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Our Ref: DS  
Your Ref:

Date: 6 June 2018

Dear Councillor,

**Finance and Management Committee**

A Meeting of the **Finance and Management Committee** will be held in the **Council Chamber**, on **Thursday, 14 June 2018 at 18:00**. You are requested to attend.

Yours faithfully,



Chief Executive

To:- **Conservative Group**  
Councillor Harrison (Chairman), Councillor Mrs Plenderleith (Vice-Chairman) and  
Councillors Billings, Mrs Coyle, Ford, Hewlett, Smith, Watson and Wheeler

**Labour Group**  
Councillors Rhind, Richards, Southerd and Taylor

## **AGENDA**

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

- 1** Apologies and to note any Substitutes appointed for the Meeting.
- 2** To receive the Open Minutes of the following Meeting:  
  
Finance and Management Committee 3rd May 2018 Open Minutes **4 - 6**
- 3** To note any declarations of interest arising from any items on the Agenda
- 4** To receive any questions by members of the public pursuant to Council Procedure Rule No.10.
- 5** To receive any questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 6** Reports of Overview and Scrutiny Committee
- 7** CORPORATE PLAN 2016-21 PERFORMANCE REPORT (2017-18) **7 - 25**
- 8** SERVICE PLANS **26 - 64**
- 9** CORPORATE EQUALITIES ANNUAL REPORT 201718 AND ACTION PLAN 201819 **65 - 88**
- 10** ANNUAL HEALTH AND SAFETY REPORT 2017-18 AND ACTION PLAN 2018-19 **89 - 99**
- 11** SICKNESS ABSENCE 2017-18 **100 - 106**
- 12** CONSULTATION ANNUAL REPORT 201718 AND ACTION PLAN 201819 **107 - 113**

<b>13</b>	<b>COMMUNICATIONS ANNUAL REPORT 2017-18 AND OBJECTIVES 2018-19</b>	<b>114 - 128</b>
<b>14</b>	<b>COMMENTS, COMPLIMENTS, COMPLAINTS &amp; FREEDOM OF INFORMATION REQUESTS 1 OCTOBER 2017 TO 31 MARCH 2018</b>	<b>129 - 183</b>
<b>15</b>	<b>COMMITTEE WORK PROGRAMME</b>	<b>184 - 188</b>

**Exclusion of the Public and Press:**

- 16** 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.
- 17** To receive the Exempt Minutes of the following Meeting:  
Finance and Management Committee 3rd May 2018 Exempt Minutes
- 18** To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 19** COMMUNITY SPORT ACTIVATION OFFICER
- 20** PLANNING SERVICES REVIEW
- 21** PAY AND GRADING REVIEW – DOWNGRADED POSTS
- 22** STENSON FIELDS COMMUNITY FACILITY
- 23** ROSLISTON FORESTRY CENTRE – TRANSITION ARRANGEMENTS
- 24** LAND IN REPTON
- 25** APPLICATION FOR DISCRETIONARY RATE RELIEF
- 26** LAND IN CHURCH GRESLEY

FINANCE AND MANAGEMENT COMMITTEE

3<sup>rd</sup> May 2018

**PRESENT:-**

**Conservative Group**

Councillor Harrison (Chairman), Councillor Mrs Plenderleith (Vice-Chairman) and Councillors Mrs Coyle, Ford, Hewlett, Smith, Swann, Watson and Wheeler

**Labour Group**

Councillors Rhind, Richards, Southerd and Taylor (substituting for Councillor Wilkins)

FM/159 **APOLOGIES**

Apologies were received from Councillor Wilkins (Labour Group)

FM/160 **MINUTES**

The Open Minutes of the Meetings held on 15<sup>th</sup> February 2018 and 15<sup>th</sup> March 2018 were taken as read, approved as a true record and signed by the Chairman.

In relation to Minute No. FM/149, an update was requested by Councillor Richards which was provided by the Chief Executive in that an Agreement had been signed between the Council and the Trust earlier in the day.

FM/161 **DECLARATIONS OF INTEREST**

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

FM/162 **QUESTIONS FROM MEMBERS OF THE PUBLIC PURSUANT TO COUNCIL PROCEDURE RULE NO 10**

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

FM/163 **QUESTIONS BY MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO 11**

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

FM/164 **REPORTS OF OVERVIEW AND SCRUTINY COMMITTEE**

The Committee was informed that no reports had been received.

**MATTERS DELEGATED TO COMMITTEE**FM/165 **AUDIT SUB-COMMITTEE**

The Open Minutes of the Audit Sub-Committee Meeting held on 21<sup>st</sup> March 2018 were submitted.

FM/166 **100% BUSINESS RATES RETENTION**

The Strategic Director (Corporate Resources) presented the report to Committee explaining the potential financial implications of the 100% Derbyshire Business Rates Retention Pilot on the Council's budget. Members were advised that the pilot had been agreed by the Government for one year, where ongoing consultations between Government and Local Authorities will continue. The Director advised areas of where the funds would be invested including a central pool and on economic regeneration within the District.

Councillor Southerd requested that the funds be spent on a positive, visible venture for the residents of South Derbyshire. The Chairman expressed that due to ambivalence surrounding the length of the pilot, prudence may be required.

**RESOLVED:**

***1.1 Members approved that the provisional financial implications of the 100% Derbyshire Business Rates Retention Pilot on the Council's Budget be noted.***

***1.2 That the additional resources be set-aside in 2018/19 for capital expenditure and that proposals for investment be drawn up in accordance with Government expectations; namely that resources are:***

- Reinvested to deal with the impact of growth.***
- To create further business growth.***
- To create and enable economic regeneration and employment.***

FM/167 **COMMITTEE WORK PROGRAMME****RESOLVED:**

***The Committee considered and approved the updated work programme.***

FM/168 **LOCAL GOVERNMENT ACT 1972 (AS AMENDED BY THE LOCAL GOVERNMENT [ACCESS TO INFORMATION] ACT 1985)****RESOLVED:-**

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

**MINUTES**

***The Exempt Minutes of the Meetings held on 15th February 2018 and 15th March 2018 and of the Audit Sub-Committee meeting held on 21<sup>st</sup> March 2018 were received.***

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

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

**ELECTORAL SERVICES ASSISTANT (Paragraph 1)**

***Members approved the recommendations in the report.***

**THE FUTURE OF BUILDING CONTROL (Paragraph 1)**

***Members approved the recommendations in the report.***

**PROPERTY IN CASTLE GRESLEY (Paragraph 3)**

***Members approved the recommendations in the report.***

The meeting terminated at 6.40pm.

COUNCILLOR J HARRISON

CHAIRMAN

<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT</b>	<b>AGENDA ITEM: 7</b>
<b>DATE OF MEETING:</b>	<b>14<sup>th</sup> JUNE 2018</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>LEADERSHIP TEAM</b>	<b>OPEN DOC:</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>KEVIN STACKHOUSE (EXT. 5811)</b>	
<b>SUBJECT:</b>	<b>CORPORATE PLAN 2016-21: PERFORMANCE REPORT (2017-18)</b>	
<b>WARD (S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: G</b>

### 1.0 Recommendations

1.1 That progress against performance targets is considered.

### 2.0 Purpose of Report

2.1 To report progress against the Corporate Plan for 2017-18 under the themes of People, Place, Progress and Outcomes.

### 3.0 Detail

3.1 The Corporate Plan 2016 – 2021 was approved following consultation into South Derbyshire's needs, categorising them under four key themes: People, Place, Progress and Outcomes. The Corporate Plan is central to our work – it sets out our values and visions for South Derbyshire and defines our priorities for delivering high-quality services.

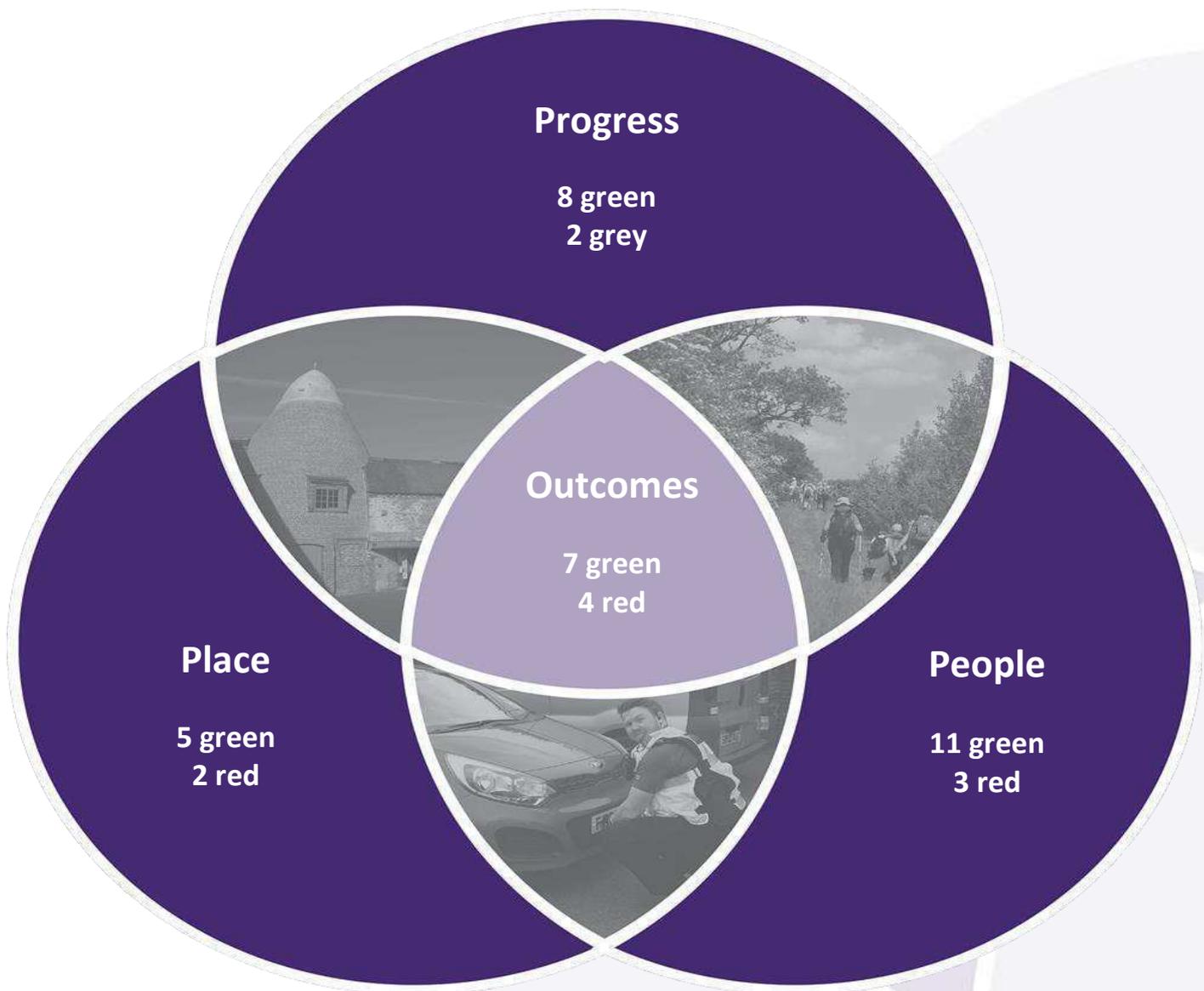
3.2 This Committee is largely responsible for overseeing the delivery of successful Outcomes. These are as follows:

- Maintain financial health
- Achieve proper Corporate Governance
- Maintain customer focus
- Be aware of and plan for financial, legal and environmental risks
- Promote and enable active democracy
- Enhance environmental standards
- Maintain a skilled workforce
- Promote inclusion

3.3 Of the 13 measures and projects under the jurisdiction of the Finance and Management Committee, seven are green, five are grey and one is red for quarter four. Nine are showing green and four are red for year end.

3.4 More information can be found in the Performance Board in **Appendix A**. A detailed breakdown of performance for Finance and Management is available in the Success Areas and Action Plan documents (**Appendices B and C respectively**) while associated risks are contained in the risk registers in **Appendices D, E and F**.

#### 4.0 Overall Council performance – 2017-18



Of the 42 strategic projects and measures for the Council, 27 are green, seven are red and eight are grey for quarter four. There are 31 greens, two greys and nine reds for the year end.

#### 5.0 Financial and Corporate Implications

5.1 None directly.

#### 6.0 Community Implications

6.1 The Council aspires to be an excellent Council in order to deliver service expectations to local communities. This report demonstrates how priorities under the People, Place, Progress and Outcomes themes contribute to that aspiration.

