARY - BUDGET MONITORING JUNE 2022

Summary by Policy Committee

| REVENUE | ANNUAL | | | RESERVES | |
|----------------------------------------|-------------------|-------------------|-----------------|-----------------|---------------|
| | Full Year | Projected | Projected | Net effect | |
| | Budget £ | Actual £ | Variance £ | Earmarked £ | on GF £ |
| Environmental and Development Services | 6,127,447 | 6,196,758 | -69,311 | 231,829 | -301,140 |
| Housing and Community Services | 2,771,124 | 2,384,831 | 386,294 | 306,960 | 79,334 |
| Finance and Management | 6,175,819 | 6,721,405 | -545,586 | -908,890 | 319,677 |
| TOTAL | 15,074,391 | 15,302,993 | -228,603 | -370,101 | 97,871 |

3.11 The above table shows that net expenditure is expected to be £97,87 higher than budget. However, transfers to Earmarked Reserves of £370,101 due to grant and recycling income, together with external contributions in Community Services for projects and capital schemes which stretch beyond the current financial year, are required. This funding is transferred to specific reserves and drawn down to finance expenditure when it is incurred.

3.12 The figures are also adjusted for income and expenditure associated with Section 106 contributions. Excluding transfers to specific reserves, the above table shows that based on current spending, there is a projected increase in overall expenditure across General Fund services of approximately £97,871.

3.13 An analysis by the main service areas is shown in the following table.

| COMMITTEE SUMMARY - BUDGET MONITORING JUNE 2022 | | | | | |
|-------------------------------------------------|-------------------|-------------------|-----------------|-----------------|------------------|
| Summary by Service Area | | | | | |
| REVENUE | ANNUAL | | | RESERVES | |
| | Full Year | Projected | Projected | | Net effect on GF |
| | Budget £ | Actual £ | Variance £ | Earmarked £ | £ |
| Economic Development | 348,922 | 371,825 | -22,903 | -43,289 | 20,386 |
| Environmental Services | 779,199 | 844,409 | -65,211 | -6,195 | -59,016 |
| Highways & Parking | 55,996 | 54,966 | 1,029 | 0 | 1,029 |
| Licensing & Land Charges | 10,283 | 45,932 | -35,649 | 0 | -35,649 |
| Planning | 624,354 | 581,432 | 42,923 | 28,313 | 14,610 |
| Street Scene | 1,206,261 | 1,190,261 | 16,000 | 0 | 16,000 |
| Waste & Transport | 3,102,433 | 3,107,933 | -5,500 | 253,000 | -258,500 |
| Community Development & Support | 706,890 | 672,193 | 34,697 | 9,083 | 25,614 |
| Recreational Activities | 172,521 | 183,612 | -11,090 | 0 | -11,090 |
| Leisure Centres & Community Facilities | 753,081 | 432,805 | 320,276 | 321,032 | -756 |
| Parks & Open Spaces | 638,477 | 692,037 | -53,560 | -91,113 | 37,553 |
| Private Sector Housing | 500,156 | 404,185 | 95,971 | 67,958 | 28,013 |
| Central Support Services | 4,178,558 | 4,192,373 | -13,815 | -70,420 | 56,605 |
| Corporate & Democratic Costs | 544,070 | 513,151 | 30,919 | 0 | 30,919 |
| Elections & Registration | 222,703 | 204,899 | 17,804 | 0 | 17,804 |
| Parishes, Interest, S106 Receipts & Provisions | 797,961 | 1,546,121 | -748,159 | -929,511 | 137,725 |
| Estate Management | -248,364 | -282,331 | 33,967 | 0 | 33,967 |
| Revenues & Benefits | 680,891 | 547,192 | 133,699 | 91,041 | 42,658 |
| | 15,074,391 | 15,302,993 | -228,603 | -370,101 | 97,872 |

3.14 The main reasons for the projected variance are summarised in the following table and detailed in the commentary.

| GENERAL FUND VARIANCE TO BUDGET June 2022 | |
|--------------------------------------------------|------------|
| | £'000 |
| Salary savings (vacancies, maternity etc.) - E&D | 460 |
| Salary savings (vacancies, maternity etc.) - F&M | 176 |
| Salary savings (vacancies, maternity etc.) - H&C | 84 |
| Total Employee | 720 |
| Derbyshire County Council Contributions | 203 |
| Investment income | 138 |
| Vehicle Hire | 135 |
| Industrial Unit Rental Income | 46 |
| Additional Trade Waste Income | 44 |
| Repairs | 38 |
| Grants | 18 |
| Printing | 14 |
| Tools & Equipment | 9 |

| | |
|------------------------------------|---|
| Benefits Processing | 8 |
| Room Hire | 1 |
| Stationery | 6 |
| Contributions | 5 |
| Laundry | 3 |
| Computing (Maintenance Agreements) | 2 |
| Refreshments | 2 |
| Sales of Publications | 2 |
| Public Transport | 1 |
| Books | 1 |
| Subscriptions | 1 |
| Other Variances (Net) | 4 |

Total Favourable Variances 1,399

| | |
|------------------------------------|------|
| Agency | -546 |
| Fuel | -181 |
| Spare Parts | -170 |
| Recycling Disbursements | -154 |
| Kennelling | -68 |
| Gulley Hire | -54 |
| Computing (Maintenance Agreements) | -29 |
| Oil/Grease | -24 |
| Events | -22 |
| Waste Collection | -13 |
| Prof Fees | -10 |
| Utilities | -10 |
| Contract Cleaning | -8 |
| Fees | -4 |
| Car Allowances | -3 |
| TPP | -2 |
| Grounds Maintenance | -2 |
| Training | -2 |

Total Adverse Variances -1,302

TOTAL - OVERALL PROJECTED VARIANCE 97

3.15 Salary savings in year relate to vacancies but these savings are being offset by agency and consultancy to support services. The following table shows the expected costs and savings on staffing in year.

| | Employee £'000 | Agency £'000 | Variance £'000 | |
|-----------------------------------------------|-------------------|-----------------|-------------------|-------------------------------------|
| Recycling | 109 | -170 | -61 | Recruitment in progress |
| Street Scene | 102 | -34 | 68 | Recruitment in progress |
| Planning | 15 | | 15 | Vacant Posts |
| Direct Services Administration and Management | 129 | -101 | 28 | Vacancies (Restructure) |
| Legal | 22 | | 22 | Vacancy recruited |
| Land Charges | 61 | -88 | -28 | Vacancies - Lichfield DC supporting |
| Revenues and Customer Services | 46 | -14 | 32 | Vacancies |
| Economic Development | 26 | -15 | 11 | Vacant post |

| | | | | |
|-------------------------------|------------|-------------|------------|--------------------------------------------|
| Waste and Transport | 0 | -91 | -91 | Recruitment in progress/Long-term sickness |
| Property and Public Buildings | 3 | | 3 | Lower hours worked |
| Democratic | 39 | -22 | 17 | Vacant post |
| Organisational Development | 14 | | 14 | Vacant post |
| Rosliston | 19 | | 19 | Vacant post |
| Caretaking | 18 | | 18 | Vacant post |
| Environmental | 13 | | 13 | Recruitment in progress/Long-term sickness |
| Community Centres | 31 | -11 | 20 | Vacant post |
| Licensing | 6 | | 6 | No pension payments |
| Business Change & Digital | 21 | | 21 | Vacant posts |
| ICT | 1 | | 1 | Vacant posts |
| Election | 12 | | 12 | Vacant post |
| Events Management | 7 | | 7 | Vacant Posts |
| Private Housing | 28 | | 28 | Vacant Posts |
| | 720 | -546 | 174 | |

Favourable Variances

- 3.16 Contributions from Derbyshire County Council are higher than budget on waste disposal due to higher levels of green waste and recycling.
- 3.17 Investment income is greater than budget due to the increase in the Bank of England base rate. Large volumes of cash are held on deposit as each temporary loan repays there is a significant percentage increase yielding higher returns on short term investments. The longer-term cash deposit of £4m is in a high interest account with an average return of 4%. The budget for investment income is prudently based on a low interest receivable percentage and is therefore likely to exceed the budget now that interest rates are likely to increase further. Further information is detailed in the Treasury Monitoring Report.
- 3.18 Vehicle hire in recycling is not being utilised at the level budgeted for, due to the procurement of used vehicles to provide the service. The savings of £267K is offsetting the cost being incurred in Household Waste due to two broken vehicles (£132k). They are scheduled to be replaced in 2023 with the new hydrogen vehicles currently on order.
- 3.19 Income from the letting of industrial units (£46K) and Trade Waste (£44K) is exceeding budget. This is not expected to alter at this stage but is being kept under review considering potential business failures due to the economic downturn and the possibility of a recession.
- 3.20 Due to the lease negotiations at Rosliston Forestry Centre the repairs budgets are not being utilised, there are also a number of small savings in other service areas.
- 3.21 Printing is continuing to show a favourable variance, with introduction of flexible working and the Councils commitment to achieve zero carbon this is not expected to change.

Adverse Variances

- 3.22 Fuel and Oil costs are difficult to predict. The adverse variance (£181k) has been based on a worst case scenario as fuel prices remain high. There is a provision within the MTFP for the additional costs from the Route Optimisation Project delay, however the adverse variance reflects estimated costs due to the volatile market conditions. This will be reviewed throughout the year, with updates to changes in the expected outturn reported to Committee.

- 3.23 Spare part costs are predicted to be adverse by £170K at the year end, repairs to bin lifts of £90k is included within the predicted outturn figure. Although savings are being met on vehicle hire from the purchase of the used recycling vehicles it has in turn resulted in higher repair costs.
- 3.24 Recycling disbursements are over budget due to higher tonnages which are offset against income.
- 3.25 Additional Kennelling fees from animal seizures (£68K) arises from the Kennelling of 120 animals held by the Council. Costs are expected to lower from August as possession permits will be complete and all animals can be rehomed.
- 3.26 Hire of the Gully Cleaner is predicted to be required until December 22, the adverse variance (£54K) is based on this timescale, the new Gully Cleaner is on order, therefore these costs could reduce if the vehicle is available sooner.
- 3.27 Computer maintenance is showing an adverse variance (£29K) which is offset by a favourable variance in professional fees. The contract for Zellis (HR & Payroll system) was signed in January 2022 at a higher than predicted cost. Savings within the Finance budget on professional fees covers this cost.
- 3.28 The costs of Events for the year are expected to be adverse (£22k) due to a number of factors, the Jubilee Celebrations were not budgeted for, equipment hire costs have risen, the usual interest from stall holders at events has decreased, with the recent Festival of Leisure event seeing a reduction in stall holders. Included in the adverse variance is the loss of income from the Christmas Lights event, there is an expectation the event is to be free of charge.

Risk Areas

Recycling Contract

- 3.29 Although the recycling contract performed well in 2021/22 past performance in no guarantee of future performance, but it is hoped that the continued growth in performance in recycling will remain and result in a benefit longer-term to the General Fund. £200,000 was contributed to the earmarked reserve topping up the £300,000 that was set-aside in 2021/22 which further protects against a fall in prices. An additional £50,000 provision has been updated within the MTFP.

| Quarter 1 | Tonnes | £ |
|----------------------|---------------|----------|
| Mixed papers | 725.68 | -61,442 |
| Aluminium cans | 55.00 | -46,865 |
| Steel cans | 101.21 | -19,208 |
| Clear blue PET | 0.72 | -173 |
| HDPE natural | 45.22 | -10,624 |
| Other plastics (PTT) | 219.19 | -1,767 |
| Plastic Film | 4.51 | 135 |
| Hard Plastics | 12.82 | -288 |
| Mixed Glass | 969.83 | -5,399 |
| General waste | 115.11 | 11,281 |

Lets Recycle Income Generation

134,349

- 3.30 As seen above, income on materials for the first quarter of 2022/23 performed well and the Council would have seen income above the required amount for the service to be within the approved expenditure budget. To ensure the recycling costs are kept within the approved budget of £920k, an income of approximately £400k needs to be generated in the year.

- 3.31 It is intended to update the Committee each quarter with details of the recycling contract identifying any risks and potential benefits.

Vacancies

- 3.32 As can be seen at the table in 3.15, there are a significant number of vacant posts within the General Fund. Whilst a number of these are in the process of being recruited, there are areas where significant costs are being incurred to support services.
- 3.33 The main financial risk to note is that due to the current economic climate, there are vacant roles within service areas that may be difficult to recruit into due either to a shortage of candidates or market salary levels being greater than the Council's core evaluated pay structure.
- 3.34 This is an area being kept under review by the Leadership Team.

COVID-19 Funding

- 3.35 The Government are not due to issue any more additional funding to assist with additional expenditure due to the Pandemic.
- 3.36 A carry forward of £181k into 2022/23 was approved as part of the outturn report in July 2022.
- 3.37 The following table shows the carry forward from 2021/22 and the expected expenditure during 2022/23.

| COVID Spending | |
|----------------------------------------------|------------------------------|
| | £ |
| Bought Forward 2022/23 | -180,867 |
| Total Funding | -180,867 |
| | |
| Discretionary Grant Awards (funds committed) | 72,722 |
| Total Funding to Spend | -108,145 |
| ICT and Home Working | 23,336 |
| Cleaning of Public Buildings | 2,455 |
| Cleaners Overtime for Cleaning Regime | 2,339 |
| New Software for CARF Scheme | 2,000 |
| Hygiene Screens at Rosliston | 1,199 |
| Committee Sound System and Chairs | 560 |
| CO2 Detectors | 520 |
| Public Notices | 160 |
| Vehicle Hire | -152 |
| Agency | -834 |
| Total Spending to 30th June 2022 | 31,584 |
| Remaining Funding | <u><u>-76,561</u></u> |

- 3.38 Expenditure as noted above is a prediction of potential costs in 2022/23.

- 3.39 The cleaning regime currently in place in Public Buildings is expected to continue for the remainder of the year.

- 3.40 Following the introduction of the flexible working policy employees have required additional equipment to be set up to allow home working and office working, providing the same equipment for each workspace.
- 3.41 New equipment has been provided in Committee Rooms to allow for meetings to take place with the dial in facilities available.
- 3.42 CO2 detectors have been installed around the offices to detect areas where Co2 levels reach an unacceptable amount.
- 3.43 A credit amount for Recycling is now sitting within the summary table due to an over accrual at the year-end for the contract. This in effect was a bigger draw down than required in 2020/21 and is to be rectified in 2021/22. The same relates to the agency credit amount.

Core Grants and Funding

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

| Core Grants and Funding 2022/23 | £ |
|----------------------------------------|--------------------------|
| Council Tax | 6,346,143 |
| Retained Business Rates | 3,795,025 |
| Lower Tier Services Grant | 291,393 |
| New Homes Bonus | 3,018,486 |
| Service Grant Allocation | 173,984 |
| Collection Fund Surplus – Council Tax | 166,393 |
| Total Funding | <u>13,791,424</u> |

- 3.45 The final amount retained for Business Rates will depend upon income and expenditure during the year, which includes provisions and any return from the Derbyshire Business Rates Pool.
- 3.46 Performance of the Pool is reported quarterly to all Derbyshire S151 Officers, but nothing has yet been reported on the first quarter performance.

4.0 Financial Implications

- 4.1 Detailed in the report.

5.0 Corporate Implications

Employment Implications

- 5.1 None.

Legal Implications

- 5.2 None.

