

Date: 10 October 2014

Dear Councillor,

Finance and Management Committee

A Meeting of the **Finance and Management Committee** will be held in the **Council Chamber**, on **Thursday, 16 October 2014 at 18:00**. You are requested to attend.

Yours faithfully,



Chief Executive

To:- **Conservative Group**

Councillor Mrs. Watson (Chairman), Councillor Jones (Vice-Chairman) and Councillors Hewlett, Murray, Smith, Watson and Wheeler.

Labour Group

Councillors Bell, Rhind, Richards, Southerd, Taylor and Wilkins.

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 the open minutes of the committees held on 26.06.2014 and 04.09.2014. | |
| | Open Minutes 26.06.2014 | 4 - 6 |
| | Open Minutes 04.09.2014 | 7 - 12 |
| 4 | To receive any questions by members of the public pursuant to Council Procedure Rule No.10. | |
| 5 | To receive any questions by Members of the Council pursuant to Council procedure Rule No. 11. | |
| 6 | Reports of Overview and Scrutiny Committee | |
| 7 | MEDIUM TERM FINANCIAL POSITION | 13 - 24 |
| 8 | ICT UPDATE AND WORK PLAN 2013-16 | 25 - 37 |
| 9 | BUSINESS RATE POOLING | 38 - 48 |
| 10 | GRADUATE PLANNING OFFICER | 49 - 50 |
| 11 | WORK PROGRAMME | 51 - 52 |

Exclusion of the Public and Press:

The Chairman may therefore move:-

That in accordance with Section 100 (A) of the Local Government Act

1972 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.

- 12 To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 13 To receive the exempt minutes of the committees held on 26.06.2014 and 04.09.2014.
Exempt Minutes 26.06.2014
Exempt Minutes 04.09.2014
- 14 CARELINE SERVICES - PARTNERSHIP PROJECT (PARA 3)
- 15 GROVE HALL EXTREME ZONE (PARA 3)
- 16 LAND AT SWADLINCOTE (PARA 3)

For further information about the grounds for excluding reports from the public and press please see the Council's constitution, Section 23: 'Access to Information Procedure Rules' www.south-derbys.gov.uk



FINANCE AND MANAGEMENT COMMITTEE (SPECIAL)

26^h JUNE 2014

PRESENT:-

CONSERVATIVE GROUP

Councillors Mrs Watson (Chairman), Councillor Jones (Vice-Chairman), Councillor Mrs Hall (substitute for Councillor Murray), Hewlett, Smith, Watson and Wheeler

LABOUR GROUP

Councillors Bell, Mulgrew (substitute for Councillor Richards), Rhind, Southerd, Taylor and Wilkins

FM/20 **APOLOGIES**

Apologies for absence were received from Councillors Murray and Richards

MATTERS DELEGATED TO COMMITTEE

FM/21 **BUDGET OUT-TURN AND FINANCIAL ACCOUNTS 2013/4**

The Committee received a report detailing the final out-turn position for 2013/14 for the main revenue and capital accounts. It also detailed the financial position on these accounts as at 31st March 2014 compared to that estimated in the Council's Medium Term Financial Plan (MTFP).

This report follows the provisional out-turn report considered by the Committee on 20th May 2014, which detailed the Council's indicative position including detailed figures and financial commentary, and that the Council's out-turn position was favourable compared to that budgeted.

The report presented confirmed final figures and updates where applicable. The Director of Finance and Corporate Services provided an update regarding the changes made for the final position regarding Business Rates, Court Costs income and an increased provision for Housing Benefits Subsidy, all of which had been subject to final accounts in May. Additionally, the Collection Fund detail has been expanded to show a split between that relating to Council Tax and Business Rates following the introduction of the Retention System for 2013/14. The Collection fund also includes details of the Local Council Tax Support Scheme.

The Director Finance gave a verbal update on the treatment of the NNDR account balance and that it would change from that included in the report. This

would be confirmed at the next meeting on 4th September prior to final audited accounts being submitted.

Cllr Mrs Watson congratulated the Director of Finance and Corporate Services and his team for their hard work and efforts during the year.

RESOLVED:-

That the final out-turn positions be approved as detailed in the report for:

- ***The General Fund Revenue Account 2013/14***
- ***The Housing Revenue Account 2013/14***
- ***Capital Expenditure and Financing 2013/14***
- ***The Collection Fund 2013/14***
- ***The Balance of Reserves and Provision at 31st march 2014***
- ***That it be noted the deficit on the NNDR account will be transferred from the General Fund to the Collection Fund***
- ***That final audited figures are reported to the Committee on 4th September 2014.***

FM/22 **TREASURY MANAGEMENT ANNUAL REPORT 2013/14**

The Committee received a report detailing the Council's actual borrowing and lending for 2013/14 compared to the approved strategy, including performance against its Prudential Indicators. This was in accordance with the Local Government Act 2003 and associated regulations,

The Council's borrowing and investment strategy for the year required that its cash flow requirements were managed through short-term borrowings and bank deposits. Overall, the Council's cash flow remained positive throughout the year. However, due to low rates and limitations on approved counterparties, interest received was lower than budgeted.

As financial monitoring reports throughout the year highlighted, the main Bank of England base rate remained at 0.5% throughout the year. This continued to limit the amount of interest earned on short term investment and bank deposits.

During the year there were no significant transactions regarding borrowing

In addition, within the report an economic overview was provided and it was confirmed that during 2013/14 economic growth was higher than anticipated by many forecasters.

RESOLVED:-

1. ***That the Treasure management Annual Report for 2013/14 is approved***
2. ***To note the Treasure Management Stewardship Report and Prudential Indicators for 2013/14 (as detailed in Appendix 1) and that the Council complied fully with all requirements.***
3. ***That the Statement on the Minimum Revenue Provision for 2013/14 as detailed in Section 5, is recommend to Council for approval.***

FM/23 LOCAL GOVERNMENT PENSION SCHEME 2014 – LOCAL DISCRETION

The Committee received a report detailing information to allow Members to determine the Council's employer discretions permitted under the new Local Government Pension Scheme (LGPS) Regulations 2014.

The LGPS requires each employer to formulate, publish and keep under review a policy statement in relation to the exercise of a number of discretions to the LGP that came into effect on 1st April 2014. The Council has a statutory deadline of 30th June 2014 to submit its policy statement to the pension administering body which is Derbyshire County Council.

It was explained to Members the discretions that are proposed (as detailed in Appendix A of the report)

Members asked questions of the content, which were answered to their satisfaction.

RESOLVED:-

That the Committee approve the employer discretions set out in Appendix A of the report, which are required to be determined and published by 30th June 2014 in accordance with the requirements of the Local Government Pension Scheme

FM/24 LOCAL GOVERNMENT ACT 1972 AS AMENDED BY THE LOCAL GOVERNMENT ACT (ACCESS TO INFORMATION) ACT 1985**RESOLVED:-**

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

MRS. A. WATSON

CHAIRMAN

The meeting terminated at 6.20 pm

OPEN

FINANCE AND MANAGEMENT COMMITTEE

4th September 2014

PRESENT:-

Conservative Group

Councillor Mrs Watson (Chairman) along with Councillors Hewlett, Murray, Smith (Vice Chairman for the meeting), Stanton and Watson

Labour Group

Councillors Bell, Dunn, Rhind, Taylor and Wilkins

In Attendance

Councillors Harrison and Mrs Plenderleith (Conservative Group)

FM/27 **APOLOGIES**

Apologies for absence were received from Councillor Jones. Councillor Stanton substituted for him. Councillor Richards also gave his apologies. Councillor Dunn substituted for him.

FM/28 **DECLARATION OF INTEREST**

Councillor Harrison declared a personal interest in Item 17 – the Melbourne Sporting Partnership.

FM/29 **MINUTES**

The Committee received the open minutes of its meetings, held on the 20th May and 19th June. These were agreed as a true record.

FM/30 **QUESTIONS BY MEMBERS OF THE PUBLIC PURSUANT TO COUNCIL PROCEDURE RULE NO.10**

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

FM/31 **QUESTIONS BY MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO.11**

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

FM/32 **REPORTS OF THE OVERVIEW & SCRUTINY COMMITTEE**

There were no reports of the Overview & Scrutiny Committee to consider.

FM/33 **FINAL BUDGET OUTTURN**

Members were asked to approve the final out-turn position for 2013/14 on the Council's General Fund and Housing Revenue Accounts. They were also asked to approve the out-turn position on capital expenditure and financing, the collection fund and the balance of reserves and provisions as at 31st March.

The Committee was informed that the out-turn position had remained better than originally budgeted, with a £1.5m surplus on the general fund and earmarked reserves of £4.935m. Members discussed the out-turn figures. They thanked the officers for their work during the year in helping to manage the authority's finances effectively.

RESOLVED:

To approve the final out-turn position for 2013/14 as set out in the report.

FM/34 **CORPORATE PLAN 2014/15 – PERFORMANCE MANAGEMENT REPORT**

This report set out the progress which had been made against the Corporate Plan targets during the period 1st April to 30th June 2014 under the 'Value for Money' theme. Members were informed that there were no specific problems to report. All targets for relevant projects and performance measures had been achieved. The Committee welcomed this.