#### 7.0 Appendices

- Appendix A – Performance Board
- Appendix B – Finance and Management: Success Areas
- Appendix C – Finance and Management Service Plan
- Appendix D - Chief Executive's Risk Register
- Appendix E – Corporate Services Risk Register
- Appendix F – Strategic Risk Register

Theme	Aim	Project	Q3 progress	Q4 target	Q4 performance	2017/18 target	2017/18 performance	Detail
Outcomes.	Maintain financial health.	Generate ongoing revenue budget savings in the General Fund.	Budget savings and additional income achieved - totals of £690k to-date. Effect of 100% Business Rates Pilot being assessed.	O1.1 Annual target of £850,000, as per the Medium Term Financial Plan. F&M	Annual target.	£850,000	Achieved.	Budget 2017 showed a projected deficit of £852k in 2018/19. This had reduced to £161k by Budget 2018, a reduction of £691k. This was mainly due to budget savings in Corporate Services and additional New Homes Bonus. In addition, savings from the transfer of Building Control to the South Staffordshire Shared Service will save £54k per year (subject to approval by the Finance and Management Committee on May 3). The final £105k will be drawn down from the General Reserve from savings made in 2017/18, as shown in the MTFP.
Outcomes.	Maintain proper Corporate Governance.	Compile and publish an Annual Governance Statement in accordance with statutory requirements.	Annual target was reported and dealt with in quarter two. No further reporting this year.	O2.1 An unqualified value for money opinion in the Annual Audit Letter. F&M	Annual target was reported and dealt with in quarter two. No further reporting this year.	Unqualified value for money opinion.	See Action Plan.	See Action Plan.
Outcomes.	Enhance environmental standards.	Demonstrate high environmental standards. Ensure continual compliance with ISO 14001 standard.	Date of external reaccreditation programmed.	O3.1 Ensure continual compliance with ISO 14001 standard. Reflect process outcomes into corporate and service plan action setting. E&DS	On track.	Maintain ISO14001 certification.	Achieved.	External audit complete. Four minor non-conformances identified plus 10 improvement opportunities. ISO14001 reaccreditation approved for the 10th year.
Outcomes.	Maintain a skilled workforce.	Ensure ongoing training and development for individuals and groups of employees where applicable.	35% of staff had completed all mandatory training.	O4.1 95% of all employees to complete mandatory training (annual target). F&M	Annual target.	95%.	31%.	See Action Plan.
			N/A.	O4.2 95% of all employees to have an annual performance appraisal (annual target). F&M	Annual target.	95%.	17%.	See Action Plan.
Outcomes.	Maintain customer focus.	Develop a new website and provide functionality for greater transactional processing online.	Mobile phone - 49.6% Desktop - 33% Tablet - 17.4%.	O5.1 Number of people viewing website on a mobile phone is >43% F&M	43.1% mobile; 41% desktop; 15.8% tablet.	>43%.	46% mobile; 38.5 desktop; 15.5% tablet.	Encouraging start for website, with patterns/trends for sessions, users, visits, bounce rate, online form take up and transactions all positive. We will use 2018/19 to create a baseline for figures to report against. Work is also ongoing to improve financial transactions.
		Develop a Social Media Strategy to provide easy and innovative options for residents to engage with the Council.	Extensive evidence base complete, enabling work to start on the strategy. Elected Members, departments and social media users all consulted. Action plan also being devised.	O5.2 Report to committee and adopt strategy. F&M	See Action Plan.	Social Media Strategy adopted.	See Action Plan.	See Action Plan.
		Expand services in Customer Contact Centre and maintain facilities for face to face enquiries where required.	83.8%.	O5.3 80% of telephone calls answered within 20 seconds. F&M	85.4%.	80%.	81.8%.	Annual target exceeded. The number of options available to callers has been reduced and the messages shorter. It now takes an average of 32 seconds from entry to the system to reach Customer Services compared to the one minute 20 seconds previously.
			4.2%.	O5.4 Call abandonment rate of <10%. (Number of visitors to Civic Offices to be recorded). F&M	3.7% (Visitors to Civic Offices 9,278).	<10%.	6.8%.	Annual target exceeded. This is particularly impressive for quarter four when Council Tax and end of year enquiries amounted to 2,672 calls. Further upgrades to our IVR system are to be considered in June 2018.

		Deliver Equalities and Safeguarding action plan to demonstrate principles are embedded in service delivery.	Dementia Friendly Community Status achieved.	<b>O5.5</b> Undertake a Workforce Profile and consider any issues to be addressed. <b>F&amp;M</b>	Workforce Profile produced and actions to be included as part of action plan arising from statutory gender pay report.	Deliver Equalities and Safeguarding action plan.	Achieved	All actions within the Equalities and Safeguarding Action Plan have been delivered. This has included accreditation to the Safe Place Scheme and achieving Dementia Friendly Community status. The Equalities Annual Report for 2017/18 will be reported to the Finance and Management Committee in June.
<b>Outcomes.</b>	<b>Continue to strengthen the ICT platform and ensure that ICT is able to support change and minimise business risks.</b>	Three year review of ICT Strategy and adoption of action plan to 2020.	First (stabilisation) phase of the strategy on-going.	<b>O6.1</b> N/A. <b>F&amp;M</b>	N/A.	Adoption of ICT Strategy and action plan.	Achieved.	Approved by Finance and Management Committee in October 2017.
<b>People.</b>	<b>Enable people to live independently.</b>	Provide an efficient and well-targeted adaptation service (including Disabled Facilities Grants) and make better use of previously adapted dwellings.	83%.	<b>PE1.1</b> Percentage of adapted properties allocated on a needs basis is >90%. <b>H&amp;CS</b>	100%.	>90%.	92%.	Excellent performance and an increase from 16/17. Five out of 63 adapted properties were let to those without a medical need. Four of these were due to homeless duty and one was advertised three times.
			96%.	<b>PE1.2</b> Percentage of residents satisfied with the quality of their new home is >88%. <b>H&amp;CS</b>	100%.	>88%.	97%.	Out of the 102 surveys returned, only three negative comments were received around the overall quality.
<b>People</b>		Maintain regular contact with tenants, with a focus on those identified as vulnerable.	286	<b>PE2.1</b> Total number of tenancy audits completed (250 target). <b>H&amp;CS</b>	251	1,000	1,077.00	2,132 of our tenants have received a visit and full audit by their housing officer over the last two years. Our aim by the end of 2018/19 is for all 2,974 of our tenants to receive a visit from their Housing Officer.
			89%.	<b>PE2.2</b> Number of successful introductory tenancies (target of 97%). <b>H&amp;CS</b>	92.5%.	97%.	91.58%.	See Action Plan.
<b>People.</b>	<b>Protect and help support the most vulnerable, including those affected by financial challenges.</b>	Process Benefit claims efficiently	16.4 days.	<b>PE2.3</b> Average time for processing new Benefit claims is <18 days. <b>F&amp;M</b>	16.7.	<18 days	15.8.	Performance was considerably better than the national average which, when last published for the third quarter of 2017/18, was 22 days.
			6.8 days.	<b>PE2.4</b> Average time for processing notifications of changes in circumstances is <8 days. <b>F&amp;M</b>	4.0	<8 days	5.1.	Performance was considerably better than national average, which when last published for the third quarter of 2017/8, was nine days.
			0.3%.	<b>PE2.5</b> Meet Housing Benefit Subsidy Local Authority error target threshold set by DWP (<0.48%). <b>F&amp;M</b>	0.33%	<0.48%	0.33%.	Annual target met, meaning that the Council did not incur any penalties and received full subsidy in all incentivised areas.
		Provide a service for homeless applicants which is nationally recognised as delivering 'best practice'. Attain NPSS Bronze Standard for Homelessness by March 31, 2018.	Focus went into preparing for key legislative changes and the introduction of Personal Housing Plans.	<b>PE2.6</b> Submit file to NPSS for review. Attain NPSS bronze standard. <b>H&amp;CS</b>	See Action Plan.	Attain NPSS Bronze Standard for Homelessness by March 31, 2018.	See Action Plan.	See Action Plan.
<b>People.</b>	<b>Use existing tools and powers to take appropriate enforcement action.</b>	Bring empty homes back into use.	Six completed.	<b>PE3.1</b> Number of empty home intervention plans for dwellings known to be empty for more than two years (target is three). <b>H&amp;CS</b>	Three completed (64 Bernard Street, Woodville, 81 South Drive, Newhall, 57 Main Street, Newhall).	10	12 completed.	Annual target met. Based on experience from this year's interventions we've revised our processes to improve effectiveness.

People.	Increase levels of participation in sport, health, environmental and physical activities.	Delivery of sport, health, physical activity and play scheme participations.	Rosliston 36,987. Leisure centres 249,667.	PE4.1 Throughput at Etwall Leisure Centre, Green Bank Leisure Centre and Rosliston Forestry Centre. Target for Rosliston = 45,000. Target for leisure centres = 170,404. H&CS	Rosliston = 41,612. Leisure centres = 268,881.	Rosliston = 195,000 Leisure centres = 681,616.	Rosliston 197,737 (1% above target), leisure centres 1,029,121 (34% above target).	Excellent performance for the leisure centres, which surpassed the anticipated footfall. Despite Rosliston having below expected visitor numbers for quarters three and four, annual visitor numbers were at the highest on record. See Action Plan for quarter four overview.
		Tackle physical inactivity and develop/implement a Sport, Health and Physical Activity Strategy.	Examples of targeted work includes carpet Nordic walking and a dementia walk at Oakland Village, Walking for Health across the District, the Street Games project at Midway Community Centre and Hilton Youth Club.	PE4.2 Review strategy progress. H&CS	Achieved.	Implement a Sport, Health and Physical Activity Strategy.	Achieved.	Sport, Health and Physical Activity Strategy adopted in quarter one. Targeted programme of work undertaken throughout the year. Strategy reviewed in quarter four to ensure it remains fit for purpose.
People.	Reduce the amount of waste sent to landfill.	Minimise waste sent to landfill.	93 kgs (target - <120kgs).	PE5.1 Household waste collected per head of population is <110kgs. E&DS	93 kgs (target - <120kgs). Estimated figure.	<480kgs.	402 kgs. Estimated figure.	Kgs per head of population continue to reduce year on year.
			43% (target - 47%).	PE5.2 >45% of collected waste recycled and composted. E&DS	43% (target - 47%). Estimated figure.	>50%.	48%. Estimated figure	See Action Plan.
People.	Develop the workforce of South Derbyshire to support growth.	Increase Council engagement to raise aspirations. Provide opportunities for young people to reach their potential.	Ongoing relationship management with schools continued. Marketing campaign developed.	PE6.1 Deliver renewed action plan. H&CS	Achieved.	Provide opportunities for young people to reach their potential through the RISE project.	Achieved.	Action plan finalised and underway. The plan now encompasses marketing, communication and overall delivery. RISE to become even more prevalent next year, with award-winning director Deborah Haywood to become ambassador for the project and an awards evening in the pipeline.
Place.	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Increase the supply and range for all affordable housing provision.	124 units delivered (year to date)	PL1.1 Increased supply of affordable homes. Annual target of >150. H&CS/E&DS	176 units delivered (year to date)	>150	176 units delivered (year to date)	The target for 2017/18 has been exceeded. This has been achieved by working collaboratively with all of our Registered Providers and has meant we have successfully delivered 33 Shared Ownership properties in the District and provided more than 140 affordable rented homes.
		Deliver an adopted South Derbyshire Local Plan, parts 1 and 2, and key supplementary documents.	Local Plan Part 2 adopted on November 2. Design Guide Supplementary Planning Document (SPD) and Affordable Housing SPD adopted on November 16.	PL1.2 Report to Council. Adopt Local Plan Part 2, Development Plan and supplementary planning documents. E&DS	Achieved.	Deliver an adopted South Derbyshire Local Plan, parts 1 and 2.	Achieved.	Local Plan Part 2 adopted on November 2 and Supplementary Planning Documents on November 16, 2018.
		Facilitate and deliver sustainable infrastructure.	N/A	PL1.3 Consider the introduction of a Community Infrastructure Levy. E&DS	See Action Plan.	Consider the introduction of a Community Infrastructure Levy.	See Action Plan.	See Action Plan.
		Deliver a programme of proactive interventions to reduce environmental crime such as fly-tipping.	150 (target - <180)	PL3.1 Downward trend in fly-tipping incidents. Quarterly target is <180. E&DS	177	<720	688	The year end figure represents a 9% reduction in fly-tipping compared to last year. A new power to deal with fly-tipping was adopted and focus on the issue was maintained.