Corporate Plan Implications

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

Risk Impact

5.4 Financial risks and service pressures are detailed in the report.

6.0 Community Impact

Consultation

6.1 None.

Equality and Diversity Impact

6.2 None.

Social Value Impact

6.3 None.

Environmental Sustainability

6.4 None.

7.0 Background Papers

7.1 None.

GENERAL FUND MEDIUM TERM FINANCIAL PLAN

BUDGET & PROJECTION as at August 2022

| | Proposed Budget £ 2022.23 | Projection £ 2023.24 | Projection £ 2024.25 | Projection £ 2025.26 | Projection £ 2026.27 | Projection £ 2027.28 |
|------------------------------------------------------------------------|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| BASE BUDGET | | | | | | |
| Environmental & Development | 6,127,447 | 6,459,707 | 6,648,845 | 6,841,902 | 7,042,482 | 7,253,756 |
| Housing & Community | 2,771,124 | 2,876,625 | 2,929,884 | 2,983,713 | 3,054,147 | 3,145,771 |
| Finance & Management | 6,175,819 | 6,316,063 | 6,484,435 | 6,654,603 | 6,826,811 | 7,031,615 |
| Net Service Expenditure | 15,074,391 | 15,652,395 | 16,063,165 | 16,480,218 | 16,923,440 | 17,431,143 |
| Accounting Adjustments | | | | | | |
| Reverse out Depreciation | -1,268,382 | -1,268,382 | -1,268,382 | -1,268,382 | -1,268,382 | -1,268,382 |
| Minimum Revenue Provision (MRP) | 174,654 | 167,668 | 160,962 | 154,523 | 148,342 | 136,712 |
| Voluntary Revenue Provision (VRP - Recycling Bins & Grove Active Zone) | 20,556 | 20,556 | 1,639 | 0 | 0 | 0 |
| | 14,001,218 | 14,572,236 | 14,957,383 | 15,366,359 | 15,803,399 | 16,299,473 |
| Add: Known Variations | | | | | | |
| Vehicle Maintenance Plan (Tyres and Spare Parts) | 0 | 25,000 | 30,000 | 40,000 | 55,000 | 75,000 |
| Operational Services - Allocated Growth Excluded From Base Budget | 146,652 | 382,329 | 160,367 | 164,376 | 168,486 | 172,698 |
| Growth Provision Drawdown | 0 | -172,294 | 0 | 0 | 0 | 0 |
| Land Charges Service Review Provision | 116,000 | 0 | 0 | 0 | 0 | 0 |
| Public Sector Audit Appointments - Additional External Audit Fees | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Drakelow Concurrent Functions | 2,185 | 2,229 | 2,273 | 2,319 | 2,365 | 2,412 |
| Operating Licence Inspection Pit | 60,000 | 0 | 0 | 0 | 0 | 0 |
| Licensing Posts Regrade - approved July 2021 | 0 | 0 | 0 | 0 | 0 | 0 |
| PCI Compliance Reported January 2021 | 17,235 | 0 | 0 | 0 | 0 | 0 |
| Parish Concurrent Functions and Grants to Voluntary Bodies | 10,452 | 10,661 | 10,874 | 11,092 | 11,313 | 11,540 |
| Driver and Mechanic Incentive Payment | 33,350 | 28,350 | 0 | 0 | 0 | 0 |
| Route Optimisation Potential Project Delay | 59,634 | 0 | 0 | 0 | 0 | 0 |
| Local Plan Review | 15,000 | 15,000 | 0 | 0 | 0 | 0 |
| EDI Temporary Officer post | 38,500 | 19,250 | 0 | 0 | 0 | 0 |
| Pay Award 21/22 | 198,052 | 0 | 0 | 0 | 0 | 0 |
| Potential pay award | 291,839 | 299,135 | 306,613 | 314,279 | 322,136 | 330,189 |
| Incremental Salary Increases | 0 | 18,425 | 6,671 | 2,253 | 0 | 0 |
| Members Pay Award 21/22 | 18,835 | 0 | 0 | 0 | 0 | 0 |
| Investment Income | 0 | 51,000 | 68,040 | 70,000 | 70,000 | 70,000 |
| Administration of Childcare Vouchers | 1,750 | 1,750 | 1,750 | 1,750 | 1,750 | 1,750 |

| | | | | | | |
|-------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Potential Cost of New Waste Disposal Site | 47,560 | 49,938 | 52,435 | 55,057 | 57,809 | 60,700 |
| Potential Loss of Industrial Unit Income | 0 | 196,500 | 196,500 | 196,500 | 196,500 | 196,500 |
| Pension Earmarked Reserve Drawdown | -43,589 | -6,783 | 0 | 0 | 0 | 0 |
| District Election May 2023 | 0 | 125,000 | 0 | 0 | 0 | 0 |
| TOTAL ESTIMATED SPENDING | 15,034,673 | 15,637,725 | 15,812,906 | 16,243,983 | 16,708,759 | 17,240,261 |

GENERAL FUND MEDIUM TERM FINANCIAL PLAN

BUDGET & PROJECTION as at August2022

| | Proposed Budget £ 2022.23 | Projection £ 2023.24 | Projection £ 2024.25 | Projection £ 2025.26 | Projection £ 2026.27 | Projection £ 2027.28 |
|--------------------------------------------------------|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Provisions | | | | | | |
| Provision for Employer's NIC on "off-payroll" payments | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Contingent Sum - Growth | 160,000 | 105,000 | 143,254 | 143,144 | 113,144 | 113,144 |
| New Parishes - Concurrent Functions | 0 | 2,500 | 5,000 | 10,000 | 15,000 | 15,001 |
| Waste and Recycling | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| TOTAL PROJECTED SPENDING | 15,254,673 | 15,805,225 | 16,021,160 | 16,457,127 | 16,896,903 | 17,428,406 |

FINANCING

| | | | | | | |
|-----------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Business Rates Retention | -3,795,025 | -3,795,025 | -3,795,025 | -3,795,025 | -3,795,025 | -3,795,025 |
| Services Grant Allocation | -173,984 | 0 | 0 | 0 | 0 | 0 |
| Lower Tier Services Grant Allocation | -291,393 | -3,045,089 | -2,740,580 | -2,524,205 | -2,524,205 | -2,524,205 |
| New Homes Bonus | -3,018,486 | 0 | 0 | 0 | 0 | 0 |
| Council Tax Income | -6,346,143 | -6,619,037 | -6,900,088 | -7,198,224 | -7,505,363 | -7,821,743 |
| Core Spending Power | -13,625,031 | -13,459,151 | -13,435,692 | -13,517,453 | -13,824,592 | -14,140,973 |
| Add Estimated Collection Fund Surplus - Council Tax | -166,393 | -55,000 | -55,000 | -55,000 | -55,000 | -55,000 |
| TOTAL FINANCING | -13,791,424 | -13,514,151 | -13,490,692 | -13,572,453 | -13,879,592 | -14,195,973 |

Revenue Surplus (-) / Deficit

| | | | | | |
|------------------|------------------|------------------|------------------|------------------|------------------|
| 1,463,249 | 2,291,075 | 2,530,468 | 2,884,674 | 3,017,310 | 3,232,433 |
|------------------|------------------|------------------|------------------|------------------|------------------|

Capital Contributions

| | | | | | | |
|------------------------------------------|---------|---------|---------|---------|---------|---------|
| IT and Digital Strategy | 160,000 | 160,000 | 160,000 | 166,500 | 173,000 | 166,500 |
| Purchase of Town Centre Land | 44,835 | 0 | 0 | 0 | 0 | 0 |
| Community Partnership Scheme | 219,053 | 0 | 0 | 0 | 0 | 0 |
| Rosliston Forestry Centre - Play Project | 50,000 | 0 | 0 | 0 | 0 | 0 |
| Asset Replacement and Renewal Fund | 357,000 | 356,000 | 355,000 | 355,000 | 355,000 | 355,000 |

| | | | | | | |
|-------------------------------|-------------|-------------|------------|------------|------------|-----------|
| TOTAL CAPITAL CONTRIBUTION | 830,388 | 516,000 | 515,000 | 521,500 | 528,000 | 521,500 |
| TOTAL GENERAL FUND DEFICIT | 2,293,637 | 2,807,075 | 3,045,468 | 3,406,174 | 3,545,310 | 3,753,933 |
| GENERAL FUND RESERVE BALANCE | | | | | | |
| Balance b/fwd | -14,477,000 | -12,183,363 | -9,376,288 | -6,330,819 | -2,924,645 | 620,665 |
| Revenue Surplus (-) / Deficit | 1,463,249 | 2,291,075 | 2,530,468 | 2,884,674 | 3,017,310 | 3,232,433 |
| Capital Contributions | 830,388 | 516,000 | 515,000 | 521,500 | 528,000 | 521,500 |
| Balance c/fwd | -12,183,363 | -9,376,288 | -6,330,819 | -2,924,645 | 620,665 | 4,374,598 |

ENVIRONMENTAL & DEVELOPMENT SERVICES - BUDGET MONITORING JUNE 2022

SUMMARY OF PERFORMANCE

| | Full Year | | | RESERVES | |
|-----------------------------------------|----------------|------------------|----------------|----------------|----------------|
| | Budget | Projected Actual | Variance | Earmarked | General Fund |
| | £ | £ | £ | £ | £ |
| Tourism Policy, Marketing & Development | 72,915 | 116,204 | -43,289 | -43,289 | 0 |
| Promotion and Marketing of the Area | 266,007 | 245,622 | 20,386 | | 20,386 |
| Community Development | 10,000 | 10,000 | -0 | | -0 |
| ECONOMIC DEVELOPMENT | 348,922 | 371,825 | -22,903 | -43,289 | 20,386 |
| Food Safety | 63,821 | 70,821 | -7,000 | | -7,000 |
| Pollution Reduction | 385,974 | 373,974 | 12,000 | | 12,000 |
| Pest Control | 15,955 | 13,955 | 2,000 | | 2,000 |
| Public Health | 0 | 0 | 0 | | 0 |
| Public Conveniences | 25,113 | 23,127 | 1,986 | | 1,986 |
| Community Safety (Safety Services) | 190,379 | 258,379 | -68,000 | | -68,000 |
| Environmental Education | 96,157 | 102,352 | -6,195 | -6,195 | -0 |
| Welfare Services | 1,800 | 1,800 | 0 | | 0 |
| ENVIRONMENTAL SERVICES | 779,199 | 844,409 | -65,211 | -6,195 | -59,016 |
| Environmental Maintenance (Other Roads) | -70,557 | -70,557 | 0 | | 0 |
| Public Transport | 29,302 | 29,302 | -0 | | -0 |
| Off-Street Parking | 97,251 | 96,221 | 1,030 | | 1,030 |
| HIGHWAYS & PARKING | 55,996 | 54,966 | 1,029 | 0 | 1,029 |
| Local Land Charges | 6 | 27,683 | -27,677 | | -27,677 |
| Licensing | 10,277 | 18,248 | -7,972 | | -7,972 |
| LICENSING & LAND CHARGES | 10,283 | 45,932 | -35,649 | 0 | -35,649 |
| Emergency Planning and Works | 16,000 | 16,000 | -0 | | -0 |

| | | | |
|-----------------------------------------------|---------|---------|--------|
| Building Regulations | 35,200 | 35,200 | -0 |
| Dealing with Development Control Applications | 274,891 | 246,578 | 28,313 |
| Structure and Local Planning | 305,250 | 290,640 | 14,609 |
| Street Name & Numbering | -6,986 | -6,987 | 0 |

| | | |
|----------------|----------------|---------------|
| 624,354 | 581,432 | 42,923 |
|----------------|----------------|---------------|

PLANNING

| | | | |
|-----------------------------------------------|---------|---------|---------|
| Grounds Maintenance | 674,977 | 644,977 | 30,000 |
| Street Cleansing (not chargeable to highways) | 531,284 | 545,284 | -14,000 |

STREET SCENE

| | | |
|------------------|------------------|---------------|
| 1,206,261 | 1,190,261 | 16,000 |
|------------------|------------------|---------------|

| | | | |
|-------------------------------|-----------|------------------|-----------------|
| Household Waste Collection | 1,581,052 | 1,742,052 | -161,000 |
| Trade Waste Collection | -98,559 | -122,559 | 24000.06 |
| Recycling | 429,938 | -27,562 | 457,500 |
| Direct Services Central Admin | 346,843 | 318,843 | 28,000 |
| Transport Services | 843,159 | 1197159 | -353999.89 |

WASTE & TRANSPORT

| | | |
|------------------|------------------|---------------|
| 3,102,433 | 3,107,933 | -5,500 |
|------------------|------------------|---------------|

| | | |
|------------------|------------------|----------------|
| 6,127,447 | 6,196,758 | -69,311 |
|------------------|------------------|----------------|

| | | |
|--------|--------|-----------------|
| | -0 | |
| 28,313 | 0 | |
| | 14,609 | Fav sals £14.6k |
| | 0 | |

| | |
|---------------|---------------|
| 28,313 | 14,610 |
|---------------|---------------|

| | | |
|--|---------|----------------------------------------------------------------|
| | 30,000 | Fav £30k salaries, £2k agency, adv £2k grass cutting fees |
| | -14,000 | Fav £72k salaries, adv £32k agency, £54k sweeper & gulley hire |

| | |
|----------|---------------|
| 0 | 16,000 |
|----------|---------------|

| | | |
|---------|----------|-----------------------------------------------------------------------------------------------|
| | -161,000 | Fav £203k DCC income, Adv £85k agency, £147k recycling disbursements, £132k hire of vehicle |
| | 24,000 | Fav £44k income, Adv £13k waste collections, £7k recycling disbursements |
| 253,000 | 204,500 | Fav £109k salaries, £267k hire of vehicles, Adv £170k agency, £1.5k parking |
| | 28,000 | Fav £129k salaries, adv £101k agency |
| | -354,000 | Fav £9k salaries, adv £6k agency, £5k petrol, £176k diesel, £6k oil grease, £170k spare parts |

| | |
|----------------|-----------------|
| 253,000 | -258,500 |
|----------------|-----------------|

| | |
|----------------|-----------------|
| 231,829 | -301,140 |
|----------------|-----------------|

SUMMARY OF PERFORMANCE

| | Full Year | | | RESERVES | | |
|---------------------------------------------------|----------------|--------------------------|----------------|----------------|----------------------|-----------------------------------------------------------------------------------------------------------------------|
| | Budget £ | Projected Actual £ | Variance £ | Earmarked £ | General Fund £ | |
| General Grants, Bequests & Donations | 310,962 | 305,424 | 5,537 | | 5,537 | Fav pay £2.7k, grants 2.7k |
| Community Centres | 207,127 | 187,855 | 19,272 | | 19,272 | Fav pay £31k (HOS vacant), Utilities £1k, car Allowances £1k; Adv agency £11k, Fee income £2.3k |
| Community Safety (Crime Reduction) | 130,521 | 121,438 | 9,083 | 9,083 | 0 | |
| Defences Against Flooding | 56,142 | 56,049 | 93 | | 93 | |
| Market Undertakings | 2,138 | 1,427 | 711 | | 711 | Fav utilities £600, income £300; Adv materials £100, professional fees £150 |
| COMMUNITY DEVELOPMENT & SUPPORT | 706,890 | 672,193 | 34,697 | 9,083 | 25,614 | |
| Arts Development & Support | 15,040 | 10,840 | 4,200 | | 4,200 | Fav room hire £1.2k, tools & Equip £750, Prof Fees £4.2k; Adv income £2k |
| Events Management | 116,237 | 134,745 | -18,508 | | -18,508 | Fav pay £3.5k, prof fees £3k; Adv tools & equipment £5.6k, civic functions £6.7k, sponsorship income £2.6k, fees £10k |
| Midway Community Centre | 34,256 | 33,937 | 318 | | 318 | Fav fee income £1.9k; Adv utilities £1.5k |
| Stenson Fields Community Centre | 6,988 | 4,089 | 2,899 | | 2,899 | Fav fee income £4.5k; Adv trade waste £1k (extra bin), alarm maintenance £1k |
| RECREATIONAL ACTIVITIES | 172,521 | 183,612 | -11,090 | 0 | -11,090 | |
| Melbourne Assembly Rooms | 32,460 | 32,421 | 39 | | 39 | |
| Get Active in the Forest | 31,292 | 28,058 | 3,233 | 3,233 | 0 | |
| Sports Development & Community Recreation | 171,988 | -105,999 | 277,988 | 277,988 | -0 | |
| Indoor Sports & Recreation Facilities | 497,336 | 498,130 | -793 | | -793 | Fav repairs £2.4k, Contributions £4.9k; Adv professional Fees £6.2k, TPP £1.9k |
| Outdoor Sports & Recreation Facilities (SSP) | 0 | -36,645 | 36,646 | 36,646 | -0 | |
| Play schemes | 20,004 | 16,840 | 3,165 | 3,165 | -0 | |
| LEISURE CENTRES & COMMUNITY FACILITIES | 753,081 | 432,805 | 320,276 | 321,032 | -756 | |
| Allotments | -799 | 1,204 | -2,000 | | -2,000 | Adv £2k Grounds maintenance |

| | | | |
|---------------------------|---------|---------|---------|
| Rosliston Forestry Centre | 297,213 | 269,563 | 27,650 |
| Cemeteries | 17,086 | 5,183 | 11,903 |
| Closed Churchyards | 7,608 | 7,607 | 0 |
| Parks and Open Spaces | 317,369 | 408,482 | -91,113 |

| | | |
|---------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | 27,650 | Fav pay £18.7k (dep manager), Repairs £19k (lease negotiations - minimal repairs), Refuse £3k, Tools & Equipment £5.8k, Laundry £3.3k, Car park Mach Maintenance £5k, Fees £3.5k; Adv £18k oil, £4k utilities, Contract Cleaning £7.6k |
| | 11,903 | Fav fees |
| | 0 | |
| -91,113 | 0 | |

PARKS & OPEN SPACES

638,477 692,037 -53,560

| | | | |
|---------------------------------------------------|---------|---------|--------|
| Housing Standards | 94,453 | 94,453 | 0 |
| Housing Strategy | 95,959 | 67,947 | 28,012 |
| Administration of Renovation & Improvement Grants | 52,119 | 52,119 | -0 |
| Bed / Breakfast Accommodation | 6,500 | 3,868 | 2,632 |
| Pre-tenancy Services | 216,660 | 151,333 | 65,326 |
| Other Housing Support Costs (GF) | 34,466 | 34,465 | 0 |

PRIVATE SECTOR HOUSING

500,156 404,185 95,971

2,771,124 2,384,831 386,294

| | | |
|---------|--------|--------------|
| -91,113 | 37,553 | |
| | 0 | |
| | 28,012 | Fav Sal £28k |
| | -0 | |
| 2,632 | 0 | |
| 65,326 | 0 | |
| | 0 | |