The report also included information about health & safety in the Council. Briefly, it was explained that following deteriorating performance on sickness absence during 2013/14, the overall rate had improved in the first quarter of 2014/15. The main concern, it was pointed out, continued to be the incidence of long term absences. Although the number of cases was small, they were responsible for a disproportionately large number of lost days for the organisation as a whole.

RESOLVED:

To note and approve the progress towards achieving Corporate Plan performance targets.

FM/35 **BUDGET AND FINANCIAL MONITORING 2014/15**

Members then considered the Budget & Financial Monitoring Report, which explained how Council expenditure was performing against its budgets. The Committee heard that there was expected to be a net underspend of between £600,000 and £700,000. It was pointed out that the Housing Revenue Account had been set on the assumption that a significant deficit would have to be

financed. However, this deficit was now expected to be smaller than originally thought.

Several problem areas were highlighted. For instance, there had been greater than expected costs in terms of refurbishing the Green Bank Leisure Centre, because un-planned repair work had been required.

In addition, the time taken by the authority to process benefit claims had slipped significantly and was now well above target. The Committee was told that the Council was working with Northgate to resolve this and that a commitment had been given to get South Derbyshire back to parity.

There was then an extensive discussion about the problems which late or incorrect benefits caused in local communities. Members queried whether the Council tried to reclaim over payments. The suggestion was made that the authority sometimes did this in inappropriate ways. It was agreed that any allegations be forwarded to the Director of Finance and Corporate Services, so that they could be investigated.

There was a general consensus that delays in paying benefits were a serious problem that would impact on the most vulnerable in society. Members welcomed the action that had been taken to rectify this and the commitment which had been given to restore the District's former position as a lead authority in terms of processing quickly benefit claims.

Resolved:

To approve the first quarter budget and financial monitoring figures for 2014/15

FM/36

REVIEW OF THE TREASURY MANAGEMENT LENDING POLICY AND COUNTER PARTY LIST

The Committee was next asked to consider a revised Lending Policy and Counter Party List. The revision was required in order to bring the Council into line with the Financial Services (Banking Reform) Act. This effectively replaced government bail-outs of financial institutions with 'investor' bail-ins'. Or in other words, large scale corporate bondholders and depositors (including local authorities) would be required to help meet any losses. The exact amount that they would have to pay would depend on the scale of any losses and a range of other factors.

The report made it clear that because of this the Council would have to adopt new approach when deciding on how to invest. It would have to choose those institutions where its exposure to a possible investor bail-in would be most limited.

Members felt that this was a proportionate and sensible approach

Resolved:

That the revised Lending Policy and Counterparty List set in Appendix 2 to the report be approved;

That delegated authority is given to the Section 151 officer to amend the named Counterparty List if circumstances change and to report back to the Committee in the Quarterly Treasury Management Report.

FM/37 **TOYOTA CITY**

The Committee then considered a report which explained how the links between South Derbyshire and Toyota City in Japan had become increasingly strong during recent years. As part of this, a number of joint initiatives had been held, such as an exhibition of the 'Toyota City Industry Feste.' This featured products manufactured in Derbyshire. It also promoted the County as a tourist destination.

The report made it clear that in order to build on these joint initiatives funding would be required. It recommended, therefore, that the Council should allocate £10,000 to help fund further initiatives in the future.

Members discussed the value of the link to Toyota City and the contribution which the plant at Burnaston had made to the local economy; both in terms of direct employment at the plant and in South Derbyshire firms which provide parts and services. There was a general consensus that the link had proved extremely valuable and ought to be fostered still further.

Resolved:-

To support the allocation of resources as set out in this report to further develop the relationship with Toyota City for the benefit of the local economy.

FM/38 **WORK PROGRAMME**

The Committee received its revised work programme for the local government year.

Resolved:-

To note and approve the Committee's revised work programme.

FM/39 **COURT REPRESENTATION**

The Committee considered a report recommending that the newly appointed Senior Legal Officer be formally authorised to represent the authority, at both the magistrates and county courts of law.

Resolved:-

That the Senior Legal Officer be authorised to represent the authority at both magistrates and county courts of law as specified in the report.

FM/40 **EXCLUSION OF PUBLIC AND PRESS**

Resolved:-

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

FM/41 **EXEMPT QUESTIONS BY MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE No 11**

The Committee was informed that no questions had been received.

FM/42 **Minutes**

The Committee received the exempt minutes of its meetings held on the 20th May and 19th June. These were agreed as a true record.

FM/43 **REVIEW OF THE ECONOMIC DEVELOPMENT UNIT**

The Committee considered a report on the Council's Economic Development Unit. This suggested remodelling certain staff roles. It also recommended that the Council develop its own web based alternatives to the Visit Peak District & Derbyshire Destination Management System as a way of promoting tourism in the District.

Members supported the proposed changes. It was generally felt that tourism could make an important contribution to the economic development of the District. There would, it was felt, be value in continuing to work at a sub-regional level to promote the county as a whole as a tourist destination, and not just the Peak District. The Chief Executive pointed out that any specific proposals to commit resources to further joint working would require the approval of the Council's Finance & Management Committee.

RESOLVED:-

That the recommendations be approved

FM/44 **HOUSING SERVICES STAFFING RESTRUCTURE**

The Committee was asked to approve a range of changes to the Housing & Environmental Services Staffing structure. These changes had been agreed by the relevant committees in June and had since then be subject to formal consultation.

Members heard about some of the operational issues that would have to be addressed in order to implement the new arrangements. They were assured that the changes would enable the Council to concentrate resources in those areas where it faced the greatest challenges. They were also told that there would be no compulsory redundancies as a result of the changes.

RESOLVED:-

That the recommendations be approved

FM/45 **MELBOURNE SPORTING PARTNERSHIP**

Members considered a report recommending that the Council complete a leasing agreement with the Melbourne Sporting Partnership in order to enable the comprehensive redevelopment of leisure facilities in the area.

RESOLVED:-

That the recommendations be approved

MRS ANN WATSON

CHAIRMAN

The meeting terminated at 7.20 p.m.

REPORT TO:	FINANCE & MANAGEMENT COMMITTEE	AGENDA ITEM: 7
DATE OF MEETING:	16th OCTOBER 2014	CATEGORY: RECOMMENDED
REPORT FROM:	DIRECTOR OF FINANCE and CORPORATE SERVICES	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (01283 595811) kevin.stackhouse@south-derbys.gov.uk	DOC: u/ks/mtfp/midyear review/October 14/mtfp report Oct 14
SUBJECT:	UPDATE of the COUNCIL'S MEDIUM TERM FINANCIAL POSITION to 2020	REF:
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: FM 08

1.0 Recommendations

- 1.1 That the updated financial projection on the General Fund to 2020 as detailed in **Appendix 1** is approved.
- 1.2 That the financial projection provides the basis for planning purposes and for setting the General Fund Budget for 2015/16.

2.0 Introduction and Purpose of the Report

- 2.1 In accordance with the Council's Financial Strategy, the report updates the Council's medium term financial position. This follows the reported out-turn for 2013/14, together with known and identified changes since the 2014/15 budget-round.

The Council's Financial Planning Framework

- 2.2 A key factor within the Council's overall Financial Strategy is medium term financial planning. This is considered good practice and is based on Audit Commission guidance which directs councils to achieve a resilient and sustainable financial position. The Council's arrangements for achieving this, together with its success, are subject to an External Audit each year
- 2.3 The main target within the Financial Strategy is to achieve a minimum level of general reserves (£1m) by the end of every financial planning period. This is based on a Medium Term Financial Plan which sets out a financial projection for 5-years on the General Fund.

- 2.4 The main focus of the projection is to estimate the Council's future financial position and provide an early warning sign of any financial challenges that may lie ahead in future years. This then provides an opportunity to take a planned approach to remedial action. In addition, it is used as the basis for building detailed budget plans each year.
- 2.5 It also helps the Council to focus on the resources that it will have available at the end of each period. In addition, it identifies where resources and spending are changing in the medium term to enable action to be taken at an early stage to prevent any loss of financial stability.
- 2.6 The financial model projects forward current base spending and income. This is adjusted for anticipated changes in factors such as interest rates, inflation, together with the economic situation, central government policy and local spending/financing plans, etc.
- 2.7 It is regularly updated to take account of previous spending changes and their effects into the medium term. The projection aims to show a prudent but realistic position over the 5-year period.

Aim of this Update

- 2.8 The Council's financial policy requires a mid-year review of the medium term financial position. This follows the budget out-turn for the previous year and before the forthcoming annual budget round. This provides a basis for planning purposes and identifies potential issues, risks and opportunities.
- 2.9 No significant changes are expected to the national funding position ahead of 2015/16. In addition, the main variables within the projection are not expected to vary from those currently used. Therefore, this update:
- Factors in known and certain changes since the last update in February 2014.
 - Provides a commentary and assessment on the projected financial position as it currently stands.
 - Identifies key areas impacting upon the projection.

Housing Revenue Account (HRA)

- 2.10 *It should be noted that this update does not include a review of the HRA. This is currently subject to a full update as part of the HRA's Business Plan review and will report separately later in the year.*

3.0 The Detailed Projection

- 3.1 Following the budget round for 2014/15, the medium term financial position was projected as shown in the following table.