Place.	Help maintain low crime and antisocial behaviour levels in the District.	Review, publish and deliver the Safer South Derbyshire Community Safety Partnership Plan.	Hate crime campaign delivered via social media.	PL3.2 Review and refresh Partnership plan for 2018/19. H&CS	Achieved.	Deliver the Safer South Derbyshire Community Safety Partnership Plan.	Achieved	Partnership Plan reviewed, refreshed and approved at Strategic Group. Only minor amendments made to the three year plan, including introduction from new chair and updates on action taken over the last 12 months. Highlights of the year include: 100+ young people attended the Friday Night Project every week and 1,175 young people came to the 20 summer play scheme sessions held in Swadlincote and Newhall Parks during the summer.
Place.	Support provision of cultural facilities and activities throughout the District.	Implement and manage the leisure facility capital build programme.	Significant work done to produce a development plan for Etwall Leisure Centre, but not fully completed.	PL5.1 Update play area audit and prioritise sites. H&CS	See Action Plan.	Implement and manage the leisure facility capital build programme.	See Action Plan.	See Action Plan.
Place.	Deliver services that keep the District clean and healthy.	Reduce contamination risk rating of land in South Derbyshire.	1	PL6.1 Complete one contaminated land assessment. E&DS	1 (Blakelow Farm, Hilton).	4	4	The assessments have been completed on four sites considered to have the highest risk of contamination due to their historical use.
Progress.	Work to attract further inward investment.	Showcase development and investor opportunities in South Derbyshire.	Investor prospectus designed, printed and published.	PR1.1 Publish vacant commercial property bulletin. E&DS	Achieved.	Showcase development and investor opportunities in South Derbyshire.	Achieved.	Spring 2018 edition of Vacant Commercial Property Bulletin published. Inward investments during the year included TopHat Industries attracted to Dove Valley Park to manufacture modular homes, Snap Fitness opening at The Pipeworks and construction of The Piazza at Mercia Marina.
Progress.	Unlock development potential and ensure the continuing growth of vibrant town centres.	Delivery of Swadlincote Townscape project, including Princess Diana Memorial Garden.	Many elements of the memorial garden complete, with finishing touches still to be made.	PR2.1 Tree planting at Diana Memorial Garden. All grants to be promoted. E&DS	Achieved.	Delivery of Swadlincote Townscape project, including Princess Diana Memorial Garden.	Achieved.	Required tree works undertaken in Quarter four. The memorial garden is now complete and officially opened on Sunday, April 29. The new-look light, colourful and attractive space has been enhanced by landscape architects with new paths, a landscaped seating area, spring bulbs, architectural lighting and timeline of key milestones.
		Increase attendance and participation at town centre events.	Seven events delivered and supported, including Swadlincote International Food and Drink Festival	PR2.2 One event, including Swadlincote Pancake Races. E&DS	Achieved.	10 events delivered and/or supported.	Achieved.	Swadlincote Pancake Races delivered in quarter four, with 50 organisations participating. Other events delivered during the year include the Christmas Lights Switch On, the Jobs and Skills Fair and Swadlincote Wedding Fair.
		Ensure the continuing growth of vibrant communities and town centres.	10 vacant units in Swadlincote Town Centre.	PR2.3 Vacant premises in Swadlincote town centre, Hilton and Melbourne (proxy). To be reported twice a year. E&DS	In February 2018 there were: 11 vacant units in Swadlincote Town Centre, three in Melbourne and none in Hilton. NB: this is the first time Hilton and Melbourne have been reported.	Proxy.	Proxy.	The Hilton and Melbourne local centres were surveyed for the first time in February 2018, an exercise which is to be repeated at six monthly intervals, providing time series data which will enable the Council to discern any trends in vacancy rates.
Progress.	Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists.	Support the operation and development of the tourism sector.	Monitoring data not available.	PR3.1 Number of queries handled by Swadlincote Tourist Information Centre. Target is 5,000. E&DS	*Monitoring data not available for quarters three and four due to fundamental change in methodology statement caused by the introduction of new website and interruption in electronic publisher operation. Figures would not offer a like for like comparison.	26,000 queries	*Monitoring data not available for quarters three and four due to fundamental change in methodology statement caused by the introduction of new website and interruption in electronic publisher operation. Figures would not offer a like for like comparison.	Spring 2018 edition of What's On events guide published. Tourism and Rural Business Advice event held at Swadlincote Tourist Information Centre as part of National Tourism Week initiative with representatives of business support providers. Public promotion of the sector held with tourism operators in the town centre.
		Review and procure new management for Rosliston Forestry Centre.	Bids received and evaluated, with a final decision still to be made.	PR3.2 Sign new management contract. H&CS	Achieved.	Procure new management for Rosliston Forestry Centre.	Achieved.	Further to procurement exercise, the decision was taken to bring management of the site back in house. Staff have been transferred and the site is now being operated directly by the Council.

		Work with Swadlincote TIC to attract evening visitors to the District's leisure, food and drink and retail offer.	Second feature published in What's On guide. Late night shopping event held with Swadlincote Victorian Christmas Market and Carols Evening.	<b>PR3.3</b> Publish promotional materials to attract visitors. <b>E&amp;DS</b>	Achieved.	Attract evening visitors to the District's leisure, food and drink and retail offer.	Achieved.	Nightlife feature published as leaflet and distributed through Swadlincote Tourist Information Centre and website in quarter four. Late night shopping event held with Swadlincote Victorian Christmas Market and Carols Evening in quarter two.
Progress.	Provide business support and promote innovation and access to finance, including in rural areas.	Food businesses with the top hygiene rating of five.	84.5%.	<b>PR5.1</b> >81% food businesses which have a Food Hygiene Rating score of five. <b>E&amp;DS</b>	83.4%.	>81%.	83.4%.	Improvements in food performance are indicative of the continuous work we do with our local food business community to support new businesses and provide support and guidance on hygiene conformance.
		Registered food businesses active in the District.	829	<b>PR5.2</b> >810 registered food businesses active in the District. <b>E&amp;DS</b>	831	>810.	831	Improvements in food performance are indicative of the continuous work we do with our local food business community to support new businesses and provide support and guidance on hygiene conformance.
		Guidance offered to businesses or people thinking of starting a business.	61 (target - 25).	<b>PR5.3</b> Guidance offered to businesses or people thinking of starting a business (through the Business Advice Service). Target is 25. <b>E&amp;DS</b>	51	100	221	Business breakfast held at Calke Abbey with a theme of 'Improving Productivity'. 'Thinking of Starting a Business?' workshop held at Sharpe's Pottery Museum for those contemplating self-employment

# Finance and Management Committee Strategic and Service Success Areas 2017/18



## Appendix B



**46%**

Target - >43%

46% of people now view the Council website on a mobile phone thanks to device responsive solution.



**81.8%**

Target - 80%

Percentage of telephone calls to the Council answered within 20 seconds.



**Accreditation**

Safe places

Safe Place Scheme accreditation achieved as part of Equalities Action Plan.



**15.8 days**

Target - <18 days

Average time for processing new benefit claims - well below the national average.



**691k**

Budget savings

Major savings made during the year in line with the Medium Term Financial Plan.

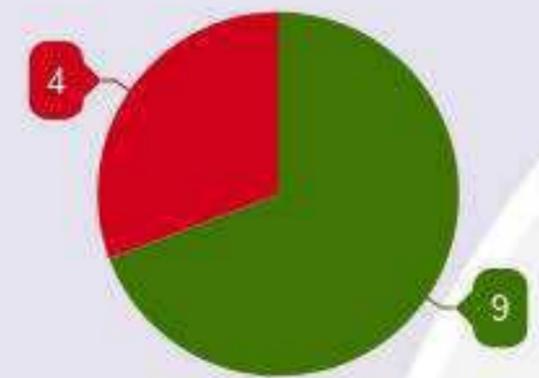


**0.30%**

Target - <0.48%

Housing Benefit Subsidy Local Authority error target threshold met.

### F+M Year End Performance Overview



Green (69.23%) Red (30.77%)



**Report**

Published

Gender Pay Gap report published.



**ISO 14001**

Accreditation

ISO 14001 environmental standards certification maintained.



**ICT strategy**

Adopted

ICT strategy and action plan adopted for the next three years.



**6.8%**

Target - <10%

Calls abandoned, with particularly impressive performance during quarter four.

## Appendix C



0

An unqualified  
Value for  
Money opinion  
in the annual  
audit letter

Target - 1

**Theme** – Outcomes

**Action** – O2.1 An unqualified Value for Money opinion in the Annual Audit Letter.

**Target vs performance** – As reported to the Council on November 2, the Council's Value for Money opinion was given an 'except for' qualification.

**Background** – As per the quarter two performance action plan, this qualification arose due to issues arising from procurement practice and contract management in the Housing and Environmental Services Directorate.

**Key actions underway** – The issues have been substantially dealt with, as reported to the Audit Sub-Committee. This Committee is continuing to monitor progress against the recommendations.

A subsequent report from Internal Audit identified some wider procurement matters to strengthen the function. A separate report was presented to the Finance and Management Committee on November 30, with proposals to change the service delivery model.

**Opportunities/risks** - The main risks identified were a potential lack of transparency in managing some contracts, with wider issues regarding contract monitoring and the maintenance of the main Contracts Register.

A proposal to change the service delivery model and enter an established Shared Services Arrangement has helped to strengthen the procurement function, together with providing greater consistency and resilience in service provision.



31%

Employees to  
attend  
mandatory  
training

Target - 95%

**Theme** – Outcomes **Action** – O4.1 95% of all employees to attend mandatory training.

**Target vs performance** – 31% of employees have completed all mandatory training. In terms of specific courses the attendance rates are;

All employees - Data Security 75%; Environmental Awareness 70%; Equality and Fairness 79%; Health and Safety Awareness 77%; Safeguarding Refresher 58%; Stress Awareness 73%.

Managers only - PDR 58%; Attendance Management 65%

**Background** – A number of training activities have been identified to ensure that all employees have a knowledge and understanding of certain corporate policies and procedures. This supports the continued development of the workforce and ensures a consistency in approach when delivering services for the community.

Attendance on each course is generally required once every three years. The HR team has scheduled sufficient courses during the year for employees to attend but due to unavailability of staff and low attendance rates the target has not been achieved by March 31, 2018.

**Key actions underway** – The HR team has scheduled more courses during 2018/19 to ensure that all employees have the opportunity to complete their mandatory training. A review of the course programme and delivery have commenced. This includes actions to deliver training tailored to the needs of service areas.

**Opportunities/risks** – Providing employees with the knowledge and understanding to undertake their roles as Council representatives. This will ensure services are delivered in a fair and consistent way to members of the community, as well supporting the values and stated aims of the Council.



17%

% of all employees to have an annual appraisal

Target - 95%

**Theme – Outcomes Action – O4.1** 95% of all employees to have an annual appraisal.

**Target vs performance – 17%.**

**Background –** Annual appraisals are scheduled to be held during a specific period each year. This can be moved to accommodate the particular needs of the service.

Due to changes in the workforce and demands across different service areas, the target has not been achieved. All completed reviews are logged on the self-service HR system, MyView. Reminders have been sent out for completing appraisals with additional support provided on request.

**Key actions underway –** Management information will continue to be provided on the completion of Performance Development Reviews and training is to be scheduled for those new to management/supervisory positions to ensure they are able to complete reviews. A review of the process is now being conducted by the Leadership Team.

**Opportunities/risks –** Regular assessments and feedback for employees on their performance, setting personal targets for the coming year and agreeing training and development actions support the Council in delivering customer focussed and high performing services for the community.

Not completing annual reviews may lead to the inappropriate allocation of resources and employees not being clear on their contribution to their own service area for the achievement of corporate aims and objectives.



0

Adopt Social Media Strategy

Target - 1

**Theme – Outcomes Action – 05.2** Adopt Social Media Strategy

**Target vs performance –** We are currently working with our graphic designer to put the finishing touches to the Social Media Strategy and narrowly missed presenting to Elected Members in the 2017/18 financial year.

**Background –** A comprehensive evidence base, running to more than 80 pages, details industry led research, local and national trends, demographics and insights into how we can use social media effectively.

This informs the Social Media Strategy, a high level document highlighting key focus areas, and an in depth action plan outlining projects/measures, timeframes and opportunities/risks.

**Key actions underway –** The Social Media Strategy and associated documents will be presented to the Full Council on Thursday, June 28, 2018.

**Opportunities/risks –** The effective use of social media will enable us to connect and communicate our story and services through authentic, engaging and personal content, allowing us to better serve and understand our residents and businesses.