67,958 28,013

306,960 79,334

SUMMARY OF PERFORMANCE

| | Full Year | | | RESERVES | | |
|----------------------------------------|------------------|--------------------------|----------------|----------------|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Budget £ | Projected Actual £ | Variance £ | Earmarked £ | General Fund £ | |
| Business Change | 102,031 | 84,565 | 17,466 | | 17,466 | Fav pay £16.7k, materials £500 |
| Digital Services | 168,106 | 156,867 | 11,239 | | 11,239 | Fav pay £4.3k, printing £7k |
| Caretaking | 138,799 | 119,255 | 19,544 | | 19,544 | Fav pay £18k, DCC service Charge £6.8k; Adv car allowances £5k (not budgeted), void cleaning £500 |
| Senior Management | 450,941 | 514,649 | -63,708 | | -63,708 | Adv £48k recruitment fees re Head of Operational Services and Head of Cultural Services, £2k for Head of Customer Services advertisement and £14k for Strategic Director recruitment |
| Financial Services | 390,463 | 319,464 | 71,000 | | 71,000 | Fav £1k salaries due to vacancies, £70k professional fees |
| Internal Audit | 113,373 | 125,712 | -12,340 | | -12,340 | Adv £12k professional fees re CMAP Partnership Contribution |
| Merchant Banking Services | 68,075 | 68,075 | -0 | | -0 | |
| ICT Support | 752,323 | 750,961 | 1,362 | | 1,362 | Fav pay £1.3k |
| Legal Services | 266,382 | 239,775 | 26,607 | | 26,607 | Fav pay £22k, Fees £4k, Books £700 |
| Performance & Policy | 36,656 | 36,657 | -0 | | -0 | |
| Personnel/HR | 356,897 | 386,246 | -29,349 | -6,850 | -22,499 | Fav pay £6.5k; Adv Computer licences £29.5k |
| Communications | 77,959 | 73,884 | 4,075 | | 4,075 | Fav pay £3, General licences £1k |
| Customer Services | 496,677 | 547,968 | -51,292 | -52,107 | 815 | Fav stationery £6k, Computer maintenance £2k; Adv professional fees £7.5k (Answer 4u not budgeted) |
| Health & Safety | 57,016 | 52,894 | 4,122 | | 4,122 | Fav pay £4.3k |
| Admin Offices & Depot | 660,702 | 673,243 | -12,541 | -11,463 | -1,078 | Fav training £2k, R&M Contracts £3.5k, Tools £1k; Adv utilities £6k, Refuse Collection £1k |
| Protective Clothing | 29,809 | 29,809 | 0 | | 0 | |
| Procurement | 12,349 | 12,349 | 0 | | 0 | |
| CENTRAL SUPPORT SERVICES | 4,178,558 | 4,192,373 | -13,815 | -70,420 | 56,605 | |
| Democratic Representation & Management | 85,361 | 66,084 | 19,277 | | 19,277 | Fav pay £38.6, refreshments £1.2k, subscriptions £1k; Adv agency £21.5k |

| | | | |
|------------------------------|---------|---------|-------|
| Corporate Management | 65,951 | 65,951 | -0 |
| Corporate Finance Management | 37,969 | 29,309 | 8,660 |
| Elected Members | 354,789 | 351,807 | 2,982 |

CORPORATE & DEMOCRATIC COSTS

| | | |
|----------------|----------------|---------------|
| 544,070 | 513,151 | 30,919 |
|----------------|----------------|---------------|

| | | | |
|--------------------------|---------|---------|--------|
| Registration of Electors | 44,271 | 42,491 | 1,780 |
| Conducting Elections | 178,432 | 162,409 | 16,024 |

ELECTIONS & REGISTRATION

| | | |
|----------------|----------------|---------------|
| 222,703 | 204,899 | 17,804 |
|----------------|----------------|---------------|

| | | | |
|---------------------------------------------------------------|----------|-----------|------------|
| Funded Pension Schemes | 280,298 | 143,930 | 136,368 |
| Increase/Decrease in Provision for Bad or Doubtful Debts (GF) | 175,000 | 175,000 | -0 |
| Planning Agreements | 0 | 1,065,879 | -1,065,879 |
| Parish Councils | 434,765 | 434,765 | 0 |
| Interest & Investment Income (GF) | -136,229 | -273,954 | 137,724 |
| IAS19 Pensions Adjustment (GF) | 0 | 0 | 0 |
| External Interest Payable (GF) | 500 | 500 | 0 |

PARISHES, INTEREST, S106 RECEIPTS & PROVISIONS

| | | |
|----------------|------------------|-----------------|
| 754,334 | 1,546,121 | -791,786 |
|----------------|------------------|-----------------|

| | | | |
|-------------------|----------|----------|--------|
| Estate Management | -248,364 | -282,331 | 33,967 |
|-------------------|----------|----------|--------|

ESTATE MANAGEMENT

| | | |
|-----------------|-----------------|---------------|
| -248,364 | -282,331 | 33,967 |
|-----------------|-----------------|---------------|

| | | | |
|------------------------------------------|---------|---------|---------|
| Council Tax Collection | 118,286 | 90,258 | 28,028 |
| Non Domestic Rates Collection | -87,500 | -87,500 | 0 |
| Revenues & Benefits Support & Management | 343,977 | 356,794 | -12,817 |
| Rent Allowances Paid | 37,005 | 37,005 | 0 |
| Net cost of Rent Rebates Paid | 80,882 | 80,882 | 0 |
| Corporate Fraud | 48,150 | 48,150 | 0 |
| Housing Benefits Administration | 149,691 | 31,349 | 118,342 |
| Concessionary Fares | -9,600 | -9,745 | 145 |

REVENUES & BENEFITS

| | | |
|----------------|----------------|----------------|
| 680,891 | 547,192 | 133,699 |
|----------------|----------------|----------------|

| | | |
|------------------|------------------|-----------------|
| 6,132,192 | 6,721,405 | -589,213 |
|------------------|------------------|-----------------|

| | | |
|--|-------|-----------------------------------------------------------------|
| | -0 | |
| | 8,660 | Fav £8.6k Edgington Turnover Rent |
| | 2,982 | Fav tools & equip £2k, public transport £500, refreshments £500 |

| | |
|----------|---------------|
| 0 | 30,919 |
|----------|---------------|

| | | |
|--|--------|------------------------------------------------------------------|
| | 1,780 | Fav £1.7k sales of publications |
| | 16,024 | Fav pay £11.8k, Tools R&M £4.6k; Adv maintenance agreements £500 |

| | |
|----------|---------------|
| 0 | 17,804 |
|----------|---------------|

| | | |
|------------|---------|---------------------------------------------------------|
| 136,368 | 0 | Fav £136k enhanced pension - recharge lower than budget |
| | -0 | |
| -1,065,879 | -0 | |
| | 0 | |
| | 137,724 | Fav £137k investment income |
| | 0 | |
| | 0 | |

| | |
|-----------------|----------------|
| -929,511 | 137,725 |
|-----------------|----------------|

| | | |
|--|--------|-----------------------------------------------------------------|
| | 33,967 | Fav salaries £3.3k, R&M H&S £2.5k Rents £31k; Adv utilities £5k |
|--|--------|-----------------------------------------------------------------|

| | |
|----------|---------------|
| 0 | 33,967 |
|----------|---------------|

| | | |
|---------|--------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| 20,254 | 7,774 | Fav sals £6k |
| | 0 | |
| -36,728 | 23,911 | Fav salaries £25.5k vacant HOS est 2 months |
| | 0 | |
| | 0 | |
| | 0 | |
| 107,515 | 10,827 | Fav pay £14k (lower hours), benefits processing £7.6k, £14.8k grant income; Adv agency £14k, professional fees £6k, maintenance agreements £5.6k |
| | 145 | Fav concessionary fees not budgeted |

| | |
|---------------|---------------|
| 91,041 | 42,658 |
|---------------|---------------|

| | |
|-----------------|----------------|
| -908,890 | 319,677 |
|-----------------|----------------|

| | | |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| REPORT TO: | FINANCE AND MANAGEMENT COMMITTEE | AGENDA ITEM: 8 |
| DATE OF MEETING: | 25 AUGUST 2022 | CATEGORY: DELEGATED |
| REPORT FROM: | STRATEGIC DIRECTOR (CORPORATE RESOURCES) | OPEN |
| MEMBERS' CONTACT POINT: | CHARLOTTE JACKSON Charlotte.jackson@southderbyshire.gov.uk | DOC: s/Finance/Committee/2022-23/August |
| SUBJECT: | COLLECTION FUND 2022-23 | |
| WARD(S) AFFECTED: | ALL | TERMS OF REFERENCE: FM08 |

1.0 Recommendations

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

2.0 Purpose of the Report

- 2.1 To provide an update on performance of the Collection Fund against the approved budget for quarter one of 2022/23.
- 2.2 The detail included within the report is at 30 June 2022 unless otherwise stated.

3.0 Detail

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

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

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

- 3.7 The amount of Council Tax payable by an individual household is calculated using the band allocation less deductions for national and local exemptions.
- 3.8 As part of the forecast for the following years precepts, the Council is required to calculate estimated chargeable dwellings, revised for estimated exemptions as noted above. An average Band D equivalent tax base is then determined and is used as the basis for the Council Tax setting by each of the Preceptors, including the Council.
- 3.9 The precept for each Preceptor is calculated using the estimated tax base multiplied by the Band D value. The Band D is reported annually to Full Council as part of the Council Tax Settling report. This report details out the approved Band D for each of the Preceptors and the demand on the Collection Fund in the following year.
- 3.10 The approved Band D and precept demands as set in March 2022 for 2022/23 are included as a reminder in the following table.

| Preceptor | Band D £ | Precept £ |
|------------------------------------|-----------------|-------------------|
| South Derbyshire District Council | 172.91 | 6,346,143 |
| Derbyshire County Council | 1,424.56 | 52,284,201 |
| Police and Crime Commissioner | 251.6 | 9,234,223 |
| Derbyshire Fire and Rescue Service | 80.84 | 2,966,990 |
| TOTAL | 1,929.91 | 70,831,557 |

- 3.11 Parish Councils are also able to make a demand on the Collection Fund and this is approved as part of the Council Tax Setting report. The demand for Parishes in 2022/23 is £986,564.
- 3.12 The Council's forecast of collectable income for Council Tax in 2022/23 and the projected outturn for the year is summarised below with further detail included in **Appendix 1**.

| | Forecast £'000 | Q1 Projected £'000 | Variance £'000 |
|--------------------------------------|-------------------|--------------------------|-------------------|
| Council Tax Collectable | 72,882 | 72,996 | 113 |
| Expenditure | -72,838 | -72,840 | -2 |
| Estimated Surplus / (Deficit) | 44 | 156 | 111 |

3.13 Growth of the tax base during the year over and above that forecast is resulting in an expected increase in income. The number of chargeable dwellings included in the forecast was 47,637 with an average Band D equivalent number of 36,702. The actual chargeable dwellings at 30 June was 47,775, an increase of 138 with a Band D equivalent of 39,878, an increase of 3,176.

3.14 A surplus payment to the Preceptors of ££2 million was approved in January 2022 as part of the budget round for 2022/23 and is detailed below.

| | £ |
|-----------------------------------|------------------|
| Derbyshire County Council | 1,457,172 |
| Police and Crime Commissioner | 254,544 |
| Derbyshire Fire and Rescue | 83,517 |
| South Derbyshire District Council | 204,767 |
| | 2,000,000 |

3.15 The surplus payment was a forecast of expected outturn for the year-end. The balance plus any estimate for 2022/23 will be approved as part of the budget round and paid to Preceptors in 2023/24. Based on the current anticipated surplus for the year plus the balance remaining in the Collection Fund Account, the payment in 2023/24 is expected to be approximately £1 million to be split between the Preceptors.

NNDR

Background

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

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

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

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

3.20 The retention of business rates for local authorities changed significantly on 1 April 2013. Prior to this date, business rates were collected by authorities and paid over to the Government, and this was then redistributed across the country by a set formula.

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

Local Performance

- 3.28 Through the Collection Fund Account, precepts are paid to the Government (50%), Derbyshire County Council (9%), Derbyshire Fire and Rescue (1%) and South Derbyshire District Council (40%). The Council also has to fund the Tariff noted above which reduces the actual income retained to approximately 15%.
- 3.29 The NNDR1 return is completed in January each year, and this provides the forecasted income for the following financial year for all Preceptors. Within the return the surplus or deficit from the previous financial year is split between the Preceptors and paid/recovered as part of the precept payment. A summary of the return for 2022/23 is included below.

| | Precept £ | Deficit £ | Total £ |
|-----------------------------------|-------------------|-------------------|-------------------|
| South Derbyshire District Council | 10,838,722 | -1,856,262 | 8,982,460 |
| Central Government | 13,548,403 | -2,320,328 | 11,228,075 |
| Derbyshire County Council | 2,438,712 | -417,659 | 2,021,053 |
| Derbyshire Fire and Rescue | 270,968 | -46,407 | 224,561 |
| | 27,096,805 | -4,640,656 | 22,456,149 |

3.30 The forecast collectable income as per the NNDR1 return versus the actual performance for quarter 1 is summarised below with further detail included in **Appendix 1**.

| | Forecast £'000 | Q1 Projected £'000 | Variance £'000 |
|--------------------------------------|-------------------|--------------------------|-------------------|
| NNDR Income (incl. Relief) | 27,386 | 27,445 | 59 |
| Expenditure | -27,985 | -27,986 | -1 |
| Estimated Surplus / (Deficit) | -599 | -541 | 58 |

3.31 As a result of the pandemic reduced income and increased bad debt and appeals provisions caused a large deficit of £9.2m on the Fund in 2020/21. It was legislated to spread any deficit on the Fund over a three-year period to ensure that all Preceptors had a longer time frame to cover the loss in income.

3.32 Further reliefs were distributed to the Council from the Government to help mitigate losses on the Fund. It is expected that a deficit will be seen again in year, but it is still unknown to what degree. Although it is not expected to be the same magnitude as seen previous years. The Council had additional section 31 grants during 2021/22 which have been earmarked for future income losses.

3.33 The Council set-aside £3.2m in 2020/21 to help mitigate the losses from business rates on the General Fund. This will be drawn down over a three-year period in line with the spreading of the deficit. At the year-end £2.1m was drawn down, and it is estimated that £375k will be drawn down in 2022/23.

4.0 Financial Implications

4.1 Included within the report.

5.0 Corporate Implications

Employment Implications

5.1 None.

Legal Implications

5.2 None.

Corporate Plan Implications

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

Risk Impact

- 5.4 None.

6.0 Community Impact

Consultation

- 6.1 None.

Equality and Diversity Impact

- 6.2 None.

Social Value Impact

- 6.3 None.

Environmental Sustainability

- 6.4 None.

APPENDIX 1

COLLECTION FUND MONITORING 2022/23 (as at 30 June 2022)

| | Actual 2021/22 | Estimated 2022/23 | Qtr 1 Projection 2022/23 | Notes |
|-----------------------------------------------|-------------------|----------------------|--------------------------------|----------------------------------------------|
| COUNCIL TAX - INCOME & EXPENDITURE | £'000 | £'000 | £'000 | |
| INCOME | | | | |
| Council Tax Collectable | 69,412 | 72,882 | 72,996 | Est. Increase in Tax Base and Precepts at 5% |
| EXPENDITURE | | | | |
| County Council Precept | 48,709 | 52,284 | 52,284 | As approved by Full Council 1 Mar 2022 |
| Police and Crime Commissioner Precept | 8,509 | 9,234 | 9,234 | As above |
| Fire and Rescue Authority Precept | 2,792 | 2,967 | 2,967 | As above |
| SDDC Precept | 5,915 | 6,346 | 6,346 | As above |
| SDDC Parish Precepts | 929 | 987 | 987 | As above |
| Increase in Bad Debts Provision | 933 | 1,020 | 1,022 | Estimated at 2% of income |
| Total Expenditure | 67,786 | 72,838 | 72,840 | |
| Surplus for the Year | 1,626 | 44 | 156 | |
| COUNCIL TAX BALANCE | | | | |
| Opening Balance 1 April | 2,617 | 3,043 | 3,043 | Per Final Accounts 2021/22 |
| Share of Previous Surplus to County Council | -881 | -1,457 | -1,457 | As approved by Full Council 14 Jan 2022 |
| Share of Previous Surplus to Police | -144 | -255 | -255 | As above |
| Share of Previous Surplus to Fire Authority | -51 | -84 | -84 | As above |

| | | | | |
|---------------------------------------|--------------|--------------|--------------|----------|
| Share of Previous Surplus to SDDC | -124 | -205 | -205 | As above |
| Surplus for Year (as above) | 1,626 | 44 | 44 | |
| Closing Balance as at 31 March | 3,043 | 1,087 | 1,087 | |

| | Actual 2021/22 | Estimated 2022/23 | Qtr 1 Projection 2022/23 | |
|-----------------------------------------------------------------|-------------------|----------------------|--------------------------------|-----------------------|
| BUSINESS RATES - INCOME & EXPENDITURE INCOME | £'000 | £'000 | £'000 | |
| Business Rates Collectable | 24,474 | 27,097 | 27,156 | Estimate as per NNDR1 |
| Transitional Protection Payments | 263 | 289 | 289 | |
| Total Income | 24,738 | 27,386 | 27,445 | |

EXPENDITURE

| | | | | |
|-----------------------------------|---------------|---------------|---------------|----------------------------------------------|
| Central Government Precept | 13,927 | 13,548 | 13,548 | |
| SDDC Precept | 11,142 | 10,839 | 10,839 | Per NNDR1 Submission |
| Derbyshire County Council Precept | 2,507 | 2,439 | 2,439 | As above |
| Fire and Rescue Service Precept | 279 | 271 | 271 | As above |
| Cost of Collection | 94 | 97 | 97 | As above |
| Increase in Bad Debts Provision | 107 | 249 | 249 | Estimated using debtor position at 31 Dec 22 |
| Provision for Appeals | -708 | 542 | 543 | Estimated using appeals list at 31 Dec 22 |
| Total Expenditure | 27,348 | 27,985 | 27,986 | |
| Surplus / Deficit (-) | -2,610 | -599 | -541 | |

BUSINESS RATES BALANCE

| | | | | |
|---------------------------------------------------------|---------------|-------------|-------------|----------------------------|
| Opening Balance 1 April | -8,157 | -4,864 | -4,864 | Per Final Accounts 2021/22 |
| Prior Year Share of Surplus (-) / Deficit to Government | 2952 | 2,320 | 2,320 | Per NNDR1 Submission |
| Prior Year Share of Surplus (-) / Deficit to SDDC | 2361 | 1,856 | 1,856 | As above |
| Prior Year Share of Surplus (-) / Deficit to County | 531 | 418 | 418 | As above |
| Prior Year Share of Surplus (-) / Deficit to Fire | 59 | 46 | 46 | As above |
| Surplus / Deficit (-) for the Year as above | -2,610 | -599 | -541 | |
| Closing Balance as at 31 March | -4,864 | -822 | -764 | |

| | Actual 2021/22 | Estimated 2022/23 | Qtr 1 Projection 2022/23 |
|--------------------------------------------------|-------------------|----------------------|--------------------------------|
| BUSINESS RATES - INCOME & EXPENDITURE | £'000 | £'000 | £'000 |