General Fund: Medium-Term Projection as at February 2014

Year	Budget Deficit / Surplus (-)	Sums Earmarked against Reserves	Balance of General Reserve
Base Budget 2014/15	-£170,310	£502,000	-£4,160,038
Projection 2015/16	£172,321	£295,000	-£3,692,717
Projection 2016/17	£190,127	£340,000	-£3,162,590
Projection 2017/18	£690,732	£20,000	-£2,451,857
Projection 2018/19	£889,393	£20,000	-£1,542,465

- 3.2 The table showed the projected level of reserves still above the minimum contingency level of £1m by 2019, with a budget surplus in the current financial year 2014/15.

Projected Budget Deficit

- 3.3 However, an on-going budget deficit was projected in future years, rising from £172,000 in 2015/16 to nearly £900,000 in 2018/19. The current level of general reserves was healthy and was effectively being used to finance the future budget deficits.
- 3.4 However, this was not considered to be a long term solution, especially given the longer-term deficit. Consequently, in order for a sustainable position to be achieved in the medium term, the Council set a target to meet the estimated deficit in 2015/16 by taking action in 2014/15. This required savings of £175,000 to be found within the current base budget.

Updated Projection as at October 2014

- 3.5 This is detailed in **Appendix 1** and summarised in the following table.

General Fund: Medium-Term Projection as at October 2014

Year	Budget Deficit / Surplus (-)	Sums Earmarked against Reserves	Balance of General Reserve
Base Budget 2014/15	-£220,580	£402,000	-£5,728,670
Projection 2015/16	£213,134	£295,000	-£5,220,536
Projection 2016/17	£290,933	£340,000	-£4,589,603
Projection 2017/18	£826,386	£20,000	-£3,743,218
Projection 2018/19	£1,048,099	£20,000	-£2,675,118
Projection 2019/20	£846,056	£20,000	-£1,809,062

- 3.6 Although some individual figures have changed following agreed actions, the overall medium term position has not changed significantly, i.e. an adequate level of general reserves, but with a projected and increasing budget deficit after 2015/16.
- 3.7 Following the addition of a further year (2019/20) to maintain a rolling 5-year period, the balance on the General Reserve is still projected to be above the minimum level of £1m, at approximately £1.8m in 2020. The balance in 2014/15 has increased from £4.1m to £5.7m due to the better out-turn position in 2013/14 as previously reported.
- 3.8 In addition, budget savings of £80,000 (£400,000 over 5-years) made to-date in 2014/15, towards the target of £175,000, have also been included.

Contingent Sums

- 3.9 The projection continues to make provision for growth of £100,000 to be added into the base budget. In addition, provision for inflation is included each year which is added into the base budget on a compound/cumulative basis.
- 3.10 A sum continues to be earmarked to support any recurring costs of the pay and grading review, subject to implementation.
- 3.11 In addition, certain sums are allocated against the General Reserve. These mainly relate to amounts earmarked to meet one-off costs associated with the pay and grading review, together with the future replacement of vehicles and plant.

3.12 The main estimates and assumptions included in the projection are considered in the following sections.

Pay Inflation

3.13 The projection provides for increases of 1% for the 2 years 2014/15 and 2015/16. This is in accordance with the Government's proposals for public sector pay increases. From 2016/17, the projection is based on an increase of 2% in accordance with economic forecasts for general inflation.

3.14 The Council's pay bill on the General Fund is currently around £6.7m per year; a 1% variation equates to approximately £67,000 per year. The pay award for 2014/15 is still under negotiation at a national level.

Inflation on Other Costs and Income

3.15 Inflation is not universally applied to all expenditure items and provision is only made where it is considered unavoidable. This mainly applies to items such as fuel, energy/utility costs, repairs/maintenance and contracted services.

3.16 Annual increases are also applied to concurrent expenses paid to parish councils, together with grants to voluntary bodies.

3.17 Many cost heads are cash limited and in particular those relating to supplies, office and other overhead expenses. Increases are also applied to fees and charges where the Council has discretion to do so.

3.18 General inflation has been applied to the relevant cost heads at 2% per year (2.5% for utility costs and maintenance) on an on-going basis, including fees and charges.

Fees and Charges

3.19 The level of increase for fees and charges does present a risk. Year on year, it may not be possible to generate the increase on each and every charge made.

3.20 In accordance with the Council's Charging Policy, the level of fees and charges is reviewed on an annual basis during the budget round, with an average increase across each service area being used as a target.

Total Inflation – Contingent Sum

3.21 A summary of the inflation provision included in the projection is shown in the following table. This effectively shows by how much the current base budget is forecasted to grow each year.

Analysis of Overall Inflation

	2014/15 £	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Pay	68,620	70,236	141,876	144,714	147,608	150,560
Maintenance and Utilities	26,834	52,178	53,483	54,820	56,190	57,595
Contracts and Services	115,926	119,558	126,535	128,565	130,637	135,475
Income	-88,479	-55,169	-56,273	-57,398	-58,546	-59,717
Total Inflation Provision	122,901	186,803	265,621	270,700	275,889	283,913

3.22 The total provision for inflation is held and controlled as a separate contingent sum. It is only allocated to budgets once an inflationary increase or allowance is either approved or known to have impacted upon a base budget.

3.23 Since this policy was introduced some years ago, there has only been a limited need to use the contingent sum, mainly to meet the costs of a national pay increase for employees.

3.24 Any unused balance is returned to the General Reserve at the year end. There are also on-going savings if the base budget is not actually increased from one year to the next in accordance with the inflation factors, because the base position is lower compared to that forecast.

Interest Receivable

3.25 Interest received from money held on short-term deposit is based on the interest rates and average deposit balances as shown in the following table.

	Rate	Deposit £m	Interest £'000
2014/15	0.65%	7.5	49
2015/16	0.65%	6.0	39
2016/17	1.15%	5.0	58
2017/18	1.65%	5.0	83
2018/19	2.15%	4.0	86
2019/20	2.15%	4.0	86

- 3.26 The current Bank of England Base rate of 0.5% is not expected to be increased until 2015/16. Latest predictions then show it rising steadily to a peak of between 2.5% to 3% by around 2018/19.
- 3.27 This is based on the current strategy of the Bank of England and the members of its Monetary Policy Committee, who favour maintaining interest rates as low as possible in the current economic climate.
- 3.28 Although many economic commentators are reporting that the economy is moving back towards its pre 2009/10 peak based on positive growth, together with employment and inflation statistics, many are also advising caution regarding its long term sustainability at this stage.

Service Income

- 3.29 The current Base Budget estimates certain levels of income from the main charging areas as shown in the following table.

	£	Annual Increase Applied
Planning Fees	-550,000	No - this is the base figure to 2019/20
Building Regulations	-250,000	No - this is the base figure to 2019/20
Trade Waste	-236,900	Annual inflation uplift on base budget
Licensing	-246,180	Annual inflation uplift on base budget
Land Charges	-100,000	No - this is the base figure to 2019/20
Property Rents	-685,677	Subject to phased rent reviews
Leisure Services	-171,758	Annual inflation uplift on base budget
TOTAL	-2,240,515	

- 3.30 The income effectively contributes to the cost of these services. In accordance with Regulations, income should not be to such an extent from year to year, that large surpluses are made.
- 3.31 This is particularly the case for Planning Fees, Building Regulations, Land Charges and Licensing. Any additional income should be reinvested back into the service, used as a contribution to non-chargeable work or future prices for the service reduced.
- 3.32 After charging overheads, none of these services currently show large surpluses. In addition, additional income from Planning Fees has been set-aside to meet one-off costs associated with appeals and the Local Plan.
- 3.33 Income from property is effectively investment income as it provides a rate of return on Council assets.

3.34 The total amount in the current base budget of approximately £2.2m is well below the level of 2009/10. However, actual income has exceeded budgeted levels over the last two years and is currently projected to do so again in 2014/15.

Core Funding

3.35 Besides Council Tax, the Council's core funding comprises:

- Revenue Support Grant (RSG)
- Retained Business Rates (RBR)
- New Homes Bonus (NHB)

3.36 No changes have been made to the assumptions or figures in this updated projection. RSG is still projected to reduce in accordance with national forecasts. Provisionally, the Council had already been notified of a reduction from £2.5m in 2014/15 to £1.7m in 2015/16.

3.37 Further reductions after that of up to 50% by 2019/20 are projected, although this will be subject to the next national spending review, which is expected in 2015/16. The new Business Rates Retention System is not due to be reviewed until 2020.

3.38 Reductions in RSG are being partly offset by projected growth in NHB and RBR. These could increase further on the back of local growth in new residential and commercial development.

Council Tax

3.39 A 2% increase in the rate of Council Tax continues to be included in the projection for planning purposes. This reflects the Government's limit above which a local referendum would be required to set a higher increase.

3.40 In addition, the projections for Council Tax income assume a continuation of growth in new properties of 1% per year. The average growth over the last 5 years has been approximately 1.5%.

3.41 A 1% variation in the rate of Council Tax equates to approximately £45,000 per year.

4.0 The Overall Financial Position

4.1 After several years of making budget savings, the updated projection continues to show the General Fund with a current budget surplus but an increasing deficit in future years.