There are four actions for Finance and Management



# Chief Executive's Risk Register

Theme/aim	Risk description	Likelihood	Impact	Risk Treatment	Mitigating action	Responsible officer
Outcomes/Delivery of Service	Failure to meet statutory deadlines in relation to the licensing function, unable to process licences, leading to individuals unable to trade, legal issues, complaints	Low	Medium	Treat	<ul style="list-style-type: none"> <li>Processes and procedures are in place to ensure all matters are processed within statutory time-frame</li> <li>Staff trained and aware of authority's duties</li> <li>Keep under review</li> </ul>	Ardip Kaur
Outcomes/Delivery of service	Failure to meet statutory deadlines and/or statutory functions during litigation, contractual matters, land sales/purchases, enforcement matters	Low	High	Treat	<ul style="list-style-type: none"> <li>Qualified officers with professional training and experience</li> <li>Processes and procedures are in place to ensure compliance</li> <li>Case management reviews</li> <li>Keep under review</li> </ul>	Ardip Kaur
Outcomes/Delivery of service	Non-performance of local government statutory duties at Committee and Council meetings	Low	Medium	Treat	<ul style="list-style-type: none"> <li>Compliance with Council's Constitution</li> <li>Processes and procedures in place</li> <li>Strict adherence to timetable</li> </ul>	Ardip Kaur

Outcomes/ Delivery of service	Failure to meet statutory deadlines for the canvass and in compiling and publishing the Register	Low	High	Treat	<ul style="list-style-type: none"> <li>Processes and procedures in place</li> <li>Experienced officers carry out process</li> <li>Close monitoring</li> </ul>	Ardip Kaur
Outcomes/Delivery of service	Failure to meet statutory responsibilities, denying right of franchise at Election/Referendum time	Low	High	Treat	<ul style="list-style-type: none"> <li>Processes and procedures in place</li> <li>Strict adherence to statutory timetable</li> <li>Assistance from Electoral Commission available, when needed</li> <li>Support staff employed to assist</li> <li>Close monitoring</li> </ul>	Ardip Kaur
Progress/Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists	Failure of National Forest and Beyond Tourism Partnership leading to an adverse impact on businesses in local visitor economy	Low	Medium	Treat	<ul style="list-style-type: none"> <li>Proactive engagement in partnership and with individual partners</li> <li>Commitment of officer time and resources to partnership activities</li> <li>Monitoring of projects and performance</li> </ul>	Mike Roylance
Progress/People/ Place	Failure of the South Derbyshire Partnership, leading to non-delivery of the community's vision and priorities as set out in the Community Strategy and Action Plan	Low	Medium	Treat	<ul style="list-style-type: none"> <li>Proactive support for partnership</li> <li>Commitment of officer time and resources to partnership facilitation</li> <li>Engagement of partners in policy making and project design and delivery</li> </ul>	Mike Roylance

Progress/Work to attract further inward investment	Downturn in the local economy leading to a loss of jobs, business failures, and a reduction in income to the Council (e.g. Business Rate income; Take-up of commercial properties, etc)	Medium	High	Treat	<ul style="list-style-type: none"> <li>Monitoring of economic trends</li> <li>Economic Development Strategy designed to increase robustness of local economy</li> <li>Delivery of economic development activities, including provision of South Derbyshire Business Advice Service</li> </ul>	Mike Roylance
Progress/Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists	Failure of Sharpe's Pottery Heritage and Arts Trust, leading to a loss of service to visitors and residents through the Tourist Information Centre	Medium	High	Treat	<ul style="list-style-type: none"> <li>Officer advice and support available to Trust</li> <li>Member involvement in Trust Board</li> <li>Monitoring of services and performance</li> </ul>	Mike Roylance
Outcomes/Delivery of service	Failure to meet statutory deadlines for Gender Pay reporting, resulting in financial penalties and reputational damage	Low	Medium	Treat	<ul style="list-style-type: none"> <li>Process and procedures in place to ensure that procedures are in place to meet deadlines.</li> <li>Development of Resourcelink to produce Gender Pay report</li> </ul>	David Clamp
Outcomes/maintain a skilled workforce	Employees are not developed and trained to effectively undertake their roles	Low	Low	Treat	<ul style="list-style-type: none"> <li>Mandatory training programme delivered.</li> <li>All employees to complete annual Performance Development Review</li> <li>Provision of adequate and appropriate training interventions</li> </ul>	David Clamp

Outcomes/Delivery of Service	Failure to maintain adequate health and safety management arrangements that could result in financial penalties, employee injury or reputational damage.	Low	Medium	Treat	<ul style="list-style-type: none"> <li>• Health and Safety Action Plan delivered</li> <li>• Health and Safety legislation and local procedures are followed.</li> <li>• Professional Health and Safety advice provided to support managers and employees</li> </ul>	David Clamp
Outcomes/Maintain a skilled workforce and customer focus	Reputational risk to Council due to lack of knowledge and understanding of Corporate Plan	Low	Low	Treat	<ul style="list-style-type: none"> <li>• Inductions for all new staff to highlight the importance of the Plan</li> <li>• Ensure all internal and external comms tie in with our collective vision</li> <li>• Ensure staff are actively involved in service and strategic planning</li> <li>• Strong and consistent branding on publications</li> </ul>	Keith Bull
Outcomes/Achieve proper corporate governance	Poor quality performance data	Low	Medium	Treat	<ul style="list-style-type: none"> <li>• Reviewed quarterly as part of the performance reporting process.</li> <li>• Methodology statements compiled and reviewed</li> <li>• Annual data quality audit undertaken</li> </ul>	Keith Bull
Outcomes/customer focus	Failure to deliver expected efficiencies and savings through channel shift and digital methods of communication	Low	Low	Treat	<ul style="list-style-type: none"> <li>• New website launched in October 2017</li> <li>• Analytics to consider impact in terms of channel shift</li> <li>• Further functionality to be developed to increase self-serve</li> <li>• Social Media Strategy currently under development</li> </ul>	Keith Bull



# Corporate Services Directorate Operational Risk Register

Theme/aim	Risk description	Likelihood	Impact	Risk Treatment	Mitigating action	Responsible officer
Protect and support the most vulnerable including those affected by financial challenges	On-going Welfare Reform and the impact of Universal Credit (UC). Potential impact on the Directorate's resources.	Medium	Medium	Treat the risk	The impact of welfare reform to-date has been dealt with and revised systems and processes have been put in place. The impact to date of UC itself has been insignificant for Revenues. The Government has informed the Council that it plans to fully implement UC in South Derbyshire from November 2018. This could have a greater impact. Central Government funding has been set-aside in an earmarked reserve. This is being kept under review.	Revenues and Customer Services Manager
Maintain financial health	A small discrete unit has responsibility for leading on this theme. The Unit is sensitive to a temporary change in resources.	Low	Medium	Treat the risk	The Unit is currently fully resourced in accordance with the approved budget. Training and sharing knowledge across the Unit is essential to mitigate the risk and this is currently in place. The current structure of Financial Services was implemented in September 2015. All posts are occupied by suitably experienced and qualified people. Three trainee posts in place with post holders undergoing formal training programmes, both academically and practically. Training and development programme in place for all staff.	Financial Services Manager

Growth and Regeneration	Potential impact on the Directorate's resources	Medium	Medium	Treat the risk	Following a period of increased demand the revised structure and resources in the Land Charges Unit has stabilised service provision, although the statutory turnaround time of 20 days continues to be tight. Volumes and external requirements imposed through legislation being kept under review.	Corporate Asset Manager
Fraudulent activity and compliance	With the transfer of the Council's fraud team to the DWP in 2015/16, there is a potential that fraud could go undetected and compliance is not consistently applied across all services	Low	Medium	Treat the risk	The Council works in partnership with other Derbyshire authorities who share a software package that enables data matching in Council Tax and Business Rates. In addition, a Partnership arrangement with Derby City Council was implemented in January 2017, following the appointment of a new and dedicated Fraud Unit at the City. The Council buys in the equivalent of one post to help detect fraud in other areas across the Council, allowing knowledge and skills to be shared. The success of this Partnership is measured in the Corporate Plan.	Revenues and Customer Services Manager
Change in service delivery	The ending of the contract with Northgate Public Services in February 2017 could potentially lead to some temporary disruption and shortfall in resources. ICT is considered a particular risk area.	Medium	Medium	Treat the risk	Additional resources were approved for ICT following the transfer and these are being utilised, including the use of external support, together with the appointment of permanent and temporary staff. A new post of ICT and Business Change Manager was filled in January 2018. A new IT and Digital Strategy, together with a three year phased work programme, were approved by the Council in October 2017.	Strategic Director Corporate Resources



# Strategic Risk Register

Risk	Risk Indicators	Likelihood	Impact	Risk Treatment	Mitigating action / factors
<b>A reduction in Core Spending Power</b>	<p>The Council is aware of reductions over the period 2017/18 to 2019/20 as confirmed in the Government's 2016 budget. Budget savings are required in the medium-term.</p> <p><b>Lead officer: Strategic Director, Corporate Resources</b></p>	Medium	Medium	Treat the risk	<p>The updated MTFP, which was approved by the Committee in February 2018, shows a stable and relatively healthy position into the medium-term. Longer-term budget savings may be required although General Reserves are adequate and known financial risks are being provided for in the MTFP.</p>
<b>The impact of the national economic situation locally</b>	<p>Due to external factors, the economic outlook remains uncertain. Council Tax and Rent arrears have increased. Regeneration initiatives have slowed.</p> <p><b>Lead officers: Chief Executive and Strategic Director, Corporate Resources</b></p>	Low	Medium	Treat the Risk	<p>It is considered that the Council is undertaking as much action as is reasonably possible at this stage to mitigate any risk.</p> <p>On-going budgets for income from planning fees, land charges, etc. are set at levels below current actuals, leaving some room for the effect of any significant downturn.</p> <p>The MTFP is not reliant on interest rates increasing from the current level to generate revenue.</p> <p>Debt is at fixed interest rates and is affordable within the HRA's financial plan.</p>

					<p>The Property Strategy has focused on ensuring the Council's assets are being positioned to react to local investment opportunities, including land assembly and joint ventures. The redevelopment of William Nadin Way and the Council's Depot site is now substantially complete.</p> <p>On-going dialogue through the Derby and Derbyshire Economic Prosperity Board to access funding and with developers to look at alternative options for regeneration.</p> <p>Proposals to invest additional resources being generated from the 100% Business Rates Retention Pilot for Derbyshire being drawn up.</p>
<p><b>Keeping pace with technology, together with management and security of data</b></p>	<p>The Council's ICT infrastructure and systems need to keep pace with existing and emerging technologies. Stricter regulations for managing and exchanging information in electronic form through the Public Services Network (PSN). Systems subject to virus attacks. Greater expectations through Data Protection to safeguard personal information. This includes processing of transactions through credit and debit cards to mitigate risk of fraud. <b>Lead officer: Strategic Director, Corporate Resources</b></p>	<p>High</p>	<p>Medium</p>	<p>Treat the risk</p>	<p>Investment continues to be made in upgrading the infrastructure and network to ensure PSN compliance. An annual independent audit is undertaken each year to test the Council's compliance with the PSN network.</p> <p>An annual internal audit review tests the robustness of systems and the infrastructure with recommendations to strengthen the ICT environment being monitored by the Audit Sub-Committee.</p> <p>Regular training and briefings given to Members and Officers to raise awareness of data and security issues.</p> <p>Work is on-going with other Derbyshire authorities to detect and prevent fraud. In addition, the Council is buying-in resources to strengthen information governance and compliance, in particular to ensure compliance with the General Data Protection Regulation 2018.</p> <p>Following previous malware virus attacks, additional measures have been implemented to restrict Internet access to certain sites, together with implementing additional monitoring controls to prevent direct virus attacks.</p> <p>Work continues to upgrade the Council's internet connection and to strengthen Disaster Recovery provisions.</p>

<p><b>Business Continuity and in particular the loss of the main Civic Offices and ICT capability</b></p>	<p>Council services are predominantly managed from one administrative building with two external sites in close proximity.</p> <p><b>Lead officer: Strategic Director, Corporate Resources</b></p>	<p>Low</p>	<p>High</p>	<p>Treat the risk</p>	<p>Business Continuity and Emergency Plans in place and regularly reviewed. Regular meetings also take place with other agencies.</p> <p>An ICT Disaster Recovery (DR) solution is in place off-site. Data is backed-up and stored in a secure off-site facility outside of the immediate region.</p> <p>Provision for home-working and remote access is in place.</p> <p>Comprehensive insurance in place with insurers providing support to secure temporary accommodation if required.</p>
<p><b>Capacity and resilience in service provision</b></p>	<p>Overall staff numbers have declined in recent years and further budget reductions are required. This is set against a growing demand for some services.</p> <p><b>Lead officer: Chief Executive</b></p>	<p>Medium</p>	<p>Medium</p>	<p>Treat the Risk</p>	<p>A training and development programme is in place for senior and aspiring managers.</p> <p>The third year of the management development programme has been completed.</p> <p>Recent senior management restructure and creation of a new Leadership Team.</p> <p>Review undertaken by the Local Government Association to strengthen organisational structures to ensure that they are efficient. Outcomes being considered.</p>
<p><b>Reducing resources for partners in the community and voluntary sector who deliver services with or on behalf of the Council</b></p>	<p>These organisations have seen a reduction in overall funding.</p> <p><b>Lead officer: Strategic Director, Service Delivery</b></p>	<p>Medium</p>	<p>Medium</p>	<p>Tolerate the risk, but keep under review.</p>	<p>It is considered that the Council is undertaking as much action as is reasonably possible at this stage to mitigate the risk.</p> <p>The Council's current grant funding has been maintained and has been increased in 2018/19 for all supported organisations.</p> <p>Spending can be refocused to meet external funding requirements and is project-based.</p> <p>Dedicated officer time in place to support the voluntary sector and local organisations. This includes direct secondment where necessary, for example with Sharpe's Pottery during 2016.</p>

<b>REPORT TO:</b>	<b>FINANCE AND MANGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 8</b>
<b>DATE OF MEETING:</b>	<b>14<sup>th</sup> JUNE 2018</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>LEADERSHIP TEAM</b>	<b>OPEN DOC:</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>FRANK MCARDLE (Ext. 5700) KEVIN STACKHOUSE (EXT. 5811)</b>	
<b>SUBJECT:</b>	<b>SERVICE PLANS 2018/19</b>	
<b>WARD (S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: G</b>

## 1.0 Recommendations

1.1 That the Service Plans for Corporate Resources and the Chief Executive's Directorate be approved as the basis for overall service delivery over the period 1 April 2018 to 31 March 2019.