INCOME

| | | | | |
|----------------------------------|---------------|---------------|---------------|-----------------------|
| Business Rates Collectable | 19,572 | 28,308 | 25,093 | Estimate as per NNDR1 |
| Transitional Protection Payments | 343 | 289 | 289 | |
| Total Income | 19,915 | 28,597 | 25,382 | |

EXPENDITURE

| | | | | |
|-----------------------------------|---------------|---------------|---------------|----------------------------------------------|
| Central Government Precept | 13,862 | 13,927 | 13,927 | |
| SDDC Precept | 11,089 | 11,141 | 11,141 | Per NNDR1 Submission |
| Derbyshire County Council Precept | 2,495 | 2,507 | 2,507 | As above |
| Fire and Rescue Service Precept | 277 | 279 | 279 | As above |
| Cost of Collection | 93 | 94 | 94 | As above |
| Increase in Bad Debts Provision | 589 | 199 | 251 | Estimated using debtor position at 31 Dec 20 |
| Provision for Appeals | 799 | 450 | 502 | Estimated using appeals list at 31 Dec 20 |
| Total Expenditure | 29,204 | 28,597 | 28,701 | |

Surplus / Deficit (-)

-9,289 0 -3,319

BUSINESS RATES BALANCE

| | | | |
|---------------------------------------------------------|---------------|---------------|---------------|
| Opening Balance 1st April | 1,155 | -8,157 | -8,157 |
| Prior Year Share of Surplus (-) / Deficit to Government | 36 | 2,952 | 2,952 |
| Prior Year Share of Surplus (-) / Deficit to SDDC | -19 | 2,361 | 2,361 |
| Prior Year Share of Surplus (-) / Deficit to County | -40 | 531 | 531 |
| Prior Year Share of Surplus (-) / Deficit to Fire | 0 | 59 | 59 |
| Surplus / Deficit (-) for the Year as above | -9,289 | 0 | -3,319 |
| Closing Balance as at 31 March | -8,157 | -2,254 | -5,573 |

Per Final Accounts 2020/21

Per NNDR1 Submission

As above

As above

As above

| | | |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| REPORT TO: | FINANCE AND MANAGEMENT COMMITTEE | AGENDA ITEM: 9 |
| DATE OF MEETING: | 25 AUGUST 2022 | CATEGORY: DELEGATED |
| REPORT FROM: | STRATEGIC DIRECTOR (CORPORATE RESOURCES) | OPEN |
| MEMBERS' CONTACT POINT: | CHARLOTTE JACKSON Charlotte.jackson@southderbyshire.gov.uk | DOC: s/finance/committee/2022-23/August |
| SUBJECT: | HOUSING REVENUE ACCOUNT REVENUE FINANCIAL MONITORING 2022-23 | |
| WARD(S) AFFECTED: | ALL | TERMS OF REFERENCE: FM08 |

1.0 Recommendations

- 1.1 That the latest revenue financial position for 2022/23 as detailed in the report is considered and approved.

2.0 Purpose of the Report

- 2.1 To provide an update on performance against budget for 2022/23.
- 2.2 The report details performance up to 30 June 2022 unless otherwise stated and is an update of income and expenditure for 2022/23.
- 2.3 The report covers the Housing Revenue Account (HRA) income and expenditure, and an update to the MTFP.

3.0 Detail

- 3.1 The Council is required to account separately for income and expenditure in providing Council housing.
- 3.2 The Base Budget approved in February 2022 for the HRA was set with an estimated deficit of £1.6m. The MTFP has been updated following the final year-end outturn for 2021/22, and the updates for the pay award in 2021/22 (£29k) plus the increase in provision for the potential pay award in 2022/23 (£20k).
- 3.3 An update to the HRA's financial position is included in the revised MTFP attached in **Appendix 1**. This shows that the HRA's General Reserve balance reduces over the first six years of the ten-year plan due to scheduled debt repayment.

- 3.4 Large deficits are due to be funded from the reserve with the lowest point being reached in 2026/27 where the estimated reserve falls to £1.7m. This is greater than the statutory minimum set for the HRA of £1m but does not leave a big contingency for any unforeseen issues.
- 3.5 As with the General Fund the biggest change to the MTFP is the increase in potential pay awards. Over 10 years the increase requires £260k of additional resources from the HRA General Reserves. This is an increase of 5%, to allow for costs of living increases and estimated annual percentage rises. The Pay Award for 2022/23 is currently being negotiated with the latest offer from the Employers potentially increasing pay by an average of 4%.

Position as at 30th June 2022

HRA SUMMARY BY AREA - BUDGET MONITORING JUNE 2022

| | ANNUAL | | | RESERVES | |
|--------------------------------------------|------------------|------------------|-----------------|----------------|-----------------|
| | Full Year | Projected | Projected | Net effect | |
| | Budget £ | Actual £ | Variance £ | Earmarked £ | on HRA £ |
| Rent and Rechargeable Repairs | -12,988,798 | -12,655,176 | -333,622 | 0 | -333,622 |
| Repairs and Maintenance | 3,458,228 | 3,471,066 | -12,838 | 0 | -12,838 |
| Managing Tenancies | 2,046,327 | 2,188,939 | -142,612 | -48,600 | -94,012 |
| Supported Housing | 612,766 | 535,917 | 76,849 | 0 | 76,849 |
| Interest Payable and Receivable | 1,456,005 | 1,325,608 | 130,397 | 0 | 130,397 |
| Capital and Debt Repayment | 4,172,313 | 4,172,313 | 0 | 0 | 0 |
| Bad Debt Provision | 125,000 | 125,000 | 0 | 0 | 0 |
| Contingent Sums | 2,817,434 | 2,817,434 | 0 | 0 | 0 |
| Other Operating Income & Expenditure (HRA) | 2,817,434 | 2,817,434 | 0 | 0 | 0 |
| | 1,699,274 | 1,981,100 | -281,826 | -48,600 | -233,226 |

- 3.6 The above table shows that overall, the HRA is expected to have a deficit of £1.9m which is a higher deficit than budgeted. The greatest variance is the loss of rental income from void properties. The main reasons for the variances are detailed below.

HRA VARIANCE TO BUDGET June 2022

| | £'000 |
|--------------------------------------------|-------------|
| Salary savings (vacancies, maternity etc.) | 344 |
| Interest Income and Expenditure | 130 |
| Additional Careline Income | 53 |
| Insurance | 25 |
| Rechargeable Repairs | -8 |
| Professional fees | -12 |
| Computing | -21 |
| Council tax | -52 |
| Agency and Consultancy Staff | -341 |
| Reduced Rent due to Void Dwellings | -351 |
| TOTAL - OVERALL PROJECTED VARIANCE | -233 |

- 3.7 Expected salary savings in year relate to vacancies and are offset by agency use.
- 3.8 Investment income is expected to be above budget by approximately £130k on the HRA's percentage of the overall loan interest received. The recent rise in interest rates has yielded better than predicted income from the Councils temporary investments.
- 3.9 A lower cost than budgeted for insurance relates to no longer administering the tenants' contents insurance, this is offset within the loss of income, along with a small commission loss for no longer providing the service.
- 3.10 Additional Care Line income is due to the unbudgeted receipt of the continued contribution from County Council of £10.40 per user.

Rental Income

- 3.11 Rental income is lower in year due to two factors. Firstly, the average level of voids is currently around 90 per month, the loss forecast is currently based on voids remaining at this level throughout the year.
- 3.12 Right to Buy losses have totalled one during the first quarter which is below budget and offsets the income losses. Right to Buy is a significant risk to the HRA and although with the economic uncertainty enquiries have slowed down, in 2021/22, the target was exceeded all within the last half of the year.

Rent Setting and Refunded Rents

- 3.13 Rent setting and the reletting of Social housing is a complicated process since the introduction of a "rent convergence" policy by the Government in 2002. Formula rents were introduced as the mechanism for setting social housing rents and were based on property valuations as at March 1999.
- 3.14 Rent convergence ended in 2015, but formula rents continued to be calculated. However, Government guidance changed to increase rents by CPI +1% each year for 10 years. Subsequently, the Government then directed that social housing rents would reduce by 1% for 4 years ending in 2020.
- 3.15 Following rent reductions, a new Policy Statement on rents for social housing was published by the Government for rents set from 1 April 2020. This led to a mixture of different rent mechanisms being applied. In general, each year, the Council's rents are calculated for existing tenants by the agreed percentage approved at Committee.
- 3.16 Formula rents for relets are calculated using the Governments rent formula. New builds and acquired property rents are calculated slightly differently using an average property value for the geographical District area. This calculation results in a set rent per number of bedrooms per property regardless of village location. Rents set using this method are known as "the social rent calculation".
- 3.17 Following a review in January 2022 by the Housing Regulator into the Council's rent setting, they highlighted an anomaly between the rents for new build/newly purchased properties and existing property relets.

- 3.18 After reviewing the Governments Policy Statement and taking advice on its interpretation, it was concluded that calculated social rents could be charged when reletting properties.
- 3.19 Specifically, the Housing Regulator has advised that all formula rents should have a slight variation and be set using the individual properties 1999 valuations and not a generic District wide valuation. The paragraph within the Policy Statement relates to genetic valuations to a particular Street or Road and not a district wide area.
- 3.20 The result of this is that affected properties relet between October 2020 and March 2021 are on a higher rent than allowed under the terms of the Governments Policy Statement. In total, this led to an overcharge amounting to approximately £84,000 across 81 tenancies.
- 3.21 However, of this amount, approximately £20,000 was offset against those tenancies in arrears, with the balance being refunded to tenants. On-going rents have since been corrected.
- 3.22 The position with rent setting is complicated with a number of different rental streams for new and existing tenants. Whilst the Government produce a Policy Statement, there are some areas where the landlord can choose to make their own decisions which affect how rents are calculated.
- 3.23 The Housing Regulator reported last year that 26 out of 28 Authorities reviewed, had issues with their rent setting. As the anomaly has been corrected, the Council are not subject to any actions by the Regulator.

Other Variances

- 3.24 In addition Council Tax charges are linked to the void properties, the adverse variance is forecasted in line with the current property numbers and length of time vacant.
- 3.25 Computing relates to the Orchard upgrade and is provided for within the MTFP as approved in April 2021.
- 3.26 Professional fees adverse variance is for the fire alarm and emergency light testing. The contract ended in July 2022 and is now being undertaken by Careline staff on a trial basis, pending a longer-term solution.
- 3.27 The HRA's 10-year MTFP is shown in Appendix 1.

Risk Areas

Vacancies

- 3.28 As with the General Fund, there are a number of vacant posts within the HRA especially in the repair and maintenance area, that pose a risk to the financial position due to the added cost of agency and support.
- 3.29 Risks to the shortage of available candidates and also market salaries are present, and the Head of Housing is keeping this issue under review.

- 3.30 The Council will potentially be without a suitably qualified building/fire safety member of staff after August 2022, when a current agency covered Project Officer role will become vacant.
- 3.31 The Project Officer Roles are going through the Job Evaluation process with a view to being able to offer a more competitive rate of pay depending on the outcome. In the meantime, recruitment is being sought through agency.

Careline

- 3.32 Derbyshire County Council has now informed the Council that there will no longer be any funding available for the service managed by the Council after March 2023 although a one-year extension of these contracts has been proposed but not yet confirmed.
- 3.33 A working group including all districts and the County Council has been set up to determine next steps and hopefully mitigate losses for all parties.
- 3.34 Another potential risk to the HRA for the Careline service is the transfer to digital from analogue. Costs of changes are under review and funds are being secured from the Better Care Fund to help with the costs for private sector customers.
- 3.35 The Head of Housing will report progress and any potential changes to the current Carline service to Housing and Community Services Committee at a future meeting.

4.0 Financial Implications

- 4.1 Detailed in the report.

5.0 Corporate Implications

Employment Implications

- 5.1 None.

Legal Implications

- 5.2 None.

Corporate Plan Implications

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

Risk Impact

- 5.4 As detailed in the Report.

6.0 Community Impact

Consultation

6.1 None.

Equality and Diversity Impact

6.2 None.

Social Value Impact

6.3 None.

Environmental Sustainability

6.4 None.

7.0 Background Papers

7.1 None.

APPENDIX 1

HOUSING REVENUE ACCOUNT FINANCIAL PROJECTION - AUGUST 2022

| | 2022.23 Proposed Budget £'000 | 2023.24 Forecast £'000 | 2024.25 Forecast £'000 | 2025.26 Forecast £'000 | 2026.27 Forecast £'000 | 2027.28 Forecast £'000 | 2028.29 Forecast £'000 | 2029.30 Forecast £'000 | 2030.31 Forecast £'000 | 2031.32 Forecast £'000 | 2032.33 Forecast £'000 |
|------------------------------------------|----------------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| INCOME | | | | | | | | | | | |
| Rental Income | -12,893 | -13,124 | -13,433 | -13,749 | -14,073 | -14,403 | -14,740 | -15,085 | -15,437 | -15,797 | -16,184 |
| Non-Dwelling Income | -124 | -127 | -130 | -133 | -137 | -140 | -144 | -148 | -151 | -155 | -159 |
| Supporting People Grant | -130 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Income | -177 | -177 | -177 | -177 | -177 | -177 | -177 | -177 | -177 | -177 | -177 |
| Total Income | -13,324 | -13,428 | -13,740 | -14,059 | -14,387 | -14,720 | -15,061 | -15,410 | -15,765 | -16,129 | -16,520 |
| EXPENDITURE | | | | | | | | | | | |
| General Management | 2,053 | 2,098 | 2,145 | 2,192 | 2,241 | 2,291 | 2,342 | 2,394 | 2,447 | 2,502 | 2,558 |
| Supporting People | 900 | 925 | 950 | 976 | 1,004 | 1,032 | 1,062 | 1,094 | 1,126 | 1,161 | 1,197 |
| Responsive | 1,674 | 1,714 | 1,755 | 1,797 | 1,840 | 1,884 | 1,928 | 1,974 | 2,021 | 2,070 | 2,120 |
| Planned Maintenance | 1,785 | 1,828 | 1,873 | 1,918 | 1,965 | 2,013 | 2,062 | 2,113 | 2,164 | 2,217 | 2,271 |
| Bad Debt Provision | 125 | 131 | 134 | 137 | 140 | 144 | 147 | 150 | 154 | 158 | 161 |
| Interest Payable & Receivable | 1,456 | 1,456 | 1,186 | 1,186 | 1,186 | 885 | 886 | 886 | 886 | 886 | 556 |
| Depreciation | 4,213 | 4,504 | 4,481 | 4,458 | 4,435 | 4,413 | 4,390 | 4,368 | 4,345 | 4,323 | 4,301 |
| Net Operating Income | -1,118 | -772 | -1,216 | -1,395 | -1,576 | -2,058 | -2,244 | -2,431 | -2,622 | -2,812 | -3,356 |
| Known variations: | | | | | | | | | | | |
| Reversal of Depreciation | -4,213 | -4,504 | -4,481 | -4,458 | -4,435 | -4,413 | -4,390 | -4,368 | -4,345 | -4,323 | -4,301 |
| Capital Expenditure | 1,620 | 1,433 | 1,877 | 1,916 | 1,847 | 2,182 | 2,261 | 2,489 | 2,403 | 1,805 | 2,301 |
| 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 | 1,593 | 2,221 | 1,704 | 1,642 | 2,038 | 1,281 | 1,179 | 979 | 1,042 | 1,618 | 1,100 |
| Major Repairs Reserve | 600 | 550 | 600 | 600 | 250 | 650 | 650 | 600 | 600 | 600 | 600 |
| Asset Replacement Earmarked Reserve | 45 | 45 | 45 | 45 | 45 | 45 | 45 | 45 | 45 | 50 | 50 |

HOUSING REVENUE ACCOUNT FINANCIAL PROJECTION - AUGUST 2022

| | 2022.23 | 2023.24 | 2024.25 | 2025.26 | 2026.27 | 2027.28 | 2028.29 | 2029.30 | 2030.31 | 2031.32 | 2032.33 |
|------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| | 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 | 2,500 | 2,100 | 1,500 | 1,300 | 1,850 | 750 | 750 | 750 | 1,000 | 800 | 1,000 |
| Investment Income | 0 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 |
| Capital works non-traditional properties | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Pay Award 2021/22 | 29 | | | | | | | | | | |
| Potential Pay Award | 49 | 50 | 51 | 52 | 54 | 55 | 56 | 57 | 58 | 59 | 60 |
| ICT Upgrades | 30 | 30 | 30 | 30 | 0 | 0 | 200 | 0 | 0 | 0 | 82 |
| Rent Loss Provision | 65 | 66 | 68 | 69 | 71 | 73 | 74 | 76 | 78 | 80 | 0 |
| Incremental Salary Increases | 0 | 5 | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 6 |
| HRA Surplus (-) / Deficit | 1,699 | 1,649 | 608 | 232 | 575 | -1,004 | -989 | -1,373 | -1,311 | -1,693 | -2,034 |
| HRA General Reserve | | | | | | | | | | | |
| HRA Reserve B/fwd | -6,494 | -4,795 | -3,146 | -2,538 | -2,307 | -1,732 | -2,736 | -3,725 | -5,098 | -6,408 | -8,101 |
| (Surplus) / Deficit for year | 1,699 | 1,649 | 608 | 232 | 575 | -1,004 | -989 | -1,373 | -1,311 | -1,693 | -2,034 |
| HRA Reserve C/fwd | -4,795 | -3,146 | -2,538 | -2,307 | -1,732 | -2,736 | -3,725 | -5,098 | -6,408 | -8,101 | -10,135 |

| | | |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| REPORT TO: | FINANCE AND MANAGEMENT COMMITTEE | AGENDA ITEM: 10 |
| DATE OF MEETING: | 25 AUGUST 2022 | CATEGORY: DELEGATED |
| REPORT FROM: | STRATEGIC DIRECTOR (CORPORATE RESOURCES) | OPEN |
| MEMBERS' CONTACT POINT: | CHARLOTTE JACKSON charlotte.jackson@southderbyshire.gov.uk | DOC: s/finance/committee/2022-23/August |
| SUBJECT: | CAPITAL FINANCIAL MONITORING 2022-23 | |
| WARD(S) AFFECTED: | ALL | TERMS OF REFERENCE: FM08 |

1.0 Recommendations

- 1.1 That the latest capital financial position for 2022/23 as detailed in the report is considered and approved.
- 1.2 That the balance of S106 available for use by the Council for capital projects as detailed in Appendix 2 is noted.