- 4.2 The projection assumes that base costs are increasing year after year due to inflation and growth, whereas in reality this has not occurred.
- 4.3 This is clear in monitoring and budget out-turn reports. These highlight reductions in net expenditure compared to the Budget although a large proportion has been increased income.
- 4.4 The projection estimates current net service expenditure will grow by approximately £1.1m over the next 5-years (just over 10%). In contrast, core funding is only estimated to increase by £100k over the same period due to the anticipated reduction in RSG.
- 4.5 Although the projection assumes growth in some core funding (NHB, RBR and Council Tax) the increasing deficit is exacerbated by the projected reduction in RSG. This continues to be a major factor. Therefore, current financial planning needs to be based on this scenario and this risk managed accordingly.
- 4.6 It is clear that the current and short term financial position is sound. The Council's External Auditor continues to assess it as both resilient and sustainable. Their report to the Audit Sub-Committee in April 2014 benchmarked the Council's arrangements for securing financial resilience.
- 4.7 The Council was one of only 24 authorities who had all "green light" indicators against 22 assessment criteria for financial resilience. It was concluded that the Council's arrangements are adequate and although the financial position is challenging, the Council's arrangements mean that it is well placed to address this challenge.

Financial Strengths

- 4.8 The strengths of the Council's current financial position are as follows:
- Positive cash flow
 - No debt outstanding (on the General Fund)
 - Not reliant on interest rates rising to generate additional income
 - General Reserve projected to remain above contingency level by 2020
 - Contingent sums to guard against inflation and growth
 - Budget for a full establishment
 - Earmarked reserves for IT and vehicle replacement
 - Separate provision made for bad debts and unexpected costs that could arise such as pay and grading, the Local Plan and pensions
 - Earmarked reserves to sustain project and ad-hoc work
 - Steady growth in the Tax Base and service income
 - Capital expenditure not reliant on revenue funding or borrowing

Financial Risks

4.9 Within the financial projection, there are risks and the main ones are considered to be as follows:

- Further reductions in RSG and changes to the national distribution system
- Sustainability of the economy and its impact on core funding and income
- Limitations on Council Tax
- Underlying cost pressures yet to surface
- Ageing assets increasing the cost of repairs and maintenance
- Greater cost of Housing Benefits being met locally
- Pressure on local pay rates, pensions and from Auto Enrolment

Key Message

- 4.10 The General Fund has built up a good level of reserves, mainly due to budget underspends. Much of this has been due to one-off factors such as staffing vacancies and additional income. Whilst in recent years, this has been a familiar pattern, it cannot be guaranteed in future years.
- 4.11 Current spending is projected to be greater than income as costs are expected to increase and overall core funding reduces. Consequently, there is an underlying budget deficit and this is still a key factor for financial planning.
- 4.12 Uncertainty still exists regarding further reductions in RSG after 2015/16. Many commentators consider that it will reduce, but by how much and in what form, is not clearly known.
- 4.13 A spending review is expected early in the next Parliament during 2015/16. It is not expected that the provisional financial settlement published by the Treasury for 2015/16 will change in the meantime.
- 4.14 The critical year for the Council will be 2016/17. This is the year that the deficit starts to accelerate based on current projections. In the meantime, the new RBR scheme will have bedded in and the outcome for the Council will become more certain.
- 4.15 However, the outcome of the next spending review will be critical for the Council. In the meantime, it is considered prudent for the Council to continue to plan based on the current projections and to meet the projected deficit in 2015/16.

5.0 Background Papers

Published Medium Term Financial Plan and Financial Strategy

http://www.south-derbys.gov.uk/council_and_democracy/council_budgets_spending/budget_and_financial_strategy/default.asp

GENERAL FUND MEDIUM TERM FINANCIAL PROJECTION (SEPTEMBER 2014)

	Base Budget 2014/15 £	Projection 2015/16 £	Projection 2016/17 £	Projection 2017/18 £	Projection 2018/19 £	Projection 2019/20 £
BASE BUDGET - Net Service Expenditure	10,623,426	10,746,327	10,933,130	11,198,751	11,469,451	11,745,340
Reverse out depreciation	-515,369	-515,369	-515,369	-515,369	-515,369	-515,369
Add in Minimum Revenue Pprovision	242,480	232,781	223,470	214,531	205,950	197,712
Voluntary Revenue Provision - Recycling Bins	109,663	109,663	109,663	109,663	109,663	109,663
Contribution to bad debts provision	20,000	20,000	20,000	20,000	20,000	20,000
Increase in Factory Site Rent (as per lease agreement)	0	-20,000	-30,000	-35,000	-40,000	-45,000
Antcipated Change in Net Interest Received	0	9,683	-6,497	-27,586	-22,000	-22,322
Pensions - Past Service Costs falling out	0	-23,500	0	0	0	0
Pay and Grading - on-going costs	34,000	35,000	35,000	35,000	35,000	35,000
Incremental Salary Increases	0	17,000	17,000	17,000	17,000	17,000
Leisure Management Contract - Reducing Subsidy (increase 2017 /18)	0	3,337	-15,195	-18,061	-18,061	-18,061
Pay and grading review - additional on going resources	130,000	130,000	130,000	130,000	130,000	130,000
Contingent Sum - Inflation	122,901	186,803	265,621	270,700	275,889	283,913
Contingent Sum - Growth	100,000	100,000	100,000	100,000	100,000	100,000
Approved / Anticipated Future Changes	243,675	285,397	333,692	300,878	298,070	292,535
TOTAL ESTIMATED SPENDING	10,867,101	11,031,725	11,266,821	11,499,628	11,767,522	12,037,874

FINANCING

Revenue Support Grant	-2,563,000	-1,749,000	-1,378,000	-823,000	-811,000	-800,000
Share of redistributed business rates (after Tariff & Levies)	-2,248,000	-2,310,000	-2,374,000	-2,439,000	-2,506,000	-2,750,000
New Homes Bonus	-1,779,758	-2,150,472	-2,524,578	-2,568,358	-2,412,135	-2,500,000
Transfer to Homelessness	64,080	64,080	64,080	64,080	64,080	64,080
Payment to Parish Councils - Share of Council Tax Support Grant	43,627	43,627	43,627	43,627	43,627	43,627
Council Tax Freeze Grant 2014/15	-49,648	-49,648	0	0	0	0
Council Tax Payers	-4,465,881	-4,601,175	-4,740,094	-4,882,730	-5,029,175	-5,179,525
Collection Fund Surplus	-20,000	-20,000	-20,000	-20,000	-20,000	-20,000

GENERAL FUND MEDIUM TERM FINANCIAL PROJECTION (SEPTEMBER 2014)

Section 31 Grant	-24,000	0	0	0	0	0
Section 106 Earmarked Reserve	-45,101	-46,003	-46,923	-47,862	-48,819	-50,000
TOTAL FINANCING	-11,087,681	-10,818,591	-10,975,889	-10,673,243	-10,719,422	-11,191,818
Surplus (-) / Deficit	-220,580	213,134	290,933	826,386	1,048,099	846,056

GENERAL FUND RESERVE

Balance b/f	-5,910,090	-5,728,670	-5,220,536	-4,589,603	-3,743,218	-2,675,118
Surplus (-) / Deficit (as above)	-220,580	213,134	290,933	826,386	1,048,099	846,056
Pay and Grading - one-off costs	200,000	150,000	70,000	0	0	0
District Election May 2015	0	125,000	0	0	0	0
Contribution to Vehicle Replacement Fund	20,000	20,000	20,000	20,000	20,000	20,000
Contribution to Pensions Reserve	182,000	0	0	0	0	0
Provision for Capital Funding	0	0	250,000	0	0	0
Balance c/f	-5,728,670	-5,220,536	-4,589,603	-3,743,218	-2,675,118	-1,809,062

REPORT TO:	FINANCE & MANAGEMENT COMMITTEE	AGENDA ITEM: 8
DATE OF MEETING:	16th OCTOBER 2014	CATEGORY: OPEN DELEGATED
REPORT FROM:	DIRECTOR OF FINANCE and CORPORATE SERVICES	
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (01283 595811) kevin.stackhouse@south-derbys.gov.uk	DOC: u/ks/it/work plan 2013 to 2016 progress
SUBJECT:	ICT UPDATE AND WORK PLAN 2013 to 2016	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: FM 10

1.0 Recommendations

- 1.1 That progress on the ICT Work Plan (2013 to 2016) is noted.
- 1.2 That an options appraisal is undertaken on moving the core IT infrastructure into a managed Data Centre with a report back later in the financial year.
- 1.3 That the introduction of cash payment machines in the Customer Services area is considered.

2.0 Purpose of Report

- 2.1 To provide a progress report on the ICT work plan that was approved in December 2013.

3.0 Detail

The Purpose of ICT

- 3.1 ICT provides the means to support more efficient and effective service delivery across the Council. Clearly, ICT is a fundamental part of the modern day world. It is increasingly a key element of service delivery and for communicating with residents and users of services.
- 3.2 In many instances poor or ineffective ICT can undermine council operations. Demand for the best technology, both from within and outside of the Council, continues to grow steadily. However, there is a cost of keeping up to date and capital investment continues to be made to enable efficiencies and service improvements.

3.3 The key aims of ICT are:

- **Resilience** – so that services keep working.
- **Availability** – enabling systems to be up and running at times which meet business needs; this includes outside of normal working hours.
- **Accessibility** – to enable remote working and the use of different hardware devices.
- **Stability** and up-to-date infrastructure (servers and associated hardware, etc.) to provide a fit for purpose platform.
- **Consistency** in key business systems common across the Council such as email and Microsoft office.
- **Security** at a high level to protect data and systems.