## 2.0 Purpose of Report

2.1 To consider the Service Plans for Corporate Resources, attached at **Appendix A**, and the Chief Executive's Directorate at **Appendix B**.

## 3.0 Detail

3.1 Service Plans are a key part of our Performance Management Framework, acting as an important link between high-level plans and strategies, such as the Corporate Plan and Sustainable Community Strategy, as well as performance objectives established for employees.

3.2 Each Service Plan contains information about:

- The Directorate
- Its workforce and budget
- Service performance, including key measures and projects
- Partnerships
- Aims and aspirations

3.3 The Service Plans reflect the current priority themes and outcomes within the Corporate Plan 2016-21 and Sustainable Community Strategy 2009-29.

3.4 The majority of services sitting within Corporate Resources and the Chief Executive's Directorate are covered by the Finance and Management Committee. The Plans for Service Delivery are presented to the Housing and Community Services Committee and the Environmental and Development Services Committee.

3.5 The Service Plans cover a one-year period and will be reviewed in March 2019 to link in with the Corporate Plan and Sustainable Community Strategy.

3.6 Progress reports on Service Plans will be made to Elected Members as part of the Performance Management Framework monitoring process.

#### **4.0 Financial and Corporate Implications**

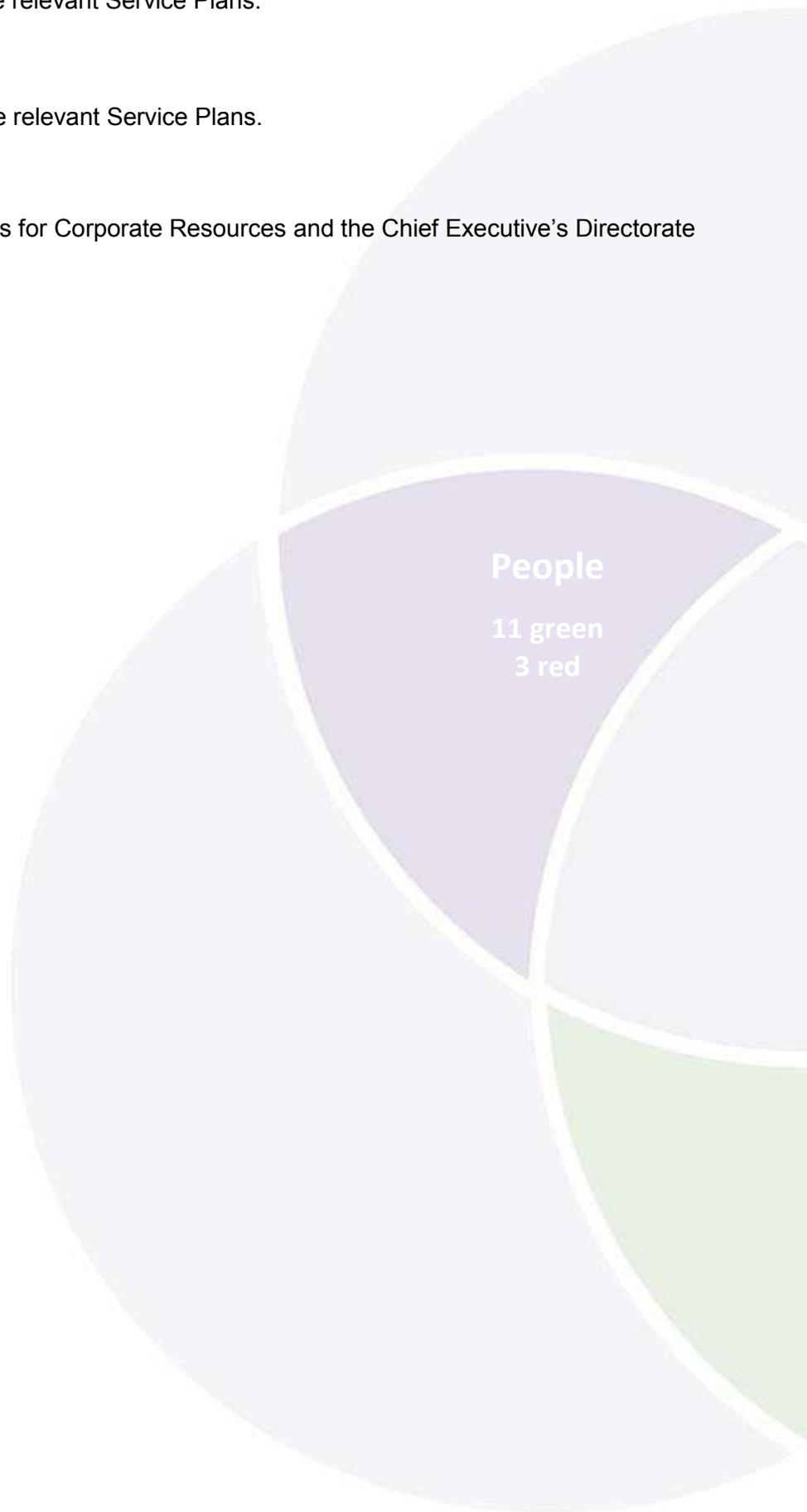
4.1 All implications are detailed in the relevant Service Plans.

#### **5.0 Community Implications**

5.1 All implications are detailed in the relevant Service Plans.

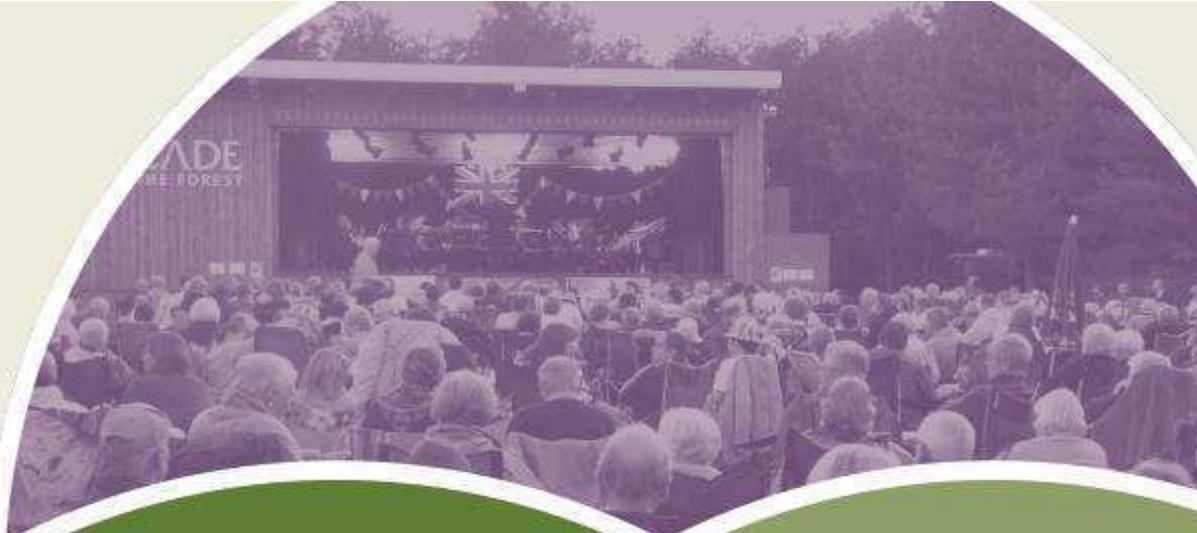
#### **6.0 Background papers**

6.1 Electronic copies of Service Plans for Corporate Resources and the Chief Executive's Directorate are available on request.





South  
Derbyshire  
District Council



# Service Plan 2018/2019 Corporate Resources

## Key aims

### The importance of service planning

Scene setting ..... 4

Overview of Directorate  
Workforce  
Budget

Service performance ..... 10

Measures and projects  
People, Place, Progress, Outcomes

Partnerships and Shared Service  
Arrangements..... 14

Key considerations ..... 14

Business Change  
Managing risks  
Monitoring and review

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

# Introduction

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

As part of this, Service Plans are created for our three directorates - Service Delivery, Corporate Resources and Central Services.

Covering the 2018-2019 financial year, the Service Plans (which are updated annually) align current delivery arrangements with changing patterns of demand, making the most effective use of available and future resources.

## Key aims

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

We will:

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

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

## The importance of service planning

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

While the budgetary setting is constrained, there are ever increasing pressures and demands to do more with less.

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

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

# Scene setting

## Overview of the directorate

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

In particular the aims of the Directorate are to ensure:

- Financial Health
- Good Governance
- Customer Focus

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

## Service Operations

The Directorate is now mature following a Council restructure in May 2013, which established the current functions of the Directorate. Following a review of senior management at the Council, Corporate Services was retitled Corporate Resources in December 2017, headed by the Strategic Director (Corporate Resources).

Although the functions of the Directorate remained unchanged, the Directorate took on a more strategic role to ensure that the resources of the Council are utilised to deliver the strategic priorities of the Council.

The Directorate is responsible for:

- Financial Services - accounting, budgets and medium term financial planning
- Internal Audit
- Asset and Estate Management \*
- Land Charges
- Revenue Collection
- Processing claims for Housing Benefit
- Customer Services and the Contact Centre \*
- Detecting and Investigating Fraud \*
- Co-ordinating Procurement \*
- ICT \*
- Business Change \*
- Reprographics and Document Services \*
- Data Protection and Freedom of Information
- Co-ordinating the resolution of Complaints against the Council
- Secretarial Support \*

*Services marked \* are non-statutory services*

Within this, the function of “Business Change” at a corporate level was introduced. A new ICT and Business Change Manager was appointed into the Directorate in January 2018 to develop process change and a greater use of technology in service provision, applying principles consistently across the Council.

Since January 2012, Internal Audit has been delivered through the Central Midlands Audit Partnership, of which the Council was a founding Member and remains a constituent partner.

In January 2017, the Council formed a Partnership with Derby City Council to prevent and detect fraudulent activity across its area. In particular this service focuses on fraud and error in Revenues and Housing related services, together with Insurance and Procurement.

And in January 2018, the Council joined a shared service arrangement with other Derbyshire authorities and public agencies for the delivery of its Procurement Service.

### **The Main Functions of the Directorate**

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

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

This is not just about finance but encompasses other resources such as Land, Property and ICT, together with ensuring that the Council undertakes its activities and responsibilities in a proper manner through good corporate governance.

Although many of the services provide support and advice across all Council functions, many others deal direct with the local community and residents contacting the Council, for example in Revenues and Benefits.

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

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

### **Secretarial Support and Corporate Administration**

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

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

### **Internal Audit**

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

## Land Charges

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

The financial aim of the service is to “break even” including a proportionate share of the Council’s overheads. The income generated by the service is currently around £125,000 per year and is an important income stream for the Council’s Medium-Term Financial Plan to cover the costs of providing the service.

The Unit reports to the Corporate Asset Manager and is part of the Property Services function.

## Property Services

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

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

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

## Financial Services

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

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

## Revenues and Customer Services

The Unit is responsible for acting as the first point of contact for people visiting and contacting the Council, mainly face-to-face, by telephone and email. In addition, the Unit processes claims for Housing Benefit and collects the Council Tax and Business Rates.

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

## Procurement

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

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

## ICT and Document Services

This Unit manages and maintains the Council's computer and telecommunications network. They support all services and provide the technological means in order for services to be delivered.

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

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

## Business Change

This is the newest function in the Directorate. It is anticipated that corporate resources for business change will be identified and transferred during 2018/19. This will allow a central unit to be dedicated to support all services to improve processes and make greater use of technology in service provision, applying principles consistently across the Council.

## Workforce

As at 1<sup>st</sup> April 2018, 69 employees were directly employed by the Council and work in Corporate Resources. A breakdown is shown in the following table.

Revenues and Customer Services	39
ICT and Document Services	11
Financial Services (including Payroll)	10
Secretarial Support	3
Property Services	3
Land Charges	2
Strategic Director	1
<b>Total</b>	<b>69</b>

In terms of workforce development, an annual training and development plan is produced after Performance Development Reviews are held.

Several staff have attained professionally qualified status in accountancy, revenues and property management; other staff possess appropriate vocational and administrative qualifications.

This requires those staff to demonstrate to their professional institute a continuing programme of professional development (CPD). Regular attendance at external training courses takes place throughout the year to maintain standards and to keep pace with changing requirements.

Several staff are designated as homeworkers, in particular in back-office processing for revenues and benefits. This provides flexible working in the modern-era and is considered crucial to motivate and engage high performing staff.

## Budgets

The Directorate's Budget for 2018/19 is outlined in the following table. The 2 previous years are shown for comparison purposes. The amounts represent the **net revenue cost** to the Council of delivering these services, including staffing, supplies and services, etc.

Service Area	2016/17 £	2017/18 £	2018/19 £
ICT	656,868	661,571	750,044
Customer Services	592,635	599,566	233,756
Revenues and Benefits	397,813	472,350	499,451
Financial Services	309,186	318,815	298,323
Property Services	242,248	183,713	184,000
Procurement	104,126	105,477	15,207
Internal Audit	103,115	103,115	103,115
Land Charges	88,674	99,517	104,859
Reprographics	78,355	79,188	220,635
<b>Total</b>	<b>2,573,020</b>	<b>2,623,312</b>	<b>2,409,390</b>

The table shows that the total overall cost of the Services reduced between 2017/18 and 2018/19 from around £2.62m to £2.41m. This was mainly due to the transfer of several services back to the Council from an outsourcing company following the end of a Contract which had run from 2010 to 2017.