2.0 Purpose of the Report

- 2.1 To provide an update on performance against the budget for 2022/23.
- 2.2 The report details performance of both the HRA and General Fund up to 30 June 2022 unless otherwise stated and is an update of capital project progress for 2022/23.

3.0 Detail

- 3.1 The Council's capital programme consists of many different projects covering both the General Fund and HRA.
- 3.2 General Fund projects are developed in line with strategies reported to policy committees and are funded through Section 106 developer contributions, General Fund contributions, grant income and capital receipts generated from asset sales.
- 3.3 HRA projects are mainly for refurbishment of council houses, disabled adaptations to council housing and new build and are funded by HRA reserves plus grant income.
- 3.4 The capital budget for 2022/23 was approved in February 2022 and has been updated following the outturn for 2021/22 to reflect the carry forward of income and expenditure for incomplete projects.

- 3.5 Progress during the year on capital projects and the total financing of all projects is summarised in the following tables with detail of financial performance for each project listed in Appendix 1.

CAPITAL MONITORING JUNE 2022

| | EXPENDITURE | | |
|----------------------------------|------------------|------------------|------------------|
| | Actual £ | Budget £ | Variance £ |
| Major Improvements | 410,955 | 2,320,000 | 1,909,045 |
| Disabled Adaptations | 68,226 | 300,000 | 231,774 |
| New Build and Acquisition | 0 | 280,000 | 280,000 |
| TOTAL HRA | 479,181 | 2,900,000 | 2,420,819 |
| Private Sector Housing | 199,924 | 1,253,655 | 1,053,731 |
| Environmental Services | 81,305 | 420,000 | 338,695 |
| Community Projects | 220,253 | 3,023,003 | 2,802,750 |
| Vehicle Replacements | 39,995 | 0 | -39,995 |
| ICT Strategy | 6,177 | 160,000 | 153,824 |
| Asset Replacement and Renewal | 11,474 | 479,465 | 467,991 |
| TOTAL GENERAL FUND | 559,127 | 5,336,123 | 4,776,996 |
| TOTAL CAPITAL EXPENDITURE | 1,038,308 | 8,236,123 | 7,197,815 |

| | FUNDING | | |
|---------------------------|------------------|------------------|------------------|
| | Actual £ | Budget £ | Variance £ |
| Section 106 | 0 | 1,038,440 | 1,038,440 |
| Grants | 281,229 | 1,585,655 | 1,304,426 |
| HRA | 479,181 | 2,620,000 | 2,140,819 |
| New Build Capital Reserve | 0 | 280,000 | 280,000 |
| General Fund | 55,000 | 581,188 | 526,188 |
| Capital Receipts | 65,658 | 1,837,354 | 1,771,696 |
| Earmarked Reserves | 157,240 | 293,486 | 136,246 |
| TOTAL FUNDING | 1,038,308 | 8,236,123 | 7,197,815 |

HRA Capital

- 3.6 Detail of the planned expenditure for both revenue and capital is under review and will be reported to Housing and Community Services Committee. The expenditure is expected to be on budget for the year. Progress will be updated quarterly.
- 3.7 Disabled adaptations of Council housing are scheduled and expected to be on budget by the year-end.
- 3.8 The budget for new build and acquisition schemes consists of acquisitions of properties in Newhall.
- 3.9 Acquisitions in Newhall are due to complete in 2022/23 and no expenditure has yet been incurred.

General Fund Capital

Private Sector Housing Works

- 3.10 There are several projects included within this area, one of which is Disabled Facility Grants (DFG). Expenditure on DFG has been consistently lower than the allocated budget of £400k for several years. Carry forwards of underspent budgets are made at the year-end to ensure sufficient allocation for any increase in the pipeline. Work is underway to secure additional contractor capacity to complete works and speed up the current specification process for adaptations.
- 3.11 A list of projects is reported within this Committee with an update to the budget and allocation of a proportion of the accumulated underspend.
- 3.12 In addition to the above, the Council is supporting community flood prevention measures which funds a maximum of £5,000 per qualifying household and is reimbursed to the Council by DEFRA. No new applications are being accepted as the project is coming to an end. The total funds to be reimbursed from DEFRA are expected in the Autumn. There have been no additional costs to the Council for the delivery of this project.

Leisure and Community Schemes

- 3.13 The Community Partnership Scheme has all the funding committed to specific projects, but the funding is still to be drawn down from the Council.
- 3.14 All of the remaining projects in this area were approved as part of the Capital Bidding round in October 2020. Some projects were progressed during 2021/22 with some budgets carried forward into 2022/23. It is unlikely that all of the projects will be complete during 2022/23 and a revision to the profile of the budgeted expenditure may be required later in the year.

Environmental Projects

- 3.15 A sum of £50,000 has been received to aid SDDC and the wider District reduce its carbon emissions. The funding is to cover the purchase of e-bikes, building surveys and EV infrastructure. A review of requirements is being carried out and an updated plan on how the funding will be spent will be reported in the future.
- 3.16 From the two Green Homes grant payments received in 2021/22, LAD 1B has fully completed with LAD 2 expected to complete in September 2022. Current predictions are that the grant total (£463,250) will be spent.. The Council has secured further funding LAD 3 (£374,000) and HUG 1 (£840,800) with allocations of 21 properties in the pipeline, full spend is predicted on additional funding received.

Vehicle Replacements

- 3.17 There has been delays in procurement of vehicles over the last financial year, the Gully Cleaner scheduled for purchase in 2021/22 is expected to be delivered imminently. The budget for vehicle replacement will need to be realigned and the schedule reviewed when the new Head of Service is in post. Currently, additional revenue costs are being seen due to the age and repairs required to the current fleet.

Asset Disposals and Refurbishment

- 3.18 A General Fund contribution of £87k is set-aside each year to fund refurbishment and maintenance of Public Buildings. Following condition surveys, a Planned Maintenance Programme has been designed. No major capital works have yet been undertaken in year and any underspend will be carried forward for future scheduled works.
- 3.19 In respect of specific capital projects, the main expenditure being incurred in year is for the demolition and refurbishment works in the Town Centre and works on Melbourne Assembly Rooms both approved as part of the Capital Bidding Round.

IT Strategy

- 3.20 Following approval of an IT Strategy, sums are being set-aside annually to fund new equipment and software.
- 3.21 A three-year planning cycle for replacements of equipment is in place and any overspends, or underspends will either require a drawdown from earmarked reserves or a contribution. The budget is expected to be fully spent in year.

4.0 Capital Reserves

- 4.1 The capital reserve balances for the General Fund and HRA as at the 31 March 2021 are listed below.

| | £ |
|--------------------------------------|-------------------|
| New Build and Acquisition Reserve | 2,942,475 |
| Major Repairs Reserve | 4,457,348 |
| Debt Repayment Reserve | 1,600,000 |
| HRA Capital Reserves | 8,999,823 |
| Capital Receipts Reserve | 2,707,657 |
| General Fund Capital Reserves | 2,707,657 |
| Total Capital Reserves | 11,707,480 |

HRA Capital Reserves

- 3.22 The New Build and Acquisition Reserve is topped up by all retained receipts of sales of Council houses under Right to Buy.
- 3.23 Right to Buy sales have totalled 1 as at 30 June 2022 and a total sum of £65,900 has been received by the Council.
- 3.24 Reinvigoration of Right to Buy has created a new method of reporting sales of housing stock to the Government. The change now means that full reporting and payment of the pooled amount to the Government is only undertaken once a year as opposed to quarterly.
- 3.25 Detail of the retained balance will be reported as part of the final outturn. The retained sum will be transferred to the New Build and Acquisition reserve.

- 3.26 Any underspends on the HRA capital programme are transferred to the Major Repairs Reserve at year-end and the balance is to be utilised in future years as the new schedule for capital works is implemented.
- 3.27 Currently the HRA has debt of £47.4m to be repaid to the Public Works Loan Board at specific dates over a 20-year period because of self-financing.
- 3.28 The profile of debt repayment is listed in the following table.

| Date due | £ |
|-----------------|------------|
| 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 |

| |
|-------------------|
| 47,423,000 |
|-------------------|

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

General Fund Capital Reserves

- 3.30 As part of the Council's Reserve balances, S106 receipts are accumulated and drawn down against specific projects in line with the contractual agreement.
- 3.31 Section 106 contributions are a large element of funding for the Council's capital programme and future planned works. The list of contributions within the Council's control are detailed in Appendix 2 with commentary regarding committed projects and the time frame to spend. Within the Appendix, updates to a couple of the spend deadlines have been in Q1. In summary, the total balance of S106 held by the Council is included in the table below.
- 3.32 S106 is received and monitored by the Council for other public bodies such as Derbyshire County Council and the NHS with sums also being allocated specifically to the Council. Appendix 2 details the total S106 available for the Council to spend on projects and has been broken down between community sums and affordable housing sums. The following table summarises the position as at 30 June 2022.

| | £ |
|--------------------|------------------|
| Affordable Housing | 5,931,988 |
| Community | 3,048,566 |
| Property | 77,921 |
| Other | 434,890 |
| | 9,493,365 |

- 3.33 The Capital Receipts Reserve is made up of asset sales in recent years and there are many projects to be funded from the balance. Committed projects are listed at Appendix 1.

| | £ 2022/23 | £ 2023/24 | £ 2024/25 | £ 2025/26 | £ 2026/27 |
|---------------------------------------|------------------|------------------|----------------|----------------|-----------------|
| General Capital Receipts B/fwd | 2,707,657 | 1,171,678 | 700,205 | 468,217 | -131,783 |

Receipts in Year:

| | | | | | |
|--|--|--|--|--|--|
| | | | | | |
| | | | | | |

Specific Projects:

| | | | | | |
|---------------------------------------|------------|----------|----------|----------|---|
| Strategic Housing Market Assessment | 0 | 0 | -25,000 | 0 | 0 |
| Private Sector Stock Condition Survey | 0 | 0 | -60,000 | 0 | 0 |
| Empty Property Grants | -38,000 | 0 | 0 | 0 | 0 |
| | | | | | |
| | | | | | |
| Midway Community Centre Extension | -111,703 | 0 | 0 | 0 | 0 |
| Vehicle Replacements | 0 | 0 | 0 | -600,000 | 0 |
| Capital Bids approved October 2020 | -1,386,276 | -471,473 | -146,988 | 0 | 0 |

| | | | | | |
|-----------------------------------------------|------------------|----------------|----------------|-----------------|-----------------|
| Total Capital Receipts Reserve Balance | 1,171,678 | 700,205 | 468,217 | -131,783 | -131,783 |
|-----------------------------------------------|------------------|----------------|----------------|-----------------|-----------------|

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

3.35 Planned vehicle replacements may need to be drawn from capital receipts in 2025/26 as there is currently a shortfall in funding in the Asset Replacement Reserve. This is under review and the planned scheduled replacements are due to be reported to Environmental and Development Services Committee and this Committee later in 2022/23.

4.0 Financial Implications

4.1 Detailed in the report.

5.0 Corporate Implications

5.1 None directly.

6.0 Community Impact

6.1 None directly.

COMMITTEE SUMMARY - CAPITAL MONITORING JUNE 2022

| | EXPENDITURE | | |
|------------------------------------------------------|----------------|------------------|------------------|
| | Actual £ | Budget £ | Variance £ |
| Major Improvements under Self-financing | 391,796 | 2,320,000 | 1,928,204 |
| Social Housing Decarbonisation Fund - Wave 1 | 19,158 | 0 | -19,158 |
| Major Disabled Facilities Grant (Council Houses MRA) | 68,226 | 300,000 | 231,774 |
| New Build - Lullington Road, Overseal | 0 | 0 | 0 |
| New Build - Orchard Street, Newhall | 0 | 280,000 | 280,000 |
| Contribution to county wide stock modelling report | 0 | 0 | 0 |
| New Build - Acresford Road, Overseal | 0 | 0 | 0 |
| HOUSING REVENUE ACCOUNT | 479,181 | 2,900,000 | 2,420,819 |
| Disabled Facility Grants and other Works | 84,109 | 400,000 | 315,891 |
| Discretionary Top-up Grants | 0 | 50,000 | 50,000 |
| Healthy Homes Project | 0 | 50,000 | 50,000 |
| Dedicated Mental Health Worker | 10,000 | 40,000 | 30,000 |
| Additional Technical Officer | 8,806 | 40,000 | 31,194 |
| Empty Property Grants | 0 | 38,000 | 38,000 |
| Relocation Grant | 0 | 50,000 | 50,000 |
| Dementia Friendly Homes Grant | 0 | 15,000 | 15,000 |
| Domestic Violence Crisis Prevention | 16,250 | 65,000 | 48,750 |
| Hospital Discharge Grant | 4,938 | 30,000 | 25,062 |
| Healthy Homes Assistance Fund | 50,477 | 100,000 | 49,523 |
| Pilot Schemes | 2,844 | 11,610 | 8,766 |
| Capital One-off Projects | 0 | 117,320 | 117,320 |
| Temporary Health & Housing Co-ordinator | 0 | 45,000 | 45,000 |
| Stay Active and Independent for Longer | 9,051 | 51,725 | 42,674 |
| Temporary Public Health Officer | 10,074 | 45,000 | 34,926 |
| Temporary Occupational Therapist | 0 | 55,000 | 55,000 |
| Fuel Poverty | 0 | 50,000 | 50,000 |
| Property Flood Resilience Recovery Support Scheme | 3,374 | 0 | -3,374 |
| Private Sector Housing | 199,924 | 1,253,655 | 1,053,731 |
| Fly Tipping and Environmental Surveillance | 0 | 0 | 0 |
| Carbon Reduction | 0 | 50,000 | 50,000 |
| Green Homes Grant - Local Authority Delivery | 81,305 | 370,000 | 288,695 |
| Environmental Services | 81,305 | 420,000 | 338,695 |
| Community Partnership Scheme | 55,000 | 239,853 | 184,853 |
| Melbourne Sports Park - Drainage Works | 0 | 0 | 0 |
| Midway Community Centre Extension | 100,754 | 0 | -100,754 |
| Midway Community Centre - Pitches | 0 | 0 | 0 |
| Oversetts Road Football Facility | 0 | 1,188,159 | 1,188,159 |
| SuDS Improvements | 1,165 | 58,000 | 56,835 |
| Paradise Garden, Swadlincote Town Centre | 0 | 30,000 | 30,000 |

| | | | |
|----------------------------------------|--------|---------|---------|
| Revitalising Rosliston Forestry Centre | 4,250 | 376,372 | 372,122 |
| CCTV in Swadlincote Town Centre | 0 | 0 | 0 |
| Improvements to Play Areas | 0 | 152,000 | 152,000 |
| Extension to Marston on Dove Cemetery | 0 | 48,000 | 48,000 |
| Miners Memorial Project, Eureka Park | 1,512 | 169,000 | 167,488 |
| Urban Park at William Nadin Way | 45,021 | 691,619 | 646,598 |
| Improvements to Swadlincote Woodlands | 0 | 30,000 | 30,000 |
| Eureka Park Bowling Green Improvements | 12,550 | 40,000 | 27,450 |

| | | | |
|---------------------------|----------------|------------------|------------------|
| Community Services | 220,253 | 3,023,003 | 2,802,750 |
|---------------------------|----------------|------------------|------------------|

| | | | |
|-------------------------------------------------|--------|---------|---------|
| Vehicle Replacements | 39,995 | 0 | -39,995 |
| Public Building - Repairs & Renewals | 0 | 87,000 | 87,000 |
| Repairs to Village Halls & Community Facilities | 0 | 2,375 | 2,375 |
| Civic Hub - Town Centre Regeneration | 0 | 258,365 | 258,365 |
| Oversetts Road Project | 0 | 0 | 0 |
| IT Strategy | 6,177 | 160,000 | 153,824 |
| Repairs to Melbourne Assembly Rooms | 1,160 | 131,725 | 130,565 |
| Purchase of Chamber Building | -82 | 0 | 82 |
| Drainage Easement at Woodville | 0 | 0 | 0 |
| Demolition of Bank House and Car Park Creation | 10,396 | 0 | -10,396 |

| | | | |
|---------------|---------------|----------------|----------------|
| Assets | 57,646 | 639,465 | 581,819 |
|---------------|---------------|----------------|----------------|

| | | | |
|---------------------|----------------|------------------|------------------|
| GENERAL FUND | 559,127 | 5,336,123 | 4,776,996 |
|---------------------|----------------|------------------|------------------|

| | | | |
|----------------------------------|------------------|------------------|------------------|
| TOTAL CAPITAL EXPENDITURE | 1,038,308 | 8,236,123 | 7,197,815 |
|----------------------------------|------------------|------------------|------------------|