Work Plan 2013 to 2016

3.4 This is detailed in **Appendix 1**. The key areas were to:

- Complete the remaining phases of VDI and connectivity.
- Consolidate the updated infrastructure against the key ICT aims, to enable more effective use and to ensure that the Council remains in position to benefit from emerging technologies.
- Develop the Disaster Recovery and Business Continuity Work.
- Comply with the updated standards for the Public Services Network (PSN).
- Support greater mobile, remote and home working.
- Support developments in the Paperlite and Customer Access Strategies (*subject to resources and specific business cases*).

Virtualisation or Thin Client Technology

3.5 This was a major development included in the plan, whereby software and operating systems are stored and operated remotely from the hardware that uses it, i.e. a virtual desktop infrastructure (VDI). So for example, individual PC's or other devices do not hold the software, but access it through a common media such as a network or the internet.

- 3.6 The main benefit is that core operating systems such as email and Microsoft office, can be stored and updated centrally; this negates the need for them to be loaded on individual machines or items of equipment. It then ensures that all users operate the same version of software at the same time, updates are made available to all users consistently and overall IT capacity is increased.
- 3.7 Users effectively have what is known as a “virtual desktop.” This is basically just a keyboard and terminal, without the PC unit itself. Standardisation, consistency and security become less of an issue, reducing the associated risks and costs.
- 3.8 Except for 1 small service area which is due to be completed shortly, this project was fully completed in May 2014, alongside the upgrade of equipment where this was required.

Connectivity (Data Flow)

- 3.9 A key issue for the Council continues to be “*connectivity*” within the Civic Offices and, to a lesser extent now, between the Civic Offices and other service premises, i.e. the Depot, Oaklands Village and Rosliston Forestry Centre.
- 3.10 Although the Council’s ICT infrastructure i.e. the servers and systems that store data and information are now fit for purpose, the way in which that data and information is passed and used across the Council depends on robust communication/network links.
- 3.11 The Civic Offices are an ageing building and their construction and fabric has led to some inefficiency in connectivity in recent years. The nature of the building has led to the creation of a myriad of network points and switches, together with cabling that has been added to over-time as the building has been extended and altered.
- 3.12 Some improvements have been undertaken which has helped to improve the resilience. However, a long term solution to completely reconfigure the network around the Civic Offices would cost up to £150,000 based on an assessment undertaken by the Council’s communications provider.
- 3.13 The link to Rosliston was upgraded last year which has solved issues and the link to Oaklands Village (as a newer facility) is fine. The link to the Depot has also been upgraded but this is only a temporary solution pending the relocation to a new Depot.
- 3.14 Given the cost of a total reconfiguration, the most vulnerable points are being assessed for upgrade to keep costs within the annual budget for maintaining the network. Any upgrade will at least strengthen the network and reduce the risk of problems due to overload and power outages.

- 3.15 Downtime is rare, but when it does occur it disrupts service provision across the Council. It should be noted that the introduction of VDI has no real effect on the connectivity issue. This has come about by the increasing volume of network traffic, both internally and externally, as the use of ICT continues to grow.

Wi-Fi Connection

- 3.16 This was also limited within the Council offices. However, this is currently being upgraded, which will extend the wireless connectivity. The improvement will complement services and officers using portable and hand-held devices.

Remote Access

- 3.17 Previously, remote access to Council systems was through a “Citrix” network. This had become outdated and inefficient.
- 3.18 In accordance with the work plan, this has been replaced with an alternative solution. This development will provide greater opportunities for remote, mobile and home working.

Disaster Recovery and Business Continuity

- 3.19 Data is backed up on a daily basis and stored off site both locally and at a regional data centre. An upgraded recovery solution is currently being implemented off-site.
- 3.20 It is proposed that consideration is given to moving to a fully managed recovery and business continuity service provided by a Data Management Centre. This is commonly used nowadays by many organisations as it reduces the risk and negative impact of data loss and downtime, whilst increasing cost effectiveness.

Compliance with the Public Sector Network

- 3.21 Increased standards were introduced in 2013 and the Council received its compliance certificate in April 2014. Compliance lasts only for a year and is subject to an independent audit and application on an annual basis.

Paperlite Strategy

- 3.22 The strategy is aimed at eliminating as much paper as possible (with associated printing, stationery and distribution) from council operations and making greater use of ICT capability.

3.23 As previously reported, several projects were completed in 2013/14 regarding electronic outbound mail, a reduction in printing devices, together with the introduction of more hand held/portable equipment for communicating. Following some capital investment, this has generated on-going cashable savings for the Council.

Next Stage

3.24 Initial proposals for the next stage of Paperlite (which in principle remain unchanged) will involve a more significant switch in the way that the Council operates. It will also require a fairly substantial investment in ICT to facilitate the development.

3.25 Paper potentially provides a high risk to the Council (fire, flood, theft, etc.) and consumes significant storage space which could be released for more productive uses. Therefore, access to electronic data rather than hardcopy paper records is considered to be the next priority under this strategy.

3.26 There are two potential projects that have been identified.

- **Archiving;** there are thousands and thousands of pieces of paper currently stored around the Council and removing this is a key component of the Strategy. Around a quarter of this volume is expected to require secure destruction (due to its age) with the remainder needing to be scanned and securely stored as electronic images for future retrieval as and when required.
- **Digital Mail Room - Electronic Document Management (EDM);** this facilitates the capture, indexing and online retrieval of information from a single source and removes the barriers that exist when information is stored in a variety of different formats and locations. This functionality has been shown to work for many years in Revenues and Benefits at the Council and could now be expanded across other services.

This would entail increasing capacity of the Document Management IT System used in Revenues, with a separate and secure facility being introduced centrally to deal with all documents and correspondence coming into the Council.

In addition to overcoming the risks associated with paper, this would provide potential for more efficient working, to free up capacity for staff, to change ways of working, reduce response times and provide opportunities for revenue generation by freeing up office space.

Customer Services

- 3.27 In recent years, the Council has been developing the means to make it more efficient and effective for people contacting the Council to access what they require. Using specific Government funding at the time, the Council implemented an ICT system back in 2003 and following this, a programme of centralising resources into a Contact Centre has taken place to consolidate access for anyone contacting the Council.
- 3.28 In 2012, the Committee approved a strategy in 3 phases to improve what is known as “Customer Access.” The main aim of this is to reduce the amount of direct contact with a person, whether by telephone or face to face, by providing the facility for people to be dealt using ICT, and at the first point of contact.
- **Phase 1: Expansion of ICT;** a review is planned to upgrade the telephony system so queries can be more efficiently directed to the correct service.
 - **Phase 2: Appointment System;** investment in a corporate system is proposed which can be accessed, ultimately by all stakeholders. This will enable a structured approach to handling enquiries and requests
 - **Phase 3: Self Service;** this is the ultimate aim of the strategy. More people are using the internet for accessing council services and paying bills, etc. and the proposal will be to develop this option over the medium term. It will require a greater investment in ICT but will ultimately free up capacity and allow more streamlined contact with people who wish to deal with the Council in this way. Clearly, the Council will still need to make arrangements for those people who need more direct contact.
- 3.29 In the meantime, a new internal web (the Intranet) is currently being implemented and the Council’s Web Site is planned to be revamped in 2015, which will provide the basis for phase 3 above.
- 3.30 Direct contact can be time consuming for both the Council and person concerned. This is a longer term strategy and will not currently suit everyone’s needs or solve every enquiry.
- 3.31 Increasingly, people are contacting the Council using ICT and it is envisaged that in the future, more people will want to use the internet and mobile devices, etc. to deal with the Council. Therefore, it is important that the Council is well placed to respond to this change in contact.
- 3.32 However, many residents still visit the main Civic Offices and this has not reduced in recent years. In addition, some queries are taking longer to resolve.

- 3.33 People still require direct contact; mainly, this is to make payments and to enquire about benefits, planning and housing. The increase and complexity is considered to have arisen from the growth of the District and changes to Welfare Benefits.

Payments made at the Civic Offices

- 3.34 During busy periods, waiting times for residents can be lengthy. If the number of people making payments could be reduced or alternative facilities provided, this would free up resources to deal with general enquiries more speedily.
- 3.35 People making payments are encouraged to change to Direct Debit or are informed of alternative pay points (post offices, local shops, etc.) in the area. Recent surveys indicate most people visiting the offices live within a 4 mile radius of the main town.
- 3.36 Longer-term, additional staffing resources may need to be put into Customer Services. Completely closing the cash payment services and forcing people to direct debit or to other pay points, would be a radical step. However, this may be unrealistic at the present time given the demographics of the area and could be seen as a reduction in service.

Payment Machines

- 3.37 Some preliminary investigations of introducing electronic paying in machines in the reception area have been made. Each machine would cost approximately £10,000 to install with an annual running cost of around £1,000. These would reduce demand on resources by eliminating the need to manually handle cash and card payments.
- 3.38 Clearly, residents could still find themselves queuing but they would not be tying up resources to deal with general enquiries. However, no cash would be accepted on any of the customer services desks, it would be payment machines only.
- 3.39 Location and sign posting would need to be planned carefully given the limited space in the customer services area. Communication and support for people to start using the machines would also need to be provided. It is recommended that the introduction of 1 machine initially, on a phased basis, is considered.