Differences in each service area reflect a realignment of budgets between cost centres to reflect the Council's accounting arrangements, together with the allocation of resources which were previously paid via the Contract Fee based on historical spend dating back to 2010.

Additional resources were invested in ICT as part of the savings generated. In addition, the reduction in Procurement is due to the transfer of the Service to the Shared Service Arrangement as detailed earlier in the document.

## Capital Expenditure

Apart from one-off projects associated with the purchase, sale or planned maintenance of land and buildings, the Directorate is not directly responsible for any on-going capital programmes.

## ICT Replacements

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

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# Service Performance

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

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

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

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

## People measures

Aim	Measure	Annual target 2018/19
Protect and help support the most vulnerable including those affected by financial challenges	Average time for processing new Benefit Claims	Less than 18 Days
As above	Average time for processing notifications of changes in circumstances	Less than 8 Days

## People projects

Aim	Project	Outcomes 2018/19
Protect and help support the most vulnerable including those affected by financial challenges	Successful roll out of Universal Credit in South Derbyshire	<p>Q1 Infrastructure put in place for shared roll out. Publicise, contact all affected tenants, explore auto payment options and promote transactional bank accounts.</p> <p>Q2 Commence shared postcode roll out in July 2018. Monitor progress and impact.</p> <p>Q3 Publicise and commence roll out on remaining cases. Monitor and maintain tenant engagement in line with initial rollout.</p> <p>Q4 Monitor progress and impact on rent arrears and resources.</p>

## Place measures

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

## Place projects

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

## Progress measures

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

## Progress projects

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

## Outcomes measures

Aim	Measure	Annual target 2018/19
Maintain Customer Focus	Proportion of telephone calls answered within 20 seconds	At least 80%
Maintain Customer Focus	Call abandonment rate	Lower than 8%

## Outcomes projects

Aim	Project 2018/19	Outcomes 2018/19
Maintain financial health	Generate on-going revenue budget savings and identify ways to generate income ( <i>overall target is £1m by 2022/23</i> )	<p>Q2 Review Medium Term Financial Plan (MTFP) following budget out-turn for 2017/18 and updated reserves position.</p> <p>Q3 Analyse actual impact of 100% Business Rates Pilot on MTFP.</p> <p>Q4. Detailed spending review and update projections for New Homes Bonus and Business Rates income following growth analysis.</p>

Minimise business risks and realise the benefits of technological opportunities	Build IT infrastructure resilience to support change and minimise business risks.	<p>Q1 Infrastructure review, including testing for Windows 10 devices.</p> <p>Q1-3 New back-up and disaster recovery process.</p> <p>Q1-2 Refocus ICT structure and operational management.</p> <p>Q2-4 Support channel shift and mobile working projects.</p>
As above	Agree and deliver business change programme to support core objectives	<p>Q1 Establish Strategic Board for Change Management.</p> <p>Establish Corporate Change Management Group and Project Management Office (PMO).</p> <p>Q2-4 Delivery of digital transformation, business improvement, service reviews and corporate transformation projects.</p> <p>Q4 Establish programme for 2019-2020 to help mitigate £1m estimated Medium Term Financial Plan revenue shortfall.</p>

## Service Indicators

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

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

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

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

Corporate Plan Aim	Measure	Annual target 2018/19
Maintain financial health	Deliver a balanced budget in accordance with the statutory timetable	Balanced budget agreed by the Council on 27 <sup>th</sup> February 2019
Maintain financial health	Produce regular budget monitoring information	Performance against budget reported to the Council on a quarterly basis
Maintain financial health	Through better procurement, generate budget savings directly or through supporting other services	Total cashable savings exceed cost of the Service (£30,000)
Maintain financial health	Collection of Council Tax	In-year Collection Rate of at least 98%
Maintain financial health	Collection of Business Rates	In-year Collection Rate of at least 98%
Maintain financial health	Arrears for Council Tax, Business Rates and Housing Benefit Overpayments	Reduction in the annual Provision for Bad Debts
Maintain financial health	Housing Benefit Subsidy Local Authority Error Rate is below target threshold set by the DWP	Less than 0.48%
Maintain financial health	Identification of Fraud	Value of fraud identified meets service costs of £35,000
Maintain financial health	Lettings of Industrial and Commercial Properties	Achieve 90% occupancy of all units and less than 10% of properties with rent arrears greater than 3 months
Maintain financial health	Income from Land Searches	Service breaks-even
Good Governance	Produce a draft set of Accounts and Financial Statements for Annual Audit and Inspection	31st May 2018
Good Governance	Completion of Approved Internal Audit Plan and outcomes reported to the Audit Sub-Committee	At least 90% completed
Customer Focus	Minimise downtime of IT	Downtime is less than 1% over the year
Customer Focus	Prompt payment of invoices for goods and services	97% of undisputed invoices paid within 30-days and within 10-days for local suppliers
Customer Focus	Freedom of Information requests answered within the statutory time limit	98% of requests satisfactorily answered with 20-days

# Partnerships and Shared Service Arrangements

The Directorate's significant partnerships are outlined below:

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

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

## Key considerations

### Business Change

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

### Environmental impact

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

### Managing risks

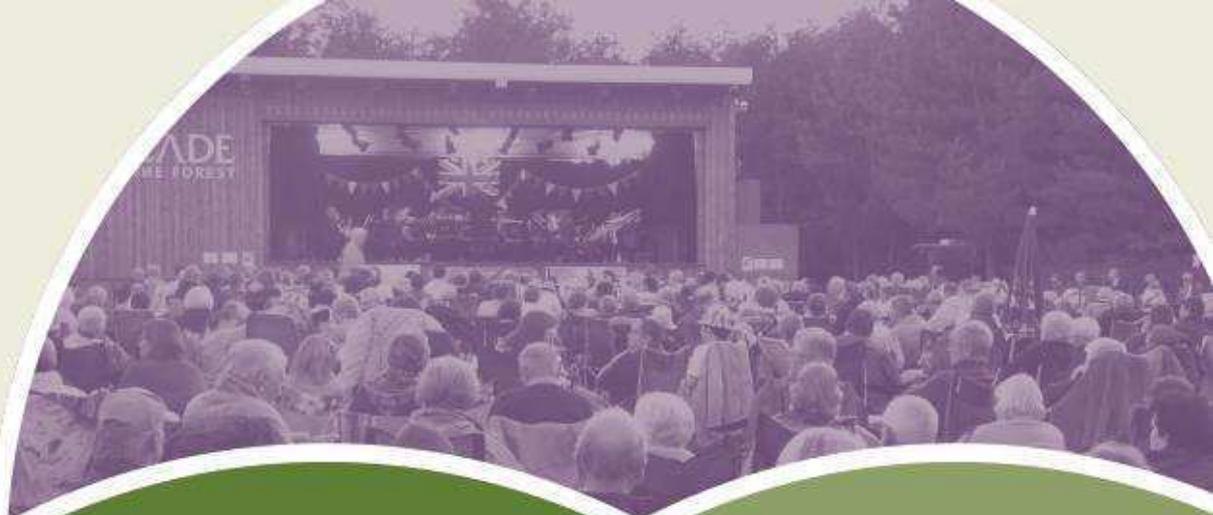
The process set out in our Risk Management Strategy has been adhered to. The Directorate's risk register is reported to the Finance and Management Committee on a quarterly basis.

### Monitoring and review

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



South  
Derbyshire  
District Council



# Service Plan 2018/2019

## Chief Executive's Directorate

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

# Introduction

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

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

Covering the 2018-2019 financial year, the Service Plans (updated annually) align current delivery arrangements with changing patterns of demand, making the most effective use of available and future resources.

## Key aims

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

We will:

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

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

## The importance of service planning

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

While the budgetary setting is constrained, there are ever increasing pressures and demands to do more with less.

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

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

# Performance Management Framework

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

Our resources must be aligned, focusing effort in the right places and delivering maximum value for people, partners and businesses.

We must proactively identify and manage any risks that might affect delivery, regularly reviewing performance and taking action where required to stay on target and inform decision making.

The Performance Management Framework consists of three levels. The Corporate Plan sits at the top and sets out how we make South Derbyshire a better place to live, work and visit.

Objectives and measures to deliver against the key aims of the Corporate Plan are defined in Service Plans and shape the objectives of all employees.

Everyone, from Elected Members to Officers to Managers, has a responsibility for delivery of the Corporate Plan.

# Scene setting

## Overview of the Directorate

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

The department is made up of seven service areas:

- Legal Services
- Democratic Services
- Elections
- Licensing
- Economic Development
- Communications
- Human Resources

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

Below is a breakdown of statutory and non-statutory duties undertaken by each service area:

## Functions of the Monitoring Officer

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

The Monitoring Officer's responsibilities include:

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

# Legal Services

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

## Contentious work:

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

## Non-contentious work:

- Conveyancing
- Contracts
- Miscellaneous agreements

## Legal advice:

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

# Democratic Services

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

## The structure consists of:

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

There is also responsibility for the following:

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

## Elections

Areas of responsibility include the following:

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

## Licensing

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

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

# Economic Development

(All non-statutory duties)

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

## **BUSINESS: Business support, access to finance and innovation**

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

## **SKILLS: Recruitment, employment and skills**

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

## **INFRASTRUCTURE: Infrastructure for economic growth**

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

The Economic Development service is responsible for:

- Working in partnership with local, sub-regional and regional agencies and partnerships to develop the local economy and the workforce.
- Promoting inward investment - attracting business and employment to the District through the marketing of the area and available sites and premises, together with the provision of assistance to potential UK and overseas investors.
- Supporting business development - providing advice and support to new and existing businesses directly and through the development of structures and support networks. This includes delivery of the South Derbyshire Business Advice Service.
- Developing and securing funding for projects, which contribute to the economic development of the area.

- Ensuring that the skills of the area’s workforce meet the needs of local businesses.
- Promoting and developing tourism - attracting visitors from the UK and overseas to South Derbyshire and The National Forest through marketing, promotion and the development of the tourism ‘product’ (attractions, accommodation, activities etc).
- Providing information to visitors and local residents about events, attractions and accommodation through the operation of the Swadlincote Tourist Information Centre
- Supporting the continued revival of the town centres through marketing, development, events and festivals. This includes contributing to the Swadlincote Town Centre Vision and Strategy.
- Monitoring trends in the local economy and undertaking research to support the development of projects and proposals.
- The service also supports the South Derbyshire Partnership, in particular the Board and Sustainable Development Theme Group.

## Communications

The work of the Communications team is central to keeping residents, customers, employees, stakeholders and other parties informed. As per our Communications Strategy 2016-2021, our priorities are as follows:

- Effectively engage residents and encourage two-way conversation
- Uphold and strengthen the Council’s excellent reputation
- Utilise a digital approach to reach a wider audience
- Promote opportunities for partnership working
- Develop and maintain trust and raise customer satisfaction
- Help us achieve our organisational objectives and vision against the Corporate Plan
- Work across multi channels appropriate to different stakeholders
- Ensure people understand what we do
- Demonstrate the success of our work
- Raise awareness of how the Council continues to deliver value for money

News about our initiatives, campaigns and services reaches the public in a variety of ways. The Communications Team plays a key part in making sure that correct, up to date and relevant information is available. This is done using a range of channels to make information accessible, engaging and interesting to different audiences.

Examples include:

- social media (including Twitter, Facebook, YouTube)
- Website
- media releases/queries, broadcast interviews, journalist briefings and photocalls

- carefully planned consultation exercises with residents, businesses, staff and community groups
- annual reports and promotional materials
- brand management - making sure that Council services and property are clearly designed in the corporate style
- Better online (the intranet)
- Internal communications including staff newsletter, focus groups and briefings

The Communications Team supports all services to develop communications plans for specific issues and to provide service information and literature in plain, clear language. Other areas of responsibility include:

- Achievement of actions contained within the Council's Communications, Social Media and Consultation strategies
- Production of quarterly performance information for all Council Services. Host quarterly Performance Board meetings with unit managers
- Continuously review, co-ordinate and produce the Corporate Plan, Service Plans and Performance Management Framework in line with the timetable set
- Co-ordinate the Corporate Equalities and Safeguarding Group and ensure services are accessible to all
- Run media and social media training for Officers and Elected Members

## Human Resources

The Human Resources team provides professional advice and support for the effective management, deployment, control and continuous improvement of the workforce and services. It is responsible for:

### **Organisational strategy and development**

To promote workforce planning and ensure the Council has a suitably skilled workforce now and in the future, supporting organisational change and improvement and identifying opportunities to work with partners to build capacity for the provision of services.

### **Learning, training and development**

To increase the skills and capacity within the workforce through promoting learning opportunities, providing effective employee development programmes and working towards competencies and qualifications that are relevant to job roles and individual needs.