APPENDIX 2

| | | Cultural Services | Affordable Housing | Property | SDDC Unspecified | Spend Deadline | |
|-----------|------------------------|-------------------|--------------------|----------|------------------|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | 1 | £ | £ | £ | £ | 1 | 1 |
| 2006/0885 | Willington and Findern | 19,950 | 0 | 0 | 50,000 | 11/10/2023 | £19.9k towards enhancing open space/recreation facilities, £100k towards improvement to the culverts on and bridges over Willington Brook, £50k spent to date |
| 2006/1453 | Swadlincote | 365 | 0 | 0 | 0 | N/A | |
| 2007/0873 | Swadlincote | 852 | 0 | 0 | 0 | N/A | |
| 2010/0320 | Aston | 932 | 0 | 0 | 0 | N/A | £932 remaining - £19.7k claimed by Aston PC towards outdoor gym equipment in Aug-21. |
| 2011/0006 | Swadlincote | 30,340 | 0 | 0 | 0 | 08/11/2023 | Towards provision of play space - Including within the "Improvements to play areas" project |
| 2011/0292 | Willington and Findern | 41,007 | 0 | 0 | 0 | N/A | Towards Twyford Pavilion - £5.8k paid to Willington Parish for tennis courts in Dec-21 |
| 2011/0329 | Swadlincote | 19,386 | 0 | 0 | 0 | 29/03/2024 | Towards the provision of local open space facilities - Including within the "Improvements to play areas" project |
| 2011/0952 | Newhall and Stanton | 15,708 | 0 | 0 | 0 | 05/05/2022 | Included within the "Improvements to play areas" project at Newhall Park - SDDC currently retrieving quotes |
| 2012/0568 | Aston | 359,550 | 0 | 0 | 0 | £267,431 - 28/02/2024 £272,119 - 02/02/2026 | 180k to Derby City for Chellaston Community Centre (now paid out) - 87k is in discussion with Swarkestone / Elvaston Cricket Club |
| 2012/0586 | Woodville | 11,918 | 0 | 0 | 0 | N/A | Towards the provision of Open Space |
| 2012/0743 | Church Gresley | 214,779 | | 77,921 | 0 | £135,922 - 20/11/2022 £156,778 - 30/08/2024 | £212k towards Urban Park Project, £77.9k Green Bank |
| 2012/0743 | Church Gresley | | 152,773 | | 0 | N/A | Towards Cadley Hill affordable housing |
| 2012/0861 | Woodville | 22,134 | 0 | 0 | 0 | N/A | Towards the provision of open space - Including within the "Improvements to play areas" project |
| 2013/0364 | Woodville | 2,118 | 0 | 0 | 0 | 15/03/2022 | Towards play equipment at Swadlincote Woodlands - SDDC currently in the process of retrieving prices |
| 2013/0643 | Repton | 0 | 497,916 | 0 | 0 | 22/12/2026 | Towards Provision, improvement, maintenance or management of affordable housing within the Repton Ward |

| | | | | | | | |
|-----------|---------------------|---------|---|---|---|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| 2013/0818 | Swadlincote | 59,497 | 0 | 0 | 0 | 20/03/2024 | Towards purchasing and maintaining off-site open space - Urban Park project (spend deadline changed from 20/03/22) |
| 2013/1044 | Hilton | 214,103 | 0 | 0 | 0 | £55,425 - 21/06/2023 £158,677 - 30/06/2026 | Hilton PC taking lead - £55k towards Scout Hut |
| 2014/0222 | Newhall and Stanton | 16,892 | 0 | 0 | 0 | £8,398 - 01/09/2022 £8,494 - 03/04/2023 | Included within the "Improvements to play areas" project at Newhall Park |
| 2014/0232 | Aston | 7,419 | 0 | 0 | 0 | 06/04/2024 | Towards the provision of local outdoor recreational facilities - Weston & Aston PC have project for RIA |
| 2014/0300 | Swadlincote | 25,858 | 0 | 0 | 0 | 22/10/2024 | Towards renovation of multi-use games area at Maurice Lea Memorial Park |
| 2014/0431 | Seales | 6,200 | 0 | 0 | 0 | 30/06/2022 | Towards Salts Meadow and Swadlincote Woodlands Glade Creation in March 2022. |
| 2014/0562 | Etwall | 63,789 | 0 | 0 | 0 | £60,386 - 06/11/2024 £63,790 - 21/10/2026 | Towards increasing the capacity of Etwall Leisure Centre - £60k to be claimed by JPS for tennis courts/MUGA - spend approved at JMC |
| 2014/0740 | Woodville | 126,816 | | | | 31/01/2027 | £81K Outdoor sports, £45k Built facilities |
| 2014/0888 | Newhall and Stanton | 570,000 | 0 | 0 | 0 | 15/03/2025 | Towards Oversetts Road Football Facility |
| 2014/0948 | Linton | 187,415 | 0 | 0 | 0 | 04/12/2025 | Towards outdoor Recreational facilities & improvement of off-site open space at Rosliston Forestry Centre |
| 2014/1141 | Melbourne | 15,326 | 0 | 0 | 0 | £7,644 - 01/11/2028 £7,682 - 08/02/2029 | Towards Kings Newton Bowls Club |
| 2015/0029 | Seales | 26,368 | 0 | 0 | 0 | £12,904 - 25/03/2026 £13,464 - 01/10/2026 | Towards the changeroom at Overseal Rec |
| 2015/0396 | Newhall and Stanton | 13,815 | 0 | 0 | 0 | 04/09/2024 | Towards Oversetts Road Football Facility |
| 2015/0426 | Linton | 20,946 | 0 | 0 | 0 | 21/11/2024 | Badgers Hollow Recreation Ground - towards provision and or improvement of youth facilities - Linton PC obtaining quotes |
| 2015/0534 | Woodville | 31,692 | 0 | 0 | 0 | 03/01/2023 | Towards open space - Woodville PC taking lead |
| 2015/0561 | Woodville | 20,402 | 0 | 0 | 0 | 12/12/2024 | £16.9k towards Main Street Rec, £3.5k towards Goseley Community Centre |
| 2015/0563 | Woodville | 8,335 | 0 | 0 | 0 | 07/02/2024 | Towards provision of outdoor sports facilities, open space and build facilities - currently in talks with Hartshorne PC |
| 2015/0723 | Linton | 71,655 | 0 | 0 | 0 | 14/08/2024 | Towards enhancements to RFC visitor centre, RFC play equipment and sports pitches at Strawberry Lane |

| | | | | | | | |
|-----------|-------------|---------|-----------|---|---------|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2015/0768 | Etwall | 188,447 | | 0 | 0 | £98,440 - 14/02/2023 £47,686 - 28/09/2025 £94,511 - 27/07/2026 | £188k towards Newhouse Farm Community Centre £52k (now paid) towards group exercise and swimming provision at Etwall LC. |
| 2015/0768 | Etwall | | 1,071,180 | 0 | 0 | 09/08/2024 | Towards housing within the Derby fringe |
| 2015/0768 | Etwall | | 1,071,180 | 0 | 0 | 20/10/2025 | Towards housing within the Derby fringe |
| 2015/0768 | Etwall | | 1,103,640 | 0 | 0 | 27/07/2026 | Towards housing within the Derby fringe |
| 2015/0976 | Woodville | 7,316 | 0 | 0 | 0 | 29/11/2023 | Woodville Parish looking to spend at Woodville Recreation Ground |
| 2015/1108 | Hatton | 96,066 | 0 | 0 | 0 | 22/10/2026 | Towards the enhancement of Scropton Road Recreation Ground |
| 2016/0094 | Midway | 26,256 | 0 | 0 | 0 | 19/10/2025 | Towards Eureka Park, Miner's memorial and Swadlincote Town Hall improvements |
| 2016/0288 | Swadlincote | 26,000 | 0 | 0 | 0 | 24/06/2026 | Towards improving play or sports facilities at Swadlincote Woodlands |
| 2016/0329 | Woodville | 28,960 | 0 | 0 | 0 | 02/07/2025 | £5.5k towards improvements of the pavilion at Woodville Rec, £14k towards grass pitches at Woodville Rec, £9.3k towards Footpath connections at Woodville Woodlands - Including within the "Improvements to play areas" project |
| 2016/0583 | Aston | 15,733 | 0 | 0 | 0 | 20/02/2024 | Towards local areas of play - Derby City taking lead on spend |
| 2016/0870 | Aston | 9,660 | 0 | 0 | 0 | £4,775 - 26/06/2024 £4,885 - 21/11/2024 | Towards provision of outdoor sports facilities at Aston recreation Ground - Aston PC claimed £5.3k in Oct-21 towards disabled access at Aston recreation centre |
| 2016/0898 | Aston | 7,443 | 0 | 0 | 0 | 05/07/2023 | Towards permitting public access to social and community facilities - Weston & Aston PC have project for RIA |
| 2016/1118 | Repton | 34,767 | 0 | 0 | 0 | £17,277 - 02/03/2026 £17,490 - 13/07/2026 | £12.4k Towards extension of Repton Village Hall, £22.3k towards improvements to Broomfields Playing Fields |
| 2017/0194 | Repton | 44,338 | 0 | 0 | 0 | 15/06/2026 | £7.5k towards Repton Village Hall, £36.7k towards improvements & recreational facilities at Broomfields Playing Fields |
| 2017/0349 | Etwall | 75,648 | | 0 | 370,682 | 28/09/2025 | £75k Potentially towards a sporting hub - discussions ongoing, £370.6k towards travel plan. |
| 2017/0349 | Etwall | | 1,580,131 | 0 | | 05/01/2027 | Affordable housing within the administrative area of the Council (North West fringe) |

| | | | | | | | |
|------------------------|---------------------|------------------|------------------|---------------|----------------|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| 2017/0416 | Church Gresley | 24,979 | 0 | 0 | 0 | N/A | £12k towards play equipment at Maurice Lea Memorial Park, £7k towards Woodhouse Recreation Ground, £4k towards Greenbank Leisure Centre |
| 2017/0667 | Newhall and Stanton | 118,428 | | 0 | 0 | £42,246 - 02/02/2026 £76,182 - 02/02/2028 | £76k Towards Urban Park project, £42k towards works to swimming pool at Green Bank |
| 2017/0667 | Newhall and Stanton | | 62,360 | 0 | 0 | 16/11/2025 | Towards the provision of affordable housing on the Swadlincote South fringe |
| 2017/0667 | Newhall and Stanton | | 124,803 | 0 | 0 | 02/02/2026 | Towards the provision of affordable housing on the Swadlincote South fringe |
| 2017/0667 | Newhall and Stanton | | 64,187 | 0 | 0 | 31/08/2026 | Towards the provision of affordable housing on the Swadlincote South fringe |
| 2017/0819 | Seales | 5,635 | 0 | 0 | 0 | 28/02/2023 | Towards improving existing changing rooms at Overseal Recreation Ground. Currently speaking with Overseal PC |
| 2017/1293 | Hilton | 66,339 | 203,817 | 0 | 0 | 04/10/2024 | Towards the provision of native hedgerow planting as mitigation for the loss of hedgerow to be caused as a result of the Development |
| 2018/0265 | Linton | 13,628 | | | | 04/02/2027 | Built facilities |
| 2018/0377 | Woodville | 14,099 | 0 | 0 | 0 | 16/03/2026 | £3.4k towards Goseley Community Centre, £10.6k towards Improvements to Swadlincote Woodlands. £6.2k paid to Hartshorne Cricket Club in Nov-21 |
| 2019/1183 | Swadlincote | 0 | 0 | 0 | 14,208 | N/A | Towards the CCG and improvements at Swadlincote Surgery |
| 2019/1205 | Hilton | 3,662 | 0 | 0 | 0 | N/A | Towards enhancing and managing biodiversity |
| 2019/1427 | Newhall and Stanton | 15,591 | 0 | 0 | 0 | 10/06/2026 | Towards enhancements to the Urban Park |
| 2020/0592 | Melbourne | 0 | 0 | 0 | 0 | 04/10/2026 | £18k towards enhancements of Melbourne Assembly Rooms, £33k towards MSP drainage project - application form sent 24/01/22 |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| TOTAL AVAILABLE | | 3,048,566 | 5,931,988 | 77,921 | 434,890 | 9,493,365 | |

| | | |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| REPORT TO: | FINANCE AND MANAGEMENT COMMITTEE | AGENDA ITEM: 11 |
| DATE OF MEETING: | 25 AUGUST 2022 | CATEGORY: DELEGATED |
| REPORT FROM: | STRATEGIC DIRECTOR (CORPORATE RESOURCES) | OPEN |
| MEMBERS' CONTACT POINT: | CHARLOTTE JACKSON charlotte.jackson@southderbyshire.gov.uk | DOC: s/finance/committee/22-23/August |
| SUBJECT: | TREASURY MANAGEMENT UPDATE 2022-23 | REF |
| WARD (S) AFFECTED: | ALL | TERMS OF REFERENCE: FM08 |

1.0 Recommendation

- 1.1 That the latest Treasury Management Update for quarter 1 2022/23 as detailed in **Appendix 1** is considered and approved.
- 1.2 That the updated Counterparty List for investments and bank deposits as detailed in **Appendix 2** is approved.

2.0 Purpose of the Report

- 2.1 To provide an update on the Council's treasury management activities for the first quarter of 2022/23.
- 2.2 To provide an update on external economic factors and how these may affect treasury management in the future.

3.0 Financial Implications

- 3.1 As detailed in the report

4.0 Corporate Implications

- 4.1 None directly

5.0 Community Implications

- 5.1 None directly

6.0 Background Papers

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



South Derbyshire District Council

Treasury Management Report Q1 2022/23

Introduction

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

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

CIPFA published its revised Treasury Management Code of Practice and Prudential Code for Capital Finance in December 2021. The key changes in the two codes are around permitted reasons to borrow, knowledge and skills, and the management of non-treasury investments. The principles within the two Codes took immediate effect although local authorities could defer introducing the revised reporting requirements within the revised Codes until the 2023/24 financial year if they wish which the Authority has elected to do.

Treasury risk management at the Authority is conducted within the framework of the TM Code. This Code now also includes extensive additional requirements for service and commercial investments, far beyond those in the 2017 version.

External Context

Economic background: Following Russia's invasion of Ukraine in February, global inflationary pressures have intensified sharply, leading to a sizeable deterioration in the outlook for world and UK growth.

The economic backdrop in the April-June quarter was characterised by higher oil, gas and commodity prices, fears of rising and persistent inflation and its damaging impact on consumers' cost of living, little indication of an imminent end to Russia-Ukraine hostilities and supply chain bottlenecks exacerbated by war in Ukraine and lockdowns in China.

Added to this was tough rhetoric and action by central bankers globally on fighting inflation through higher interest rates and quantitative tightening even as financial conditions became increasingly difficult for consumers, more so for those whose wages have not kept pace with inflation.

In the UK inflation remained elevated. Ofgem, the energy regulator, increased the energy price cap by 54% in April, equivalent to around £700 for a household with average energy consumption (the cap had already increased 12% back in October 2021). May data showed CPI edging higher to 9.1% while the core CPI rate, which removes energy, fuel and food was 5.9%. RPI rose to 11.7%.

The labour market continued to show signs of tightness as employers struggled to fill vacancies with workers with skill sets matching their requirements. The unemployment rate 3m/year for April fell to 3.8% and is now below pre-pandemic levels. Pay growth was 6.8%

for total pay (including bonuses) and 4.2% for regular pay; however, adjusted for inflation, growth in total pay was just 0.4%, whilst regular pay fell 2.2%.

Unsurprisingly, with disposable income squeezed and another energy cap increase due in October, consumer confidence plummeted to the level last seen during the 2008/09 financial crisis. Quarterly GDP growth was 0.8% in the January-March quarter and the Bank of England now expects a decline of 0.3% in Q2 2022.

Having increased interest rates by 0.25% in April, the Bank of England's Monetary Policy Committee on the 15th of June 2022 voted 6-3 to increase the official Bank Rate by 0.25% to 1.25%. Those members in the minority preferred to increase Bank Rate by 0.5%. Rises in the input and output producer price measures suggest further inflationary pressure is in the pipeline. The Bank of England is therefore unlikely to become complacent, so further rate rises look likely in the near term.

Annual inflation in the US rose to 8.6% in May, the highest in nearly 40 years. The Federal Reserve also stepped up its fight against inflation with a 0.5% hike in rates in May followed by a further increase of 0.75% in June, the latter its most aggressive hike since 1994 and higher than markets expected, taking policy rates to a range of 1.5% - 1.75%.

Inflation in the Eurozone also pushed higher to 8.1%, with energy price pressures a major contributor. Europe is heavily impacted by the energy crisis following the Russian invasion of Ukraine, but concerns about the Eurozone's peripheral members and highly indebted members states complicates the European Central Bank's response as it seeks to normalise monetary policy. The ECB stated it would end quantitative easing at the beginning of July and then increase interest rates by 0.25% later in the month, the first hike since 2011. The central bank's Governing Council also convened an emergency meeting in June to address 'fragmentation' risks.

Financial markets: Heightened uncertainty characterised financial market sentiment and bond yields were similarly volatile but with a general upward trend as concern over higher inflation and higher interest rates dominated.

Over the quarter the 5-year UK benchmark gilt yield rose from 1.41% to 1.89%, the 10-year gilt yield rose from 1.61% to 2.35% and the 20-year yield from 1.82% to 2.60%. The Sterling Overnight Rate (SONIA) averaged 0.89% over the period.

Credit review:

In May Moody's affirmed the long-term rating of Guildford Borough Council at Aa3, a reflection of the Council's solid track record of budgetary performance and high level of usable reserves, but changed the 'outlook' (the longer-term direction of travel) to negative. The agency downgraded the long-term rating of Warrington Borough Council from A2 to A3 and that of Transport for London (TfL) from A3 to Baa1.

Having completed its full review of its credit advice on unsecured deposits at UK and non-UK banks, in May Arlingclose extended the maximum duration limit for five UK banks, four Canadian banks and four German banks to six months. The maximum duration for unsecured deposits with other UK and non-UK banks on Arlingclose's recommended list is 100 days.