4.0 Potential Risks

4.1 The main risks associated with the ICT Plan are set out in the following table.

Lack of Technical Expertise	The Council's ICT service provider will be supporting and delivering many of the areas in the work plan. They have access to a wider resource base which can be utilised to back up the on-site team if necessary. This has been the case with much of the development programme involving VDI, etc.
Insufficient Budgets	<p>The financial implications of the proposed work plan are detailed in Section 5. A substantial part of the plan will be financed from within existing ICT budgets and the ICT earmarked reserve.</p> <p>The largest investment is required to deliver the remaining two Paperlite projects. Opportunities for external funding are being kept under review. There would be some pay back of the initial investment, but it is considered that this would be ad-hoc over a period of time unless savings are identified immediately in current revenue budgets.</p>
Cultural Change	<p>Developments in ICT are usually delivered to provide more efficient and effective services. Updated technology usually brings opportunities but this inevitably means a change in working practices and the freeing up of staff capacity, together with changes needed to be accepted by residents and customers.</p> <p>The Council has an established change management policy in place; training and development will be undertaken as part of project implementation. Greater awareness of security by users is increasingly required and it will be important to review policies and provide training where necessary.</p>

5.0 Financial Implications

- 5.1 Some actions in the work programme will be delivered at no additional cost. Replacement of PCs, terminal and other devices, together with hardware upgrades will be met from within existing ICT budgets/earmarked reserve.
- 5.2 The cost of implementing the remaining Paperlite projects is estimated at approximately £300,000; this excludes the move to self-serve, which is still to be costed. The main cost is associated with EDM as the increase in software, hardware and technical support is extensive.

- 5.3 Definitive savings would be made following the initial investment, but their timing would depend on how quickly new working practices could be revised and new staffing structures implemented. Payback could be quick, but could also be much longer depending on the strategy adopted to achieve the savings.

6.0 Corporate Implications

- 6.1 Potential implications for service delivery and change management are detailed in the report.

7.0 Community Implications

- 7.1 As highlighted in the report, several of the proposals in the work programme are designed to benefit and meet the expectations of local communities when dealing with the Council.

Appendix 1 – ICT Work Plan 2013 to 2016

	Key Action	Measure / Outcome	Target Dates	Progress as at September 2014
1	Digital Mail Room EDM (Electronic Document Management) and Archiving	Introduction of EDM across the Council. Change in working practices providing efficiencies and eventually cost savings.	December 2016	Still dependent on securing resources. Estimated costs are £300,000 one-off with £30,000 per year on-going. Some resources will be available in the ICT reserve. Potential bid into the Government's Transformation Fund.
2	Reduction in Paper Outbound Mail	All outbound mail is sent electronically. Electronic archiving or off-site storage of paper. Reduction in paper, postage and associated stationery such as envelopes.	March 2014	Complete.
3	Reduction in and upgrade of Multi Functional Devices (MFDs)	New devices in place. Reduction in paper and printing.	January 2014	Complete.
4	Development of E-Committees	All meetings and forums being run using technology instead of paper. Minutes recorded and distributed in real time.	September 2014	Complete.
5	Modern and flexible working practices – Mobile, Remote and Home working solution	Infrastructure in place to provide the capability for flexible working practices. <i>Each service area will need to decide on how they wish to implement a solution including a business case.</i>	On-going as services demand	ICT work Complete. Portable devices replaced and upgraded. Platform for services to utilise provided.

6	Replacement of Citrix Network and Dual Factor Authentication for mobile, remote and home working.	Secure method in place for accessing required systems remotely.	January 2014	Complete.
	Extend wireless connectivity around the Civic Offices	As above	December 2013	Nearing completion.
7	Appointment System	System in place for Members, Officers and contractors and ultimately all people contacting the Council.	December 2014	Business case being developed. This will extend now beyond December 2014.
8	Expansion of ICT Customer Relationship Management (CRM) System across Council Services	Single view of a Customer available. Review of working processes across directorates and move to contact centre. Review of Intelligent Queue phone solution, helping people get to the right place first time.	December 2015	Still in early stages of development – this is a longer term objective. Some work being undertaken in Planning.
9	Move to self service	Reduced cost of service. Greater transactional services available using the Web.	December 2016	As above Some work being undertaken in Revenues and Benefits.
10	Core network ICT Infrastructure upgrade covered by support and maintenance.	Core Network infrastructure reviewed and updated. Support and maintenance contract in place for updated infrastructure (3 years)	March 2014	This is on-going within the confines of annual budgets to strengthen connectivity in the main Civic Offices. Complete. Current servers under warranty until December 2017.

11	3 Year PC/Thin Client Refresh Programme	Continuing replacement of the existing PC estate each year. Modern and flexible working practices available for users.	On-going from December 2013	Main replacements completed in line with VDI project.
12	Ensuring effective ICT Security is in place. Replace Firewall and anti-virus software	Monthly reviews undertaken of any incidents and reported to as part of ICT monitoring arrangements.	On-going Monthly March 2014	No major security issues to report. Internal Audit also regularly reviewing security arrangements as change continues. Policies and awareness to staff kept under regular review. Complete.
13	Continued compliance with the PSN (Public Service Network)	ICT Health Check undertaken by third party. PSN Code of connection submitted and compliance certificate received to demonstrate secure network in place. Switch to required IP address range for PSN.	Annually in October	Council accredited under new Code in April 2014. Next audit and review due early in 2015.
14	ICT Disaster Recovery (DR) and Business Continuity	Upgrade DR solution off site and transfer replica SAN. Upgrade Business Continuity solution to strengthen remote access.	December 2013 April 2014	Still to be fully implemented. Separate piece of work now proposed to review the core infrastructure being moved into a managed Data Centre.

15	Geographical Information System (GIS)	Reduction in Map Info usage. Wider utilisation of GIS across the Council. Move to open source solution.	January 2014	Complete.
16	Green ICT. Minimise the impact from ICT on the Councils carbon footprint	Equipment recycled appropriately. Reduction in energy use through use and rationalisation of technology.	On-going	All equipment recycled or disposed of in accordance with European and UK Government Environmental Legislation.
17	Emerging Technologies	Relevant technologies being kept under a watching brief and opportunities utilised appropriately. Next Work Plan completed for consideration	On-going October 2016	Nothing further to report at this stage.

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 9
DATE OF MEETING:	16th OCTOBER 2014	CATEGORY: DELEGATED
REPORT FROM:	DIRECTOR OF FINANCE AND CORPORATE SERVICES	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (01283 595811) Kevin.stackhouse@south-derbys.gov.uk	DOC: u/ks/business rates/Derbyshire poo/pooling committee proposal
SUBJECT:	BUSINESS RATES POOLING	REF
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: FM 08

1.0 Recommendation

- 1.1 That subject to 1.2 below, the Council enters into a County wide Business Rates Pool from 2015/16.
- 1.2 That this is subject to final governance proposals being agreed with fellow authorities.
- 1.3 That subject to 1.2 above, authority is delegated to the Director of Finance, in liaison with the Chief Executive and Leader of the Council, to sign a joint submission to the Department for Communities and Local Government on 31st October 2014.

2.0 Purpose of Report

- 2.1 To consider a proposal for the Council to pool its Business Rates with other Derbyshire authorities

3.0 Detail

Background

- 3.1 A predominant source of funding for local authorities is derived from redistributing business rates. This is based on what is known as a Business Rates Retention System, with incentives for authorities who generate growth in business rate receipts in their area.

- 3.2 At the basic level, business rates income generated in each authority is shared as follows:
- 50% to central government
 - 40% to district councils (*this is the rates target or baseline amount*)
 - 9% county council
 - 1% fire authority
- 3.3 Within the retention system, authorities are either a “tariff” or a “top up” authority. Tariff authorities (of which South Derbyshire is one) are assessed, in the national funding system, as having a rates income target (i.e. the 40%) above their spending need and consequently pay over the difference to the Government.
- 3.4 Any additional income, due to growth, above their baseline is retained by the authority, subject to a maximum of 50% being transferred to the Government as a “levy.” The greater the difference between spending need and rates target, the greater the levy (up to 50%).
- 3.5 Top up authorities are those where their rates income target is lower than their spending need and they receive a top up payment through the system. This payment is financed from the tariffs and is effectively the redistribution system for financing local government.
- 3.6 Therefore, top up authorities do not pay a tariff and are not subject to a levy. County councils and fire authorities are top up authorities as they do not directly receive rates income; many districts and boroughs are tariff authorities.
(Police authorities are subject to a separate funding framework and are not part of the business rates system)
- 3.7 A safety net exists which protects individual authorities from large losses compared to their baseline, with the maximum loss incurred being limited to 7.5% of their spending need.
- 3.8 The remaining loss is met by the Government and is funded by their share of growth receipts. Any additional receipts above any safety net payments are retained by the Government.