To work with any trade union learning representatives and other partners to maximise resources and develop alternative methods to address training needs.

## **Health and safety**

To provide advice, support and training to ensure the Council maintains effective management arrangements in relation to health and safety. This involves ensuring compliance with legislation and statute and actively promoting safe working practices within the Council and by any third party undertaking work on our behalf.

## **Pay and rewards**

The development and maintenance of a fair, competitive and affordable pay and benefits structure that promotes the effective recruitment and retention of staff and is free from any inequality.

## **Recruitment and selection**

The continuous improvement of recruitment and selection practices to promote the Council as an employer of choice locally and nationally and ensuring equality of opportunity for existing and potential employees.

## **Employee relations**

Working in partnership with employees and their representatives through effective consultation mechanisms and procedures to promote a positive employee relations culture.

## **Employment**

Establishing fair and transparent employment practices to ensure the Council remains compliant with legislation and statute and is seen to promote best employment practice. This includes the development of options to ensure that employees can achieve an appropriate work/life balance.

## **Human Resources advice and guidance**

Supporting managers, Elected Members and partners through the provision of advice on key employment policies and changes in legislation/best practice. We also offer support on matters of discipline, capability, grievance, attendance, employee welfare and any other employment related matter.

## **Human Resources administration**

To provide accurate and complete employment documentation and ensure that appropriate controls are in place to support the effective management of the Council's establishment.

## Workforce

As of April 1, 2018, 22 employees work across the Chief Executive's Directorate. Of these, 10 are based in Legal and Democratic Services, three in Economic Development, three in Communications and five in Human Resources. The other is the Chief Executive.

In terms of workforce development, an annual training and development plan is produced after Performance Development Reviews are held. Some homeworking opportunities are provided and flexible working is considered crucial to motivate and engage high performing staff.

## Budgets

Details of the budgets for the Chief Executive's Directorate for 2018/19 are outlined below:

### Revenue budget 2018/19

Service Area	Revenue budget 2018/19
Legal and Democratic Services	£723,338
Economic Development	£245,686
Communications	£149,658
HR (including Health and Safety)	£250,332
Procurement	£15,207
<b>Total</b>	<b>£1,384,221</b>

# Performance

The table below, known as the Performance Board, details our key projects for the year. These are broken into quarters where possible to help us monitor and manage our performance.

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

In some instances, proxy measures will be used. These are outside of the Council's control but provide an indication of the overall health of the District.

All projects and measures for the Chief Executive's Directorate are listed below under the themes of People, Place, Progress and Outcomes. Projects and measures with a reference number (e.g. PR5.3 as on page 14) before them are classed as strategic.

## People measures

Aim	Project	Outcomes
Develop the workforce of South Derbyshire to support growth	Maintain unemployment below UK average	Unemployment rate (proxy)

## People projects

Aim	Project	Outcomes
Using existing tools and powers to take appropriate enforcement action	Improve standard of vehicles within South Derbyshire through initiatives	Undertake 3 x multi-agency private hire initiatives and one private hire operator initiative
Using existing tools and powers to take appropriate enforcement action	Identify unlicensed premises/operators within the District	Identify any unlicensed premises/operators through various channels and take steps to ensure they are licensed
Using existing tools and powers to take appropriate enforcement action	Ensure compliance with licences	Undertake inspections of private hire operators, scrap metal and animal licences
Using existing tools and powers to take appropriate enforcement action	Quarterly report on enforcement activity to Overview and Scrutiny Committee	Provide enforcement activity information for production of report

## Progress measures

Aim	Project	Outcomes
Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend of tourists.	Operate Swadlincote Tourist Information Centre, together with associated business, event and destination marketing activity.	Q1 Number of enquiries: Well Dressing Guide. Q2 Number of enquiries; Publish What's On; Accommodation Guide on Council website. Q3 Number of enquiries; Publish What's On. Q4 Number of enquiries; Publish What's On; Food and Drink Guide.
Provide business support and promote innovation and access to finance, including in rural areas	PR5.3 Guidance offered to businesses or people thinking of starting a business (through the South Derbyshire Business Advice Service)	Quarter 1 40 Quarter 2 30 Quarter 3 30 Quarter 4 40

## Progress projects

Aim	Project	Outcomes
Work to attract further inward investment	Showcase developments and investor opportunities in South Derbyshire.	Publish two editions of vacant commercial property bulletin and market vacancies per year on social media. Promote town centre opportunities.
Unlock development potential and ensure the continuing growth of vibrant town centres.	Support organisations staging town centre events, working with partners such as Swadlincote Town Team.	Q1 Swadlincote Wedding Fair, Festival of Transport (funding only). Q2 Ay Up Me Duck Day; Hello Heritage/Heritage Open Days. Q3 Christmas/Small Business Saturday. Q4 Pancake Races.
Unlock development potential and ensure the continuing growth of vibrant town centres.	Engage the public and businesses in celebrating local history and maintaining an attractive environment.	Implement the Heritage Lectern Project. Work with businesses and the local community to tidy-up the public realm.

<p>Unlock development potential and ensure the continuing growth of vibrant town centres.</p>	<p><b>PR2.1</b> Undertake a five-year progress review of Swadlincote Town Centre Vision and Strategy.</p>	<p>Q1 Undertake review of actions/achievements. Q2 Consult with stakeholders. Q3 Update E&amp;DS Committee on current position. Q4 Implement committee decisions.</p>
<p>Unlock development potential and ensure the continuing growth of vibrant town centres.</p>	<p><b>PR2.3</b> Pursue the development of transport solutions for a West Link (Swadlincote, Newhall, Ashby, Melbourne, East Midlands Airport) in collaboration with East Midlands Enterprise Gateway.</p>	<p>Q1 N/A. Q2 Seek approval for involvement and potential investment from Elected Members and set project milestones accordingly.</p>
<p>Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend of tourists</p>	<p><b>PR3.1</b> Promote entrepreneurial opportunities to improve employability skills and raise awareness of self-employment.</p>	<p>Q1 Increase participation in Love Your Local Market Enterprise Fortnight. Q2 Develop a Heritage Trail App with college students. Q3 Deliver Thinking of Starting a Business workshops. Q4 Develop and implement a workshop for educational institutions to explore setting up a tourism business/activity as part of Tourism Week.</p>
<p>Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend of tourists.</p>	<p>Enhance the online promotion of public events.</p>	<p>Evaluate options and pursue chosen solution.</p>
<p>Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend of tourists.</p>	<p>Explore the feasibility of a Business Improvement District.</p>	<p>Seek approval for involvement and support the project Steering Group accordingly.</p>
<p>Provide support to businesses and the not for profit sector and promote innovation and access to finance.</p>	<p>Promote business development, including links with Toyota City.</p>	<p>Q1 Marketing workshop; Meet the Buyer (Construction) event. Exporting event with Toyota Manufacturing UK.</p>

		<p>Q2 Toyota City Trade Fair. Toyota City visit to UK.</p> <p>Q3 Business Awards. Toyota City visit to UK.</p> <p>Q4 Tourism and Rural Business Advice Fair.</p>
Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas.	Review and enhance data resources, including Tractivity company database.	Improve the quality and quantity of data, ensuring GDPR compliance.
Work with partners to address shared challenges.	Support the South Derbyshire Partnership, including Board, SCG and SDG, plus associated initiatives.	Facilitate the operation of the Partnership, including reviewing the budget and updating the constitution.
Bring together employers, educational institutions and training providers in pursuit of a workforce that will meet future needs.	Increase employer engagement with educational institutions to improve employability skills and raise aspirations, working with the Skills and Employment Group.	<p>Q1 Encourage businesses to participate in mock interviews.</p> <p>Q2 Explore a mentoring pilot.</p> <p>Q3 Explore tools to promote work placement opportunities.</p> <p>Q4 Devise a programme of activities for 2019/20.</p>
Bring together employers, educational institutions and training providers in pursuit of a workforce that will meet future needs.	Bridge the skills gap by improving knowledge of the local economy, aligning aspirations and raising awareness of opportunities, careers and independent advice.	<p>Q1 Deliver Jobs and Skills Fair.</p> <p>Q2 Develop a local labour market guide.</p> <p>Q3 Explore an online solution to promote careers.</p> <p>Q4 Promote National Careers Week.</p>

## Outcomes measures

Aim	Measure	Outcomes
Maintain a skilled workforce	Ensure ongoing training and development for individuals and groups of employees where applicable.	<p><b>04.1</b> 95% of all employees to complete mandatory training</p> <p><b>04.2</b> 95% of employees to have an annual performance appraisal</p>

Maintain a skilled workforce	04.1 The average working days lost per employee.	Q2 To complete analysis of 2017/18 outturn and recommend actions to improve attendance Q4 Less than eight days per year (two days per quarter). To be broken down into short and long term sickness absence.
Maintain a skilled workforce	Raise awareness of the internal rolling news channel and promote success stories on Better online	Attract more than 1,250 hits per month
Maintain customer focus	Provide functionality for greater transactions and interactions online.	Maintain accurate information on the Council's website with new content edited and published within two working days. Online forms to be created within agreed timeframes.
Maintain customer focus	Response to media and social media enquiries to provide insight and better inform PR activity.	Approved response given to all media enquiries within two working days. Social media requests to be dealt with in one working day (unless otherwise stated to customer).
Maintain customer focus	Enhance the Council's reputation and sell its vision	Minimum of 10 press releases delivered per month
Maintain customer focus	Build brand identity and recognition	Standard design requests, such as changes to existing templates, will be completed in 10 working days. Non-standard requests, such as completely new projects, will be finalised in 20 working days.

## Outcomes projects

Aim	Project	Outcomes
To encourage people to register to vote	Highlight the importance of registering to vote	Publication of revised register
Promote and enable active democracy	Organise a canvass to produce revised register of electors in December 2018.	Electors are registered in accordance with their franchise and the new register is published by the deadline.

Promote and enable active democracy	Organise and deliver by-elections.	Ensure any by-elections are conducted in accordance with the law.
Promote and enable active democracy	Encourage active involvement in local democracy.	Raise awareness of educational visits/work experience placements to the Civic Offices.
Promote and enable active democracy	Encourage active involvement in local democracy.	Visits out to educational establishments as part of Local Democracy Week.
Maintain proper corporate governance	<b>O2.1</b> Compile and publish an Annual Governance Statement in accordance with statutory requirements.	An unqualified Opinion in the Annual Audit Letter.
Maintain proper Corporate Governance	Maintain a proper Risk Management Framework.	Strategic and Service Risk Registers reviewed, updated and reported to policy committee on a quarterly basis.
Maintain proper Corporate Governance	Audit of Risk Management Framework	Work with internal audit to ensure the framework preserves the Council's assets and enhances safety and productivity for residents, service users and employees.
Maintain proper Corporate Governance	Develop and implement Regarding Procedure	Ensure all posts are evaluated and graded in accordance with the Council's pay structure.
Maintain proper Corporate Governance	Ensure the Corporate Plan continues to evolve.	Review, co-ordinate and produce the Corporate Plan in line with the timetable set. Production of quarterly performance information for all Council services.
Maintain customer focus	Develop the use of technology to increase electronic communication channels for customers.	Q3 Roll out of new e-recruitment solution in partnership with Derbyshire County Council.  Q3 Move on to MyView dashboard and develop the use of the Expenses' Module  Q4 Provide new Display Screen Equipment (DSE) on-line training and monitoring solution for all DSE users
Maintain customer focus	Provide greater options and flexibility for residents to	Q1. Update data privacy notice and online forms to ensure

	transact and interact with the Council online	<p>website and other channels are GDPR compliant.</p> <p>Q2. Wide ranging review of all content and structure.</p> <p>Q3. Wide ranging review of all content and structure.</p> <p>Q4. Outline action plan for 2019/20.</p>
Maintain customer focus.	Develop a Social Media Strategy and increase use of video to provide easy and innovative options for residents to engage with the Council.	<p>Q1 Finalise strategy, evidence base and action plan.</p> <p>Q2 Adopt strategy following approval at Full Council meeting.</p> <p>Q3 Delivery of action plan. Explore ad campaigns and video content.</p> <p>Q4 Delivery of action plan. Update to reflect latest trends and best practice.</p>
Maintain customer focus	Build brand identity and recognition	<p>Undertake an audit of Council branding to coincide with new website domain. Devise action plan based on findings.</p>
Maintain customer focus	Deliver the Equalities and Safeguarding Action Plan to demonstrate its principles are embedded in service delivery.	<p>Q1 Deliver a campaign around Mental Health Awareness Week.</p> <p>Q2 Devise action plan for Gender Pay Gap and Workforce Profile</p> <p>Q3 Ascertain levels of aspiration (for RISE project) via consultation with secondary school pupils in South Derbyshire.</p> <p>Q4 Create Equalities and Safeguarding annual report and agree action plan</p>
Maintain customer focus and a skilled workforce	Deliver the Council's Communication, Internal Communications and Consultation Strategies.	<p>Achievement of actions. Produce SDDC annual report for 2017/18 and gain all relevant approvals by August 31, 2018. Create new look communications dashboard to capture analytics.</p>

Maintain a skilled workforce	O4.2 Use the decision-making methodology identified by the Local Government Association review.	<p>Q1: Report approved by the Council on proposed changes to the current staffing structure.</p> <p>Q2: Full consultation completed with staff and trade unions.</p> <p>Q3: Revised structure in place and employment issues resolved.</p> <p>Q4: Commence Local Government Association Peer Review.</p>
Maintain a skilled workforce	To commence a review of terms and conditions employment	<p>Q2 To identify and commence discussions with Trade Unions on changes to current terms and conditions</p> <p>Q4 To have agreement on revised terms and conditions of employment and implement across the workforce.</p>
Maintain a skilled workforce	Deliver the Council's Health and Safety Action Plan to maintain an effective H&S management framework	<p>Q3 Attainment of RoSPA accreditation</p> <p>Q4 Achievement of action plan</p>
Maintain a skilled workforce	To review and implement a corporate approach for reducing risk to staff and Elected Members who visit premises and/or lone working	<p>Q2 Potentially Violent Persons Policy adopted</p> <p>Q2 Lone working solution implemented and training provided to staff and Elected Members (SoloProtect)</p> <p>Q3 Corporate warning marker system in place</p>
Maintain a skilled workforce	<p>To complete a review of annual PDR process</p> <p>To complete a review of the mandatory training programme</p> <p>To develop and provide Customer Care Training</p>	<p>Agreed revisions to PDR process to be implemented</p> <p>Revised programme in place</p> <p>Increased awareness of effective customer service and consistency of service provided to customers</p>
Maintain a skilled workforce	Disclosure and barring	To move all checks for employment onto the on-line self-service system.