Arlingclose continued to monitor and assess credit default swap levels for signs of credit stress but made no changes to the counterparty list or recommended durations. Nevertheless, increased market volatility is expected to remain a feature, at least in the near term and, as ever, the institutions and durations on the Authority's counterparty list recommended by Arlingclose remains under constant review.

Local Context

On 31st March 2022, the Authority had net investments of £20.498m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors are summarised in the table below.

Capital Financing Requirement (CFR)

| | 31.03.22 Actual £,000 | 30.06.22 Actual £'000 |
|-------------------------------------------------------|--------------------------------------|--------------------------------------|
| <u>Housing Revenue Account</u> | | |
| Debt Outstanding | 47,423 | 47,423 |
| Capital Financing Requirement (CFR) | 51,584 | 51,584 |
| Statutory Debt Cap | 66,853 | 66,853 |
| Borrowing Capacity (Cap less Debt Outstanding) | 19,430 | 19,430 |
| | | |
| <u>General Fund</u> | | |
| Debt Outstanding | 0 | 0 |
| Capital Financing Requirement (CFR) | 4,409 | 4,409 |
| Statutory Debt Cap | 4,409 | 4,409 |
| Borrowing Capacity (Cap less Debt Outstanding) | 4,409 | 4,409 |
| | | |
| Total Capital Financing Requirement (CFR) | 55,993 | 55,993 |

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

The treasury management position at 30th June 2022 and the change over the quarter is shown below.

Treasury Management Summary

| | 31.03.22 Balance £m | Movement £m | 30.06.22 Balance £m | Average Rate % |
|---------------------------|---------------------------|----------------|---------------------------|----------------------|
| Long-term borrowing: | | | | |
| Fixed | 47,423 | 0 | 47,423 | 3.19% |
| Variable | 0 | 0 | 0 | 0.00% |
| Short-term borrowing | 89 | 0 | 89 | 0.25% |
| Total borrowing | 47,512 | 0 | 47,512 | |
| Long-term investments | 4,000 | 0 | 4,000 | |
| Short-term investments | 60,000 | (4,500) | 55,500 | 0.76% |
| Cash and cash equivalents | 4,010 | 3,703 | 7,713 | 0.68% |
| Total investments | 68,010 | (797) | 67,213 | |
| Net borrowing | 20,498 | (797) | 19,701 | |

Borrowing update

PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Authority intends to avoid this activity in order to retain its access to PWLB loans.

Borrowing Activity

As outlined in the treasury strategy, the Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective. The Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio.

Over the April-June quarter, short-term rates rose between 0.5% and 0.9% and long-term rates rose between 0.6% and 0.8%.

In keeping with the Authority's objectives, no new borrowing was undertaken, while existing loans were allowed to mature without replacement. This strategy enabled the Authority to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.

At 30th June 2022 the Authority held £47.4m of loans. These loans were taken out by the Authority in 2011/12 for the purpose of HRA self-financing. The principal element of these loans is repayable in full on maturity, with interest being paid each March and September.

The short-term borrowing of £89k relates to deposits received from two Parish Councils within the District. These loans can be recalled on immediate notice. Interest is calculated at the Bank of England Base Rate, less 1%. Interest will be payable half yearly after the 30th September and the second after 31st March.

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

Borrowing Position

| Loan Profile | Type | Value £'000 | Rate % | Maturity |
|----------------------------------|-------------|------------------------|-------------------|-----------------|
| Public Works Loan Board | Fixed | 10,000 | 2.70 | 2023/24 |
| Public Works Loan Board | Fixed | 10,000 | 3.01 | 2026/27 |
| Public Works Loan Board | Fixed | 10,000 | 3.30 | 2031/32 |
| Public Works Loan Board | Fixed | 10,000 | 3.44 | 2036/72 |
| Public Works Loan Board | Fixed | 7,423 | 3.50 | 2041/42 |
| Total Long-term borrowing | | 47,423 | | |
| Short-term Parish Council Loans | | 89 | 0.25 | |
| Total borrowing | | 47,512 | | |

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

Treasury Investment Activity

CIPFA revised TM Code defines treasury management investments as those which arise from the Authority's cash flows or treasury risk management activity that ultimately represents balances which need to be invested until the cash is required for use in the course of business.

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the year, the Authority's investment balances ranged between £44m and £57m million due to timing differences between income and expenditure. The investment position is shown in the table below.

Treasury Investment Position

| | 31.03.22 Balance £'000 | Q1 2022 Movement £'000 | 30.06.22 Balance £'000 | 30.06.22 Rate of Return % |
|--------------------------|---------------------------------------|---------------------------------------|---------------------------------------|----------------------------------------------|
| Banks (unsecured) | 4,010 | 3,703 | 7,713 | 0.68 |
| Local Authorities | 52,000 | (8,000) | 44,000 | 0.64 |
| Money Market Funds | 8,000 | 3,500 | 11,500 | 0.99 |
| CCLA Property Fund | 4,000 | 0 | 4,000 | 3.19 |
| Total investments | 68,010 | (797) | 67,213 | |

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

The 0.25% increases in Bank Rate at the MPC's meetings in May and June and with the prospect of more increases to come, short-dated cash rates, which had ranged between 0.7% - 1.5% at the end of March, rose on average by 0.65% over the quarter.

At the end of June, the rates on DMADF deposits ranged between 1.05% and 1.78% and the return on sterling low volatility net asset value (LVNAV) Money Market Funds ranged between 0.88% - 1.02% p.a.

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

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

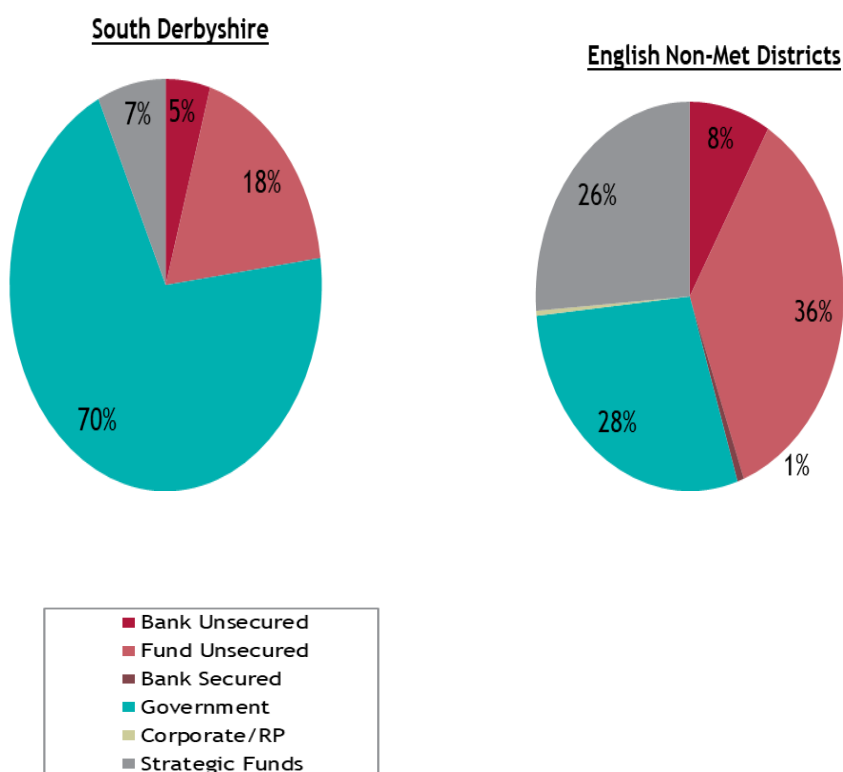
| | Credit Score | Credit Rating | Bail-in Exposure | Weighted Average Maturity (days) | Rate of Return % |
|--------------------|---------------------|----------------------|-------------------------|-----------------------------------------|-------------------------|
| 30.06.2022 | 4.51 | A+ | 25% | 104 | 0.85 |
| Similar LAs | 4.44 | AA- | 64% | 45 | 1.63 |
| All LAs | 4.46 | AA- | 64% | 16 | 1.38 |

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

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

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

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



This chart illustrates the type of investment funds held by the Council in comparison to other similar Local Authorities, this shows in greater detail, the comparisons in the bail in exposure and rate of return, on the above security benchmark table. The unsecured funds held by other Local Authorities is a much higher percentage of their investment portfolio, which will offer them a higher rate of return, however the bail in exposure risk to funds is 64% of their total portfolio., The Council have invested their funds in much safer secured investments (Government) which my produce a smaller yield (0.85%) but the risk to Council funds is low at 25%.

Externally Managed Pooled Funds

£4m of the Authority's investments is invested in externally managed strategic pooled property funds where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability. These funds are expected to generate an average return of £35k - £40k per quarter, its estimated £140k - £160k income return will be achieved this year, which is used to support services in year.

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

CCLA Property Fund Performance

| | | 2021/22 | 2022/23 |
|---------------------------------|------------|---------|---------|
| | | Q4 | Q1 |
| Dividend Received | £ | 34,693 | 35,499 |
| Annual Equivalent Interest Rate | % | 3.28% | 3.19% |
| Bid (Selling) Price | pence/unit | 339.82 | 357.58 |

The mid-market value of the fund as at the 30 June 2022 is £4,520,439 and the bid market value is £4,450,369. The quarters market and bid values have increased from March 22 by 5.23%. This reinforces the notion that the Fund should only be considered for long-term investments.

The authority's investment in the CCLA fund will remain stable throughout 22/23 with performance continuing to yield positive dividends.

Performance

Average 7-Day Money Market Rate

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

| | As at 31.03.22 | As at 30.06.22 |
|-------------------------------------------------------|-------------------|-------------------|
| Average 7-Day Money Market Rate (Target) | 0.19% | 0.87% |
| Average Interest Rate Achieved on Short Term Deposits | 0.26% | 0.75% |

Our current investment profile includes several local authority loans which were dealt during 21/22 financial year when interest rates were not as favourable. This therefore brings down the overall average interest-rate on short term deposits. The expectation being, as these loans mature higher interest rates will be achieved upon new dealings.

Cost of Debt

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

| General Fund Impact per Council Tax Payer | Actual 31.03.2022 | Actual 30.06.22 | Estimated 31.03.2023 |
|-------------------------------------------|----------------------|--------------------|-------------------------|
| | £'000 | £'000 | £'000 |
| Net Interest Received - General Fund | -£136,959 | -£87,913 | -£100,000 |
| Band D Properties | 35,218 | 36,702 | 36,702 |

| | | | |
|---------------------------------|---------------|---------------|---------------|
| Cost per Band D Property | -£3.89 | -£2.40 | -£2.72 |
|---------------------------------|---------------|---------------|---------------|

The cost of debt on each council tenant (HRA) is shown below. The performance for the first quarter is the actual costs compared to the estimated costs for the year. The fluctuation in interest paid is the decrease in interest rate of the £10m variable loan and the acquisition of new council houses.

| HRA Debt Interest per Dwelling | 31.03.22 Actual | 30.06.2022 Estimated |
|---------------------------------------|------------------------|-----------------------------|
| HRA Interest Payable | 1,527,260 | 1,456,005 |
| Dwellings | 2,949 | 2,937 |
| Annual Cost per Dwelling | £517.89 | £495.75 |

Compliance

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

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

Investment limits

| Sector | Maximum Investment Q1 2022 | Counterparty Limit | Time Limit | Sector Limit | Complied |
|-----------------------------------------------|-----------------------------------|---------------------------|-------------------|---------------------|-----------------|
| The UK Government | £22m | £25m | 364 days | n/a | ✓ |
| Local authorities & other government entities | £40m | £5m | 364 days | Unlimited | ✓ |
| Banks (unsecured)* | £2.8m | £3m | 35 days | Unlimited | ✓ |
| Building societies (unsecured)* | £2m | £2m | 35 days | £5m | ✓ |
| Money Market Funds* | £14m | £2m | 60 days | £14m | ✓ |
| Strategic Pooled Funds | £4m | £4m | n/a | £4m | ✓ |

| | | | | | |
|--------------------|---|-----|---------|-----------|---|
| Other Investments* | 0 | £1m | 35 days | Unlimited | ✓ |
|--------------------|---|-----|---------|-----------|---|

COUNTERPARTY LIST 2022/23
(as at June 2022)

Treasury investment counterparties and limits

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

This table must be read in conjunction with the notes below

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

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

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

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

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

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

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

| | | |
|-------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------|
| REPORT TO: | FINANCE AND MANAGEMENT COMMITTEE | AGENDA ITEM:12 |
| DATE OF MEETING: | 25 AUGUST 2022 | CATEGORY: OPEN |
| REPORT FROM: | STRATEGIC DIRECTOR (CORPORATE RESOURCES) | |
| MEMBERS' CONTACT POINT: | ANTHONY BAXTER anthony.baxter@southderbyshire.gov.uk | DOC: |
| SUBJECT: | TRANSFORMATION AND BUSINESS CHANGE | |
| WARD(S) AFFECTED: | ALL | TERMS OF REFERENCE: FM13 |

1.0 Recommendations

- 1.1 That the Committee considers progress as set out in the Transformation and Business Change Plan 2020 to 2024 and agrees the annual work programme 2022-23 following the mid-term review.

2.0 Purpose of the Report

- 2.1 To provide an update on progress in relation to Transformation and Business Change plan 2020-2024 and advise on forthcoming work commissioned to support the Corporate Plan 2020-2024, reduce operational risk and optimise critical areas of service delivery.

3.0 Background

- 3.1 The Transformation & Business Change Plan 2020-2024 provides the strategic narrative and focal point for change across the Council. The Plan and its supporting framework, methods, resources and reporting were adopted by Elected Members on 22nd July 2020 to ensure a robust process and unified leadership for Transformation
- 3.2 As the appointed delivery model for integrating the Council's ambitions into day to day operations, the Transformation & Business Change Plan establishes four clear building blocks for success.
- 3.3 These themed areas provide the focused professional support to groups of common projects and are managed through a mechanism called the Programme Management Office [PMO].

- 3.4 The Business Change team are responsible for operating the PMO for the Council, which operates to industry standard PRINCE2 methodologies. The PMO is the clearing house for new and existing projects as well as governance and operating methods.
- 3.5 The Chief Operating Officer in this case, the Head of Business Change and ICT acts as the link between the Council, the PMO and the Council's transformation governance, the Transformation Steering Group which sets the priorities for each year of the Plan.

4.0 Progress

- 4.1 The Transformation and Business Change Plan 2020-2024 is split into four core themes as described above to support the Corporate Plan 2020-2024. These themes are Customers, Technology, People and Process.
- 4.2 Against each theme, definitive projects are identified. These projects differ in their length, complexity, and cost. The Annual work programme is the document produced each year to record and prioritise the delivery of projects identified in the Transformation Roadmap.
- 4.3 A summary of the key projects, with progress updates, is shown in the following table.

| Core Theme | Progress since July 2021 |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Our Customers | <ul style="list-style-type: none"> Bookings and Appointments system has been expanded and is currently being used for Lodge bookings as well as environmental education and town centre events. Updated the corporate call routing solution for interactive voice recognition (IVR). The system provides more details and gives customers more options when on a call to enhance their experience. A standardised and consistent approach to Customer Service developed through the consultation and authoring of Customer Service Standards. The standards have been widely communicated and ensure employees have a knowledge hub to learn the 'Brand Standard' |
| Our Technology | <ul style="list-style-type: none"> New corporate performance solution developed and implemented to improve the collection and presentation of Corporate Plan data using Microsoft PowerBI. Further improvements to the new corporate intranet using Microsoft SharePoint and Office 365 features. The platform has grown since its launch into the first point of call of all corporate information and employee engagement. Housing Modernisation Programme established, recruited a dedicated Programme Manager. The work completed so far includes the successful system change for Choice Based Letting and Homelessness, the pilot of paperless job tickets for repairs and improvements to data held in the asset system Lifespan along with employee training. Work continues on the system upgrade of Orchard, testing has taken place on the new version and interfaces are now being stress tested. |

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| | <ul style="list-style-type: none"> • Comprehensive upgrade work has taken place to ICT security, including new Firewall, demilitarised zone [DMZ] and updated network security • Tender for cloud-based backup of Office365 to complement existing backup solutions. • Large scale, complex tender completed for the decommission of ISDN lines at Civic Office and replacement with SIP. (Replacement of analogue phone lines to an internet based digital line). • Upgrade and configuration of IVR (Interactive Voice Response) call routing for corporate contact centre to ease call waiting times and give a more informed customer experience. • https://www.visitsouthderbyshire.co.uk Visit South Derbyshire site launched and enjoyed a very positive reception, integrating maps with local attractions, walks and activities for a modern and user friendly experience to promote tourism. • https://www.destinationsouthderbyshire.co.uk with the sister site 'Destination South Derbyshire' developed and launched to promote further aspects of the district including investment and relocation. • https://www.roslistonforestrycentre.co.uk a new modern website for the Rosliston Forestry Centre has been developed in house with payment integration for lodge bookings, a more user friendly navigation and better google optimisation to increase traffic. |
| Our People | <ul style="list-style-type: none"> • Flexible Working Policy has been implemented as part of the Future Service Delivery Programme established in summer 2021. The process involved multiple, full scale consultations with employees, Trade Unions and Elected Members. This element of the programme involved cross organisational task groups to determine the most suitable and compliant health and safety, policy guidance, accommodation use, technology and employee training. The project was concluded by a series of orientation sessions delivered in July 2022 and is now undergoing a review period. |
| Our Process | <ul style="list-style-type: none"> • Procurement, consultancy and implementation of Route Optimisation software has taken place. The newly presented routes are not yet in operation, following the passing of the previous Head of Service the project was placed on hold pending the new Head of Service arrival. • The Future Service Delivery Programme was established to design, communicate and implement a refreshed service delivery and employment model which will consider and adopt best practice employment policies, class-leading technology and fit for purpose accommodation. |

5.0 **Mid-Term review**

- 5.1 When the Transformation and Business Change Plan was authored in 2019-20 the immediate work to be completed in the following 24 months became very clear and the four year roadmap reflected this with an ambitious programme of approximate 20 projects per year, varying in levels of complexity and cost.
- 5.2 The later years, whilst referencing known deadlines such as system refreshes, were purposefully less populated to allow the flexibility and capacity to respond to emerging workloads and opportunities.