Business Rates Pooling

- 3.9 As part of the system, authorities are able to join up, on a voluntary basis, to pool their business rates. A minimum of two authorities can form a pool but there is no maximum limit. In addition, a pool is not limited by county or any other geographical boundaries.
- 3.10 In issuing its annual prospectus on pooling ahead of 2015/16, the Government believes that pooling offers the following benefits:

- Furthers the process of joint working
- Authorities can benefit from economic growth across a wider area
- Furthers collaboration on infrastructure investment
- Authorities can retain more business rates receipts locally
- Volatility in income is spread and shared

How Pooling Works

- 3.11 Pools are established under provisions contained in the Local Government Finance Act 1988. Applications to form a pool are subject to approval by the Government (DCLG) and new applications have to be made by 31st October each year. If approved, authorities then have until 31st December to confirm their membership of a pool.
- 3.12 This allows authorities time to consider any impact following the annual local government financial settlement. If at this stage, one authority withdraws from a designated pool, the pool would not proceed and would be revoked by the Secretary of State.
- 3.13 Once in operation, a pool can be dissolved by the member authorities, or individual authorities can opt to withdraw at any time. However, once a pool is designated it will have to operate for the full financial year. If notice is received before 31st October, then the pool can be dissolved or members can opt out from the following financial year.
- 3.14 Each year, pools have to signify that they will continue, although there is no requirement to formally reapply unless the membership changes.
- 3.15 Although each authority continues to administer and collect rates locally and maintains its own Collection Fund, the pool is treated as a single entity for the purposes of calculating tariffs, top ups, levies and safety net payments.

Governance

- 3.16 An application for pooling has to be accompanied by proposed governance arrangements. A model or standard agreement is available from the DCLG.
- 3.17 The agreement must specify how growth is shared amongst the pool members. In addition, a lead (or administering) authority needs to be appointed through which inter pool transactions are made and the pooled account is maintained.
- 3.18 Normally, this will tend to be the largest authority in a pool, as this authority will also become responsible for funding receipts and payments, including those to the DCLG on behalf of pool members. Other pool members do not transact directly with the DCLG, so managing and financing cash flow falls to the lead authority.

- 3.19 Currently, there are 18 pools in operation across the country covering 111 authorities, approximately 25% of all local councils in the country. The pools are listed in **Appendix 1** and are estimated to generate growth receipts of approximately £159m in 2014/15.
- 3.20 The principle of pooling is that authorities have greater scope for generating and sharing additional growth through collaboration, together with smoothing the impact of volatility in rates income across a wider area, i.e. gains and losses can be balanced across the pooled area.

The Levy Rate

- 3.21 The fundamental benefit of pooling arises from the levy rate, i.e. the amount of growth that is paid over to central government. This is because the levy rate for a pool as a whole will usually be lower than that for individual authorities (outside of a pool).
- 3.22 Depending on baselines, growth and levy payments for individual authorities, the levy rate may in fact reduce to zero in a pool. This then retains more growth in the pool which can be shared amongst member authorities. This is illustrated later in the report.

The Risks of Pooling

- 3.23 Each authority must decide whether pooling is appropriate. The consequences of forming a pool will be different in each case and will also depend on other members willing to pool.
- 3.24 For an authority to join a pool, the levy rate will need to be much lower compared to the rate if they remained outside a pool. Not only will this generate much more income to be retained locally, it will also need to provide a buffer for any losses (compared to the baseline) incurred over the life of the pool.

Losses

- 3.25 Losses can occur due to businesses leaving an area, being terminated, together with reductions due to appeals and revaluations – income can be volatile. Not all authorities within the pool may generate growth and some may incur losses. This then reduces the amount to be shared.
- 3.26 Although levies can be reduced by pooling, conversely there is no safety net – losses are entirely met by the pool.

A Derbyshire Pool

- 3.27 Senior financial officers in all Derbyshire authorities (*excluding the Police and Crime Commissioner*) have been analysing the effects of a county wide pool. This has involved all 8 district and borough councils in Derbyshire, along with the County Council, Fire Authority and Derby City Unitary Authority.
- 3.28 Pooling has shown to be the most beneficial where there are a number of lower tier (district and borough councils) with high levy rates growth, combined with an upper tier or unitary authority that is a top up authority.
- 3.29 This is the situation in Derbyshire and makes a strong case for pooling. The following table shows the levy rates payable by authorities in Derbyshire, together with the total for all authorities – effectively the pool if all authorities joined.

	Rates Target £m	Spending Need £m	Diff £m	Raw levy	Actual Levy
Derbyshire County Council	16.3	100.5	84.2	-517%	0%
Derby City Council	37.8	50.4	12.6	-33%	0%
Derbyshire Fire	2.6	8.0	5.4	-208%	0%
Amber Valley	11.8	2.9	-8.9	75%	50%
Bolsover	8.1	2.6	-5.5	68%	50%
Chesterfield	13.8	3.0	-10.8	78%	50%
Derbyshire Dales	6.9	1.5	-5.4	78%	50%
Erewash	9.4	3.0	-6.4	68%	50%
High Peak	9.2	2.1	-7.1	77%	50%
North East	5.4	2.5	-2.9	54%	50%
South Derbyshire	8.3	2.2	-6.1	73%	50%
TOTAL	129.6	178.7	49.1	-38%	

- 3.30 The table shows that all district and borough councils in Derbyshire are subject to the maximum 50% levy on any growth. This is because their spending need is well below their rates target, or available income. Conversely, the County, City and Fire Authorities have a spending need greater than rates and receive top ups and pay no levy.

The Raw Levy

- 3.31 However, the key indicator for a Derbyshire Pool is the total figure and in particular the “**raw levy**.” This is a measure of the difference in spending need compared to the rates target across pool members.

- 3.32 Where it is positive, this indicates that spending need is lower than income and under the retention system, means a levy is paid on growth at that percentage. If the raw levy is greater than 50%, the levy is capped at 50%.
- 3.33 Where the raw levy is negative, this means that spending need is greater than income and a top up payment is made. No levy is then payable on growth.
- 3.34 The overall raw levy for the County as a whole is negative. This means that overall in Derbyshire spending need is higher than target rates or available income. This is due to the magnitude of the County's figures.
- 3.35 As the raw levy is negative overall, this means that should a pool arrangement exist, there would be no levy to pay, i.e. every £1 of growth over the initial 50% generated at each authority, would stay within the pool for distribution.
- 3.36 Under a pooling arrangement, all members are grouped and treated as a single entity.

Scenarios

- 3.37 Derby City Council has indicated that they do not wish to be included in a pooling arrangement. All other authorities are currently seeking appropriate approval to join.
- 3.38 The exclusion of the City Council makes no difference financially to the viability of a pool. If they are excluded, the raw levy is still negative overall. The fundamental issue to a county-wide pool is the inclusion of the County Council.
- 3.39 Because their difference between spending need and rates income is significant, they have a raw levy which is substantially negative. If the County Council is excluded, the rate levy would be positive at 31% as the remaining districts all have positive levies.
- 3.40 Although this is lower than 50%, it is considered that this is not adequate enough to cover any potential losses; effectively, 1/3 of any growth would still flow out of the pool.
- 3.41 If Derby City is also excluded, the levy rises to over 60%. Clearly this would then make a pooling arrangement for Derbyshire authorities unviable.

The Size of the Pool

- 3.42 Besides the importance of the County Council being pool members, any number of authorities could join. Clearly, the more that join, the greater the viability of a pool. In principle, a pool could work with only one District together with the County Council as the raw levy would remain negative.

- 3.43 However, it is considered that it would be more beneficial for the greatest number of authorities to join. This would help to maximise growth across the area and although this is shared amongst more members, there is greater protection against any losses.

The Magnitude of the Figures

- 3.44 If a pool was operating in 2014/15, the latest estimates across all authorities (excluding Derby City) show that a levy of approximately **£2.9m** would be avoided in a pooled arrangement and be retained within the pool. Effectively, this is the total of the individual levies (at 50%) being paid by each authority. This shown in the following table.

	Rates Target £m	Estimate 2014/15 £m	Gain £m	Levy £m
Derbyshire County Council	16.391	17.686	1.295	0.000
Derbyshire Fire	2.607	2.607	0.000	0.000
Amber Valley	11.752	12.540	0.788	0.394
Bolsover	8.079	8.794	0.715	0.357
Chesterfield	13.847	14.634	0.787	0.394
Derbyshire Dales	6.850	7.320	0.470	0.235
Erewash	9.407	10.157	0.750	0.375
High Peak	9.163	9.822	0.659	0.330
North East	5.422	6.760	1.338	0.669
South Derbyshire	8.332	8.576	0.244	0.122
TOTAL	91.848	98.896	7.048	2.876

- 3.45 The amount of levies paid in 2013/14 (the first year of the retention system) across Derbyshire authorities, was approximately £600,000. This was lower as many authorities set up initial provisions for bad debts and appeals to cover future liabilities and losses, which were one-off transactions.

Sharing the Retained Amount

- 3.46 Within a pooled arrangement, the basis of the retention system remains, i.e. the initial 50/50 split between the Government and local authorities. In addition, the initial 50% of growth in each authority is retained locally.
- 3.47 Within the governance arrangements and in the application to the DCLG, the agreement for sharing the retained amount needs to be set out. There is no limit to how the sharing works and different pools have different arrangements. However, there is some consistency in principle and in the range of shared proportions.
- 3.48 The biggest contention has been the share to county councils and to a lesser extent, fire authorities. County councils take the biggest risk in that they pay no levy, so there is no saving, but potentially take on a greater share of any losses. In addition, as is shown earlier for Derbyshire, the county council generally need to be within the pool for it to be viable.