- 5.3 The first two years of the Transformation and Business Change plan were delivered solely in the COVID-19 pandemic. This in itself was a challenge, but also became the aforementioned opportunity to gain a fresh insight into the demands and operations across the district.
- 5.4 The projects completed to date have been largely enabling projects concerned with updating, refreshing and refocusing infrastructure and processes. The Council can be proud of the work undertaken and indeed in many cases has best in class solutions.
- 5.5 A mid-term review was conducted in the first quarter of 2022-23 to evaluate the next deployment of resources against known issues, priorities and risks. The review involved consultation with project owners, the Transformation Steering Group, Leadership Team and the PMO.
- 5.6 Based on the findings of the review it has been proposed that the next work programme reduce the amount of projects and increase the amount of dedicated contact time for improvement work on priority areas.

6.0 Work programme 2022-2023

- 6.1 Heads of Service are consulted annually regarding any emerging work requiring Business Change support or transformative activities to be added to the Transformation roadmap. Up to this point in the Plan the change projects have been evenly split between the Council's directorates.
- 6.2 Any given work programme is authored to respond to organisational demands. Both Officers and Elected Members have expressed several reoccurring themes they see as opportunities to improve. With these expressions, combined with customer feedback and the mid-term review, it has become evident that the Council has a few areas where dedicated transformation support would provide a level of improvement and confidence in keeping with a responsive and customer focused organisation.
- 6.3 The work of the PMO will now be allocated into two categories, the priority Transformation work as set out below and the project management support to Heads of Service, responsible for completion of the work in their service areas under the guidance and structure and scrutiny of the PMO.
- 6.7 The core focus of the work programme shall be:
- **Planning Service Review** – a short task and finish project whereby change specialists will collaborate with the Planning service to identify any opportunities in processes, technology or otherwise for immediate implementation to assist with workload growth.
 - **Housing Modernisation Programme** – already established, a multi-year dedicated improvement process spanning the Housing service.
 - **Depot. Improvement Programme** – a long term project akin to the Housing Improvement Programme whereby several linked projects form a programme of improvement.

- **Customer Access and Experience** – following on from where previous work was paused due to resources being diverted to COVID response, this programme will address customer journey, expectations, processes and technology all with the primary objective to provide the best customer experience possible. This project will also provide the business case for funding these tools.

6.8 The work programme is heavily weighted within the Directorate of Service Delivery which reflects the Council's commitment to front line services and correlates with known opportunities for improvement.

7.0 Financial Implications

- 7.1 None directly arising from this report however software will be procured to accelerate the resolution of common faults shortly through the ICT Reserve. A tender exercise will take place and Officer delegated authority will be used to sign any relevant contracts.
- 7.2 It should be noted that as part of the methodology used for transformation, each project must demonstrate value for money through a combination of economy, efficiency, and effectiveness. Some projects may not deliver cashable savings but will focus on a more effective service for customers within current resources.

8.0 Corporate Implications

Employment Implications

- 8.1 None directly arising from this report. A full assessment of the employment implications will be completed on any proposals brought back to the Committee if and when appropriate.

Legal Implications

- 8.2 None directly arising from the report. Liaison takes place with Legal Services following any contractual changes arising from any projects or the implementation of new systems.

Corporate Plan Implications

- 8.3 This report seeks to make best use of resources across the Council that will allow the optimum execution of services to residents, partners, and members of the community in meeting the Council's Corporate Plan and key aims under the priorities, Our Environment, Our People and Our Future.

8.4 Risk Impact

None directly arising from the report.

9.0 Community Impact

9.1 None directly arising from the report.

10.0 Equality, Diversity and Inclusion Impact

10.1 Equality impact assessments will be conducted on any proposals that are required.

11.0 Social Value Impact

11.1 None directly arising from the report.

12.0 Background Papers

12.1 None.

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| REPORT TO: | FINANCE AND MANAGEMENT COMMITTEE | AGENDA ITEM: 13 |
| DATE OF MEETING: | 25 AUGUST 2022 | CATEGORY: RECOMMENDED |
| REPORT FROM: | STRATEGIC DIRECTOR - SERVICE DELIVERY | OPEN |
| MEMBERS' CONTACT POINT: | IAN GEE – 8751 ian.gee@southderbyshire.gov.uk | DOC: |
| SUBJECT: | FINANCIAL CONTRIBUTION TOWARDS AN ACTIVE SCHOOLS PARTNERSHIP PE & SCHOOL SPORT APPRENTICE THROUGH AMBER VALLEY SCHOOL SPORT PARTNERSHIP (AVSSP) | |
| WARD(S) AFFECTED: | ALL | TERMS OF REFERENCE: HCS07 |

1. Recommendations

- 1.1 To approve a financial contribution set out in section 4, towards funding a PE & School Sport Apprentice post to be employed directly by the Amber Valley School Sports Partnership (AVSSP).
- 1.2 To approve the recruitment of further PE & School Sport Apprentice's through any appropriate partner moving forwards subject to service demand.

2. Purpose of the Report

- 2.1 To seek the Committee's approval to a financial contribution towards funding a PE & School Sport Apprentice through AVSSP to support the delivery of the South Derbyshire Active Schools Partnership (SDASP) variety of programmes and services. Subject to approval, it is anticipated that the role will commence from October 2022 and will initially be required for a minimum of 15 months.
- 2.2 To seek the Committee's approval to recruit further PE & School Sport Apprentice's through any appropriate partner moving forwards subject to service demand.

3. Detail

- 3.1 Since 2012, the Council has a strong and successful track record hosting the SDASP. There are several shared benefits in relation to the provision of play, physical activity, leisure and/or sport activities for school aged children across the District. This service is well regarded and valued by local schools and positively

promotes healthy, active lifestyles, along with life skills that can be taken into adulthood.

- 3.2 The ASP is a not-for-profit Partnership and any investment made with the Partnership goes directly on service delivery and the infrastructure of physical education, school sport and physical activity (PESSPA) within South Derbyshire.
- 3.3 All Infant, Junior and Primary schools nationally receive PE and School Sport premium funding on an annual basis. The amount of funding given to each school is £16,000 plus £10 per pupil on roll in years one to six. In South Derbyshire, the average amount of premium received by each school per year is around £17,500.
- 3.4 Schools are expected to see an improvement against the following five key indicators (as of July 2022):
 1. The engagement of all pupils in regular physical activity (30 minutes a day) – kick starting healthy active lifestyles
 2. The profile of PE and sport being raised across the school as a tool for whole school improvement
 3. Increased confidence, knowledge and skills of all staff in teaching PE and sport
 4. Broader experience of a range of sports and activities offered to all pupils
 5. Increased participation in competitive sport.
- 3.5 For approximately 20 years, the SDASP has been a member of the Derbyshire Active Schools Network (DASN), a constituted group of Derbyshire School Sport Partnerships that work collectively to improve the following:
 - the quality of Physical Education delivered across the County.
 - the number of appropriate School Sport opportunities for the students of Derbyshire.
 - the Physical Activity levels of students both during the School day and out of School.

The DASN consists of the following School Sport Partnerships (SSP):

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|------------------------------------------------------------------------------------------------------------------------------|
| Amber Valley School Sport Partnership |
| Bolsover District Active Schools Network (formerly Bolsover School Sport Partnership) |
| Derby County Super Schools (formerly Derby City School Sport Partnership) |
| Erewash School Sport Partnership |
| High Peak School & Sport Partnership (formerly High Peak School Sport Partnership) |
| Rural Derbyshire School Sport Partnership |
| SHAPE Learning Partnership (formerly Chesterfield School Sport Partnership & North East Derbyshire School Sport Partnership) |
| South Derbyshire Active Schools Partnership |

- 3.6 AVSSP has an excellent track record, over the last five years of utilising the Apprenticeship scheme to both bolster its staffing capacity whilst giving the

Apprentices an amazing opportunity to learn and develop professionally through on the job experience and completing vocational qualifications.

- 3.7 Both the SDASP and Active Communities unit have worked in partnership with external partners by financially contributing towards a role in order to secure additional resource within the department. This was achieved previously through the Village Games Officer (2013) and another PE & School Sport Apprentice (2016).
- 3.8 Due to service demand from September 2022 across both South Derbyshire and Derbyshire an opportunity has arisen for the SDASP to share a PE & School Sport Apprentice with AVSSP. The sharing of the role would see the Apprentice operating for the SDASP for 3.5 days a week, 1 day a week for AVSSP and 0.5 day a week of study time. The role would be based with the SDASP team with the majority of the responsibilities to be completed for AVSSP and studying to be done remotely and/or from South Derbyshire. The rationale around sharing the role is due to service demand not meeting the requirement for a full time post.
- 3.9 AVSSP would host the contract and directly employ the PE & School Sport Apprentice. A Service Level Agreement (SLA) outlining specific agreements, employee/partner responsibilities and financial contributions will be drawn up and agreed between the SDASP and AVSSP.

4. Financial Implications

- 4.1 The ASP PE and School Sport Apprentice post will be a 37 hour a week (one Full-Time equivalent (FTE), initially aligning with the academic year and be required for a minimum of 15 months.
- 4.2 The financial contribution of the SDASP to AVSSP in order to cover the relevant percentage of salary, on costs and training contributions is £13,500 per year in order to meet both National Apprenticeship and the National Living Wage.
- 4.3 There is no financial support required from the general fund, as the costs will be fully met via external PE and School Sport Premium funding and/or the SDASP reserves.

5. Corporate Implications

Employment Implications

- 5.1 None directly as all the employment responsibilities would remain with AVSSP. It is noted that a SLA will be developed to identify how the management of the post will be completed, responsibilities for payments and allowances (including pension contributions) and the training and development provided for the Apprentice.

The SLA will be reviewed by Human Resource and any matters requiring additional clarification or information will be raised with AVSSP.

Clarification will also be sought on the position in relation to the use of the Apprenticeship Levy and how this may have any impact on the Council's contribution.

Legal Implications

5.2 None directly arising from this report.

Corporate Plan Implications

5.2 The proposals will support the Council to deliver services to the residents of South Derbyshire and fulfil projects across themes of the Corporate Plan, in particular:

- P1.1 Support and celebrate volunteering, community groups and voluntary sector
- P2.2 Promote health and wellbeing across the District
- F1 Develop Skills and careers.

Risk Impact

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

6. Community Impact

Consultation

6.1 The SDASP makes positive contributions to the Active South Derbyshire Physical Activity, Sport and Recreation Strategy 2017-2022. It also delivers across the key themes within the Sustainable Community Strategy – Children and Young People, Healthier Communities, Safer and Stronger Communities and Sustainable Development. These documents were developed in consultation with South Derbyshire residents and organisations.

Equality and Diversity Impact

6.2 The SDASP is offered and is available to all schools within the District and engages all school-aged participants.

Social Value Impact

6.3 Nationally, physical inactivity costs the economy millions of pounds per year. By supporting the District's least active population to get and stay active, it will work to improve an individual's / community's health and wellbeing and potentially reduce wider costs to society such as the health service.

Environmental Sustainability

- 6.4 Where appropriate, delivery of opportunities takes place within local communities to reduce the barrier of rural isolation but also to enable people to cycle and walk to opportunities locally, which will potentially reduce traffic congestion and pollution.

7. Conclusions

- 7.1 The proposal for the financial contribution towards a PE & School Sport Apprentice to support the delivery of the SDASP programmes and services will contribute to the future sustainability and resilience of the SDASP and the achievement of the Council's Corporate Plan.

8. Background Papers

- 8.1 None.

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| REPORT TO: | FINANCE AND MANAGEMENT COMMITTEE | AGENDA ITEM: 14 |
| DATE OF MEETING: | 25 AUGUST 2022 | CATEGORY: DELEGATED |
| REPORT FROM: | STRATEGIC DIRECTOR (CORPORATE RESOURCES) | OPEN |
| MEMBERS' CONTACT POINT: | KEVIN STACKHOUSE (EXT 5811) kevin.stackhouse@southderbyshire.gov.uk | DOC: |
| SUBJECT: | COMMITTEE WORK PROGRAMME | REF: |
| WARD(S) AFFECTED: | ALL | TERMS OF REFERENCE: G |

1.0 Recommendations

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

2.0 Purpose of Report

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

3.0 Detail

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

4.0 Financial Implications

4.1 None arising directly from this report.

5.0 Background Papers

5.1 Work Programme.

Finance and Management Committee Work Programme for the Municipal Year 2022/23

| Work Programme Area | Date of Committee Meeting | Contact Officer (Contact details) |
|-------------------------------------------------------------------------------------------------|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Corporate Resources & Chief Executive Service Plans 2022/23 | 9 June 2022 | Fiona Pittam (Head of Organisational Development & Performance) Fiona.pittam@southderbyshire.gov.uk (07480 836879) |
| Corporate Plan Performance Monitoring 2021/22: Quarter 4 | 9 June 2022 | Fiona Pittam (Head of Organisational Development & Performance) Fiona.pittam@southderbyshire.gov.uk (07480 836879) |
| Compliments, Comments, Complaints and FOI Requests: October 2021 to March 2022 | 9 June 2022 | Kevin Stackhouse (Strategic Director) Kevin.stackhouse@southderbyshire.gov.uk (01283 595811) |
| Energy Rebate: Proposed Policy for Distributing Government Funding under a Discretionary Scheme | 9 June 2022 | Lizzie Barton (Head of Customer Services) Elizabeth.barton@southderbyshire.gov.uk (07552 248759) |
| Final Revenue Budget Outturn 2021/22 | 21 July 2022 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |
| Treasury Management Annual Report 2021/22 | 21 July 2022 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |

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| Final Capital Outturn 2021/22 | 21 July 2022 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |
| Equality, Diversity, and Inclusion Strategy and Action Plan 2021 to 2025 – Proposed Resourcing | 21 July 2022 | Fiona Pittam (Head of Organisational Development & Performance) Fiona.pittam@southderbyshire.gov.uk (07480 836879) |
| Annual Training Report 2021/22 and Priorities for 2022/23 | 21 July 2022 | Fiona Pittam (Head of Organisational Development & Performance) Fiona.pittam@southderbyshire.gov.uk (07480 836879) |
| Discretionary Housing Payment Fund Enhancements 2022/2023 | 21 July 2022 | Lizzie Barton (Head of Customer Services) Elizabeth.barton@southderbyshire.gov.uk (07552 248759) |
| Corporate Plan Performance Monitoring 2022/23: Quarter 1 | 25 August 2022 | Fiona Pittam (Head of Organisational Development & Performance) Fiona.pittam@southderbyshire.gov.uk (07480 836879) |
| General Fund Revenue Financial Monitoring 2022/23 | 25 August 2022 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |
| Collection Fund Position 2022/23 | 25 August 2022 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |
| Housing Revenue Account Monitoring 2022/23 | 25 August 2022 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |

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| Capital Financial Monitoring 2022/23 | 25 August 2022 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |
| Treasury Update 2022/23 | 25 August 2022 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |
| Transformation Plan Update | 25 August 2022 | Anthony Baxter (Head of Business Change and IT) Anthony.baxter@southderbyshire.gov.uk |
| Financial Contribution Towards an Active Schools Partnership PE & School Sport Apprentice Through Amber Valley School Sport Partnership (AVSSP) | 25 August 2022 | Ian Gee (Active Schools Partnership Officer) Tony.gee@southderbyshire.gov.uk |
| Corporate Plan Performance Monitoring 2022/23: Quarter 2 | 24 November 2022 | Fiona Pittam (Head of Organisational Development & Performance) Fiona.pittam@southderbyshire.gov.uk (07480 836879) |
| General Fund Revenue Financial Monitoring 2022/23 | 24 November 2022 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |
| Collection Fund Position 2022/23 | 24 November 2022 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |
| Capital Financial Monitoring 2022/23 | 24 November 2022 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |
| Treasury Update 2022/23 | 24 November 2022 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |

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|----------------------------------------------------------------------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Compliments, Comments, Complaints and FOI Requests: April 2022 to September 2022 | 24 November 2022 | Kevin Stackhouse (Strategic Director) Kevin.stackhouse@southderbyshire.gov.uk (01283 595811) |
| Service Base Budgets 2023/24 | 12 January 2023 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |
| Council Tax Base 2023/24 and Collection Fund Surplus 2022/23 | 12 January 2023 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |
| Proposed Local Council Tax Support Scheme 2023/24 | 12 January 2023 | Lizzie Barton (Head of Customer Services) Elizabeth.barton@southderbyshire.gov.uk (07552 248759) |
| General Fund Consolidated Budget 2022/23 and MTFP to 2028 | 9 February 2023 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |
| Housing Revenue Account Budget 2023/24 and Financial Plan to 2033 | 9 February 2023 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |
| Capital Programme Budget and Financing 2023 to 2028 | 9 February 2023 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |
| Corporate Plan Performance Monitoring 2022/23: Quarter 3 | 16 March 2023 | Fiona Pittam (Head of Organisational Development & Performance) Fiona.pittam@southderbyshire.gov.uk (07480 836879) |

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|------------------------------------------------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| General Fund Revenue Financial Monitoring 2022/23 | 16 March 2023 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |
| Housing Revenue Account Financial Monitoring 2022/23 | 16 March 2023 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |
| Collection Fund Position 2022/23 | 16 March 2023 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |
| Capital Financial Monitoring 2022/23 | 16 March 2023 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |
| Treasury Update 2022/23 | 16 March 2023 | Charlotte Jackson (Head of Finance) Charlotte.jackson@southderbyshire.gov.uk |