3.49 In existing pools, the county share averages between 25% to 30%, but is as low as 5% and as high as 60% elsewhere.

3.50 Besides the share to the county and fire authorities, the distribution should ideally recognise where growth has been generated, together with spending need. All these factors need to be balanced.

3.51 For a Derbyshire pool, it has been proposed that the share is distributed as follows:

- 1/3 to the county and fire authorities
- 1/3 based on growth – the greater the contribution, the greater the share
- 1/3 based on spending need

3.52 The effect of this distribution on a pooled arrangement for 2014/15 is shown in the following table.

£m	
Derbyshire County Council	0.863
Derbyshire Fire	0.096
Amber Valley	0.270
Bolsover	0.245
Chesterfield	0.277
Derbyshire Dales	0.151
Erewash	0.268
High Peak	0.212
North East	0.344
South Derbyshire	0.150
TOTAL	2.876

3.53 For South Derbyshire, instead of foregoing £122,000 in a levy, the Council would benefit in cash terms by £150,000.

Risks

3.54 The report earlier highlighted the risk of losses and that a safety net does not exist under a pooling arrangement. Although individual authorities will continue to carry provisions for appeals, bad debts and losses through revaluations, etc. the impact of a business failure or a major business leaving the area, could have an altogether bigger impact.

Derbyshire's Business Rates Base

3.55 It is likely that over a county area, the business rates base will change over time. Assuming that this evens out, the prognosis for future growth across the county area is promising, with current growth as highlighted earlier, positive in all authorities.

- 3.56 Most authorities have a low starting base. This means that even small to moderate growth will be beneficial. All authorities have large supermarkets and other retail outlets and even in areas such as High Peak, there are large industrial businesses.
- 3.57 No major concerns have been highlighted with these businesses, but clearly this can change.
- 3.58 There are only 6 or 7 businesses across the county area with a rates liability in excess of £1m. The biggest business rates payer in the county area is in South Derbyshire, where rates for that business are twice as much as the next highest in the county.
- 3.59 Other authorities see this as the biggest risk and some analysis has been undertaken on the effects of that rates income being excluded in a pooled scenario.
- 3.60 With no safety net protection, the pool would need to cover approximately £1.6m. However, if growth elsewhere remained, this would be met within the overall gain.
- 3.61 The greatest risks are continuing growth and a substantial loss. The position would be regularly monitored as part of the governance arrangements. If at any stage the projection for the overall position looks negative, the pool can be dissolved by giving the appropriate notice, or individual authorities could choose to leave. This would be reviewed each year.

Governance

- 3.62 The lead authority is still to be determined. If implemented, it is proposed that a fee of £40,000 is paid to that authority in recognition of the additional work and responsibility to administer a pool. The fee would be paid out of the growth receipts retained.

4.0 Financial Implications

- 4.1 As detailed in the report.

5.0 Corporate Implications

- 5.1 None directly

6.0 Community Implications

- 6.1 None directly

7.0 Background Papers

- 7.1 DCLG Business Rates Retention: Pooling Prospectus 2015-16

POOLING AUTHORITIES 2014/15

- Warwickshire CC, with Coventry City Council and all districts
- Cumbria CC, with all districts
- Plymouth City Council, with Devon CC, Torbay Council and all districts
- Thurrock BC, with Barking & Dagenham and Havering LBCs and Basildon BC,
- Stroud DC, with Gloucestershire CC and all districts
- Birmingham City Council, with Solihull MBC and six districts from adjacent parts of Staffordshire and Worcestershire
- Maidstone BC, with Kent CC
- Leeds City Council, with all West Yorkshire councils, Harrogate BC and City of York Council
- North Kesteven DC, with Lincolnshire CC and five districts
- Warrington BC, with Halton BC and St Helens MBC
- Norfolk CC, with five districts
- Cherwell DC, with Oxfordshire CC and West Oxfordshire DC
- Scarborough BC, with North Yorkshire CC and five districts
- Kettering BC, with Northamptonshire CC and six districts
- Nottinghamshire CC, with all districts
- Staffordshire CC, with four districts, Stoke-on-Trent City Council and Staffordshire Fire and Rescue Authority
- Suffolk CC, with all districts
- Worcestershire CC, with four districts

REPORT TO:	Finance and Management Committee	AGENDA ITEM:10
DATE OF MEETING:	16th October 2014	CATEGORY: DELEGATED/
REPORT FROM:	Director of Community and Planning	OPEN:
MEMBERS' CONTACT POINT:	Director of Community and Planning Stuart Batchelor Ext: 5820	DOC:
SUBJECT:	Graduate Planning Officer	REF: SB
WARD(S) AFFECTED:	All	TERMS OF REFERENCE: FM 05

1.0 Recommendations

- 1.1 To approve the recruitment of a Graduate Planning Officer for a period of 3 years.

2.0 Purpose of Report

- 2.1 To gain Members approval for the recruitment of a Graduate Planning Officer on a 3 year contract to provide capacity and for succession planning within the Planning Service.

3.0 Detail

- 3.1 As Members are aware the level of work has significantly increased in the Planning Services over the last year. This increased work has been in the form of size, type and number of planning applications received, preparation of the Local Plan Parts One and Two, Building Regulation applications and finally the need to support Planning Appeals. This level of activity is expected to remain constant in the coming months and in the area of Planning Appeals and preparation of Part 2 of the Local Plan and its examination will increase.
- 3.2 In terms of the capacity of the Planning Service to deal with this workload the staff have applied themselves to the task admirably but it is clear that further capacity is required to ensure that:
- 85% of Planning Applications are dealt with in the statutory time period
 - Building Control market share is maintained in the high 80%
 - Community Consultation for Part 2 of the Local Plan is fully supported
 - Planning Appeals (all types) and the examination are fully prepared for to ensure the Council puts forward its best case.
- 3.3 It is also the case that one experienced Area Planning Officer has recently retired and it is expected that a further experienced Area Planning Officer will retire in the medium future. Consequently succession planning is an important consideration that has worked well for the Authority previously should be undertaken.

- 3.4 The proposal is to appoint a Graduate Planning Officer who will be able to provide support across the areas identified above. The post would be based on a 3 year contract and linked to professional development allowing for the achievement of membership of the Royal Town Planning Institute. Whilst it cannot be a certainty it is hoped that the Graduate post will be successful and be employed on a permanent basis when an Area Planning Officer retires/leaves.

4.0 Employment Implications

- 4.1 The proposed post will be subject to a 3 year contract with a career grade starting at Scale 6 £22,443 through to PO1 which starts at £28,127. Progression will be based upon the achievement of specific targets/qualifications and performance. The grades proposed will be assessed under the Council's agreed procedure. These grades will be subject to the Pay and Grading Review.

5.0 Financial Implications

- 5.1 It is proposed to fund the maximum £92,000 (including on costs) cost of the 3 year post through the excess income that will be received above the budget for Planning Income. There will not be an increased cost to the Councils budget for staffing related to this post..
- 5.2 As at 30th September, income received in 2014/15 totalled just under £600,000 against a total budget of £550,000 for the year. Currently, total income for the year is projected at £1m. Therefore, it is almost certain that at least £92,000 will be generated over and above the budget in 2014/15.
- 5.3 If the proposal is approved, these resources would be transferred to an earmarked reserve to fund the cost of the post over the 3-year period.

6.0 Corporate Implications

- 6.1 The Key Performance Indicator for processing planning applications is contained within the Corporate Priority for 'Sustainable Growth and Opportunity' and this post will provide capacity for meeting this performance measure.

7.0 Community Implications

- 7.1 The efficient and high performance of the Planning Service is very important to the community of South Derbyshire and this proposal helps to ensure that continued service.

8.0 Conclusions

- 8.1 The proposal is an effective way to develop the future workforce within the Planning Service whilst providing much needed capacity at a time of significant workload increase.

REPORT TO:	FINANCE & MANAGEMENT COMMITTEE	AGENDA ITEM: 11
DATE OF MEETING:	16th October 2014	CATEGORY: DELEGATED
REPORT FROM:	Director of Finance & Corporate Services	OPEN
MEMBERS' CONTACT POINT:		DOC:
SUBJECT:	WORK PROGRAMME	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE:

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.

**Work Programme 2014/15
Finance and Management Committee
Standing and Other Planned Reports**

Committee 4th December 2014

- Corporate Services Contract and Strategic Partnership Report 2013/14
- Corporate Plan Monitoring 2014/15– 2nd Quarter Performance to September 2014
- Budget and Financial Monitoring 2014/15
- Complaints, Compliments and FOI Requests – April 2014 to September 2014
- Local Council tax Support Scheme 2015/16

Committee 15th January 2015

- Service Base Budgets 2015/16
- Consolidated Budget Report 2015/16 and MTFP to 2020

Committee 26th January 2015 (Provisional – Budget Consultation)

- Statutory Consultation with local businesses, voluntary and community organisations
(*Format subject to review*)

Committee 19th February 2015

- Treasury Management Strategy 2015/16
- Final Budget Proposals 2015/16 and Financial Plan to 2020

Committee 19th March 2015

- Corporate Plan Monitoring 2014/15– 3rd Quarter Performance to December 2014
- Budget and Financial Monitoring 2014/15

Committee 23rd April 2015

- Provisions and Contingent Liabilities 2014/15
- Debts submitted for write-off

Committee 20th May 2015

- Provisional Budget Out-turn 2014/15