Maintain a skilled workforce

Deliver phase II of Better  
online (the Intranet)

Q1 Finalise Action Plan.

Q2 Submit business case and  
undertake wide ranging review  
of documents.

Q3 Restructure Intranet and  
modernise design

Q4 Increase volume of online  
forms and introduce room  
booking system

## Partnerships

Our significant partnerships are outlined below:

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

# Key considerations

## Service transformation

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

## Environmental impact

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

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

## Managing risks

The process set out in our Risk Management Strategy has been adhered to. The risk registers are reported to Committee on a quarterly basis.

## Monitoring and review

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

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<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 9</b>
<b>DATE OF MEETING:</b>	<b>14<sup>th</sup> JUNE 2018</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR, CORPORATE RESOURCES</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>KEVIN STACKHOUSE (EXT. 5811)</b>	<b>DOC REF:</b>
<b>SUBJECT:</b>	<b>CORPORATE EQUALITIES ANNUAL REPORT 2017/18 AND ACTION PLAN 2018/19</b>	
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE : FM16</b>

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## **1.0 Recommendations**

- 1.1 That Elected Members approve, for publication, the Corporate Equalities Annual Report for 2017/18. This is attached in **Appendix A**.
- 1.2 That Members approve the Corporate Equalities and Safeguarding Action Plan for 2018/19, attached in **Appendix B**.

## **2.0 Purpose of Report**

- 2.1 To seek approval for the Corporate Equalities Annual Report 2017/18. This will be published on the Council's website.
- 2.2 To approve the Corporate Equalities and Safeguarding Action Plan for 2018/19.

## **3.0 Detail**

- 3.1 The Equality Act 2010 places a duty on public bodies such as the Council to consider the needs of all individuals in its day-to-day work when developing policies, delivering services and in relation to its own employees.
- 3.2 The Act includes the Public Sector Equality Duty. Those subject to the Equality Duty must, in the exercise of their functions, have due regard to the need to:
  - eliminate unlawful discrimination
  - advance equality of opportunity between people who share a protected characteristic and those who do not
  - foster good relations

- 3.3 To demonstrate compliance, the Council must publish relevant and appropriate information. This can be evidenced in a variety of ways, such as the minutes of a meeting or the publication of data, providing it is accessible to the public.
- 3.4 The publication of the Corporate Equalities Annual Report (**Appendix A**) shows the impact of the Council's approach to employment on its staff and how service users are affected by its policies and practices.
- 3.5 A number of case studies have been used in the Corporate Equalities Annual Report to showcase our work.

### **Activities planned for 2018/19**

- 3.6 The Council will continue to deliver activities in line with its Equalities Policy. These are described in **Appendix B** but include:
- Preparing and delivering our Welfare Reform Action Plan ready for Universal Credit rollout in November 2018
  - Publishing progress on our equalities and safeguarding activities through the Corporate Equalities Annual Report
  - Implementing the requirements of the new Homelessness Reduction Act
  - Publishing the Pay Gender Gap and devising an action plan to address the findings

### **4.0 Financial Implications**

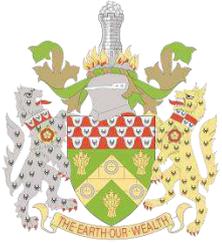
- 4.1 There are no direct financial implications associated with this report.

### **5.0 Corporate Implications**

- 5.1 The Council's commitment and approach to having due regard to the Equality Duty is set out in its Policy Statement and Corporate Equalities Annual Report.

### **6.0 Community Implications**

- 6.1 In supporting our vision of making 'South Derbyshire a better place to live, work and visit,' the Council has a number of 'values' that lie at the core of everything it does. These help us to make a difference for both our employees and our communities within South Derbyshire.
- 6.2 The Council wants all of its communities to be strong places of togetherness and belonging. This is again demonstrated in the Corporate Equalities Annual Report.



**South  
Derbyshire**  
District Council

# Corporate Equalities Annual Report 2017/18

## Introduction

The Equality Act 2010 places a duty on public bodies such as South Derbyshire District Council to ensure they consider the needs of individuals in their day-to-day work when developing policies, delivering services and in relation to their own employees.

The act includes the Public Sector Equality Duty, which replaced the former duties relating to race, disability and gender equality.

## Public Sector Equality Duty

The Equality Duty was developed in order to harmonise the equality duties and to extend them across all protected characteristics. Those subject to the Equality Duty must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

Having 'due regard' is an important part of the duty and means consciously thinking about the three aims of the Equality Duty as part of the decision-making process.

The Act states that meeting different needs involves taking steps to take account of disabled people's disabilities. It describes fostering good relations, tackling prejudice and promoting understanding between people from different groups. It states that compliance with the duty may involve treating some people more favourably than others.

## Specific Equality Duties

In addition to the general duties outlined above, 'specific duties' have been introduced to help public bodies achieve the aims of the general duties. Under the specific duties, we must:

- Publish information to demonstrate compliance with the Equality Duty annually
- Adopt and publish equality objectives that must be reviewed at least every four years. This was last undertaken in April 2016.

## How this report is organised

This report is designed to highlight what we've done to meet the Equality Duty during 2017/18 and to demonstrate how we have continued to play our part in helping to make society fairer by tackling discrimination and providing equality for all.

The first section demonstrates how we've met the Equality Duty. Some of the work is ongoing. The second section looks at the progress we have made in relation to meeting our equality objectives.

Information in relation to our employees can be found in our Workforce Profile.

# 1. Public Sector Equality Duty

This section of the report demonstrates how we are meeting or have met the Equality Duty in 2017/18 within the following categories:

- Eliminate unlawful discrimination, harassment and victimization
- Advance equality of opportunity
- Foster good relations

Eliminating discrimination, victimisation and harassment	
Area covered	Supporting information
<p><b>Governance arrangements and local ‘Champions’</b></p>	<p>In order to take forward issues within the Council and the local community we’ve maintained the practice of having Elected Member Champions for equalities and diversity and safeguarding.</p> <p><b>Corporate Equalities and Safeguarding Group (CESG)</b> - Chaired by the Strategic Director (Corporate Services), the group includes Elected Member Champions and service level representatives.</p> <p>Its aims are to:</p> <ul style="list-style-type: none"> <li>▪ share best practice</li> <li>▪ set and review equality objectives, initiatives and procedures</li> <li>▪ consider implications of new legislation and procedures</li> <li>▪ scrutinise corporate and service level performance</li> <li>▪ monitor and review our action plan</li> </ul> <p>During 2017/18 membership of the Group was reviewed and changes made to broaden representation of all Council departments. Work has also been undertaken to share the successes of the CESG throughout the Authority, thereby increasing awareness of the role it plays.</p>
<p><b>Promoting and maintaining high standards of conduct by Elected Members and employees</b></p>	<p>We require all:</p> <ul style="list-style-type: none"> <li>▪ election candidates to sign a compact which includes a commitment to reject all forms of discriminatory violence, harassment and unlawful discrimination</li> <li>▪ recruited staff to take part in training covering equalities</li> <li>▪ employees to treat others with respect and not discriminate unlawfully against any person</li> <li>▪ contractors to abide by our Equalities Policy as a minimum standard.</li> </ul> <p>We have developed policies and procedures to tackle discrimination, victimisation and harassment.</p>

	<p>For instance:</p> <ul style="list-style-type: none"> <li>▪ providing training in relevant policies and procedures for staff and Elected Members. By March 2018, 275 people had attended Equalities and Fairness training.</li> <li>▪ standards of conduct and all relevant equalities policies and procedures are covered in inductions for new employees</li> <li>▪ recording and monitoring all reports of harassment.</li> </ul>
<p><b>Comments, complaints and compliments</b></p>	<p>We receive a variety of comments, complaints and compliments each year in relation to our services.</p> <p>We regularly monitor these to help improve our services and put right any mistakes we have made.</p> <p>During 2017/18, there were three (1) comments, 88 (74) complaints and 159 (61) compliments (2016/17 figures shown in brackets).</p> <p>Analysis of the complaints shows that none allege unfair treatment or discrimination. All are in relation to the services provided.</p>
<p><b>Safeguarding</b></p>	<p>Our responsibilities for ‘safeguarding’ are set out in our Safeguarding Children, Young People and Vulnerable Adults’ Policy.</p> <p>During 2017/18:</p> <ul style="list-style-type: none"> <li>▪ Six Mandatory Safeguarding update training sessions were organised for all staff.</li> <li>▪ The Safer South Derbyshire Partnership put Child Sexual Exploitation (CSE) Theatre in Education sessions into South Derbyshire’s four secondary schools.</li> <li>▪ The Safer South Derbyshire Partnership supported the Op Zao Knife Crime Seminar at Burton Albion, which all four South Derbyshire secondary schools attended.</li> <li>▪ We commissioned and hosted a CSE awareness training session for sports/youth clubs, societies and organisations through commissioning the Jack Raine Foundation.</li> </ul> <p>More details of work done around CSE can be found in the case study on the following page.</p>
<p><b>Safer South Derbyshire Partnership</b></p>	<p>The Safer South Derbyshire Partnership is a statutory partnership formed under the Crime and Disorder Act 1998.</p> <p>All of the priorities within the <a href="#">Safer South Derbyshire Partnership Plan</a> are delivered in accordance with the overarching principles as set out in the Derbyshire Strategic Threat and Risk Assessment.</p> <p>Within the plan, one of the priorities is ‘protecting those most at risk’.</p>

# Eliminating discrimination, victimisation and harassment case study

## Raising awareness of Child Sexual Exploitation

Work both internally and externally has been done during 2017/18 to raise awareness around the issue of Child Sexual Exploitation (CSE).

Six safeguarding update training sessions were organised for staff, with more than 200 attending. These were run by our Communities Manager and HR department.

The Safer South Derbyshire Partnership commissioned and hosted a CSE awareness training session for local sports and youth clubs, societies and organisations. The training was provided by the Jack Raine Foundation, a UK charity supporting children and young adults, their families and guardians.

It was designed to help attendees understand CSE, spot the signs and know what to do when children are at risk or vulnerable to exploitation.

A theatre in education project took place with the aim of raising CSE awareness among young people and staff in targeted secondary schools.

The tour was delivered by Loudmouth Education and Training using its Working for Marcus programme. It was funded by the Safer South Derbyshire Partnership and Derbyshire County Council and supported by our Communities Manager.

Working for Marcus explores grooming, online safety and consent and helps young people to spot the signs and where to go for support. The drama follows the story of a 14-year-old called Caz, who is approached online by a man called Marcus. Although she is initially wary, they soon start to become friends.

The play charts how Caz was targeted by Marcus and how he, through gradual and increasingly overt manipulation and coercion, goes on to sexually exploit her.

After the drama, follow-up workshops were run with small groups, giving the students a chance to ask questions. A scenario in which a young boy is groomed by an older girl was also included in these. The discussion workshops used the drama to:

- Give young people the chance to unpick and discuss what was happening in the drama.
- Clarify the definitions of the terms sexual grooming and Child Sexual Exploitation.
- Talk through a Barnardo's model to help youngsters understand how grooming can happen.
- Educate about local support agencies and national services.

Staff at each school were provided with access to more than 100 online lesson plans to support their preparation and to do follow-up work with the students.

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**“The performance was outstanding and had a huge impact on staff and students. The workshops were well-managed and facilitated to a high standard.”**

**Head of Year 9,  
The Pingle  
Academy**

# Eliminating discrimination, victimisation and harassment case study

## Taxi driver training

Forum meetings are organised by our Licensing unit every six months for private hire drivers and operators registered in South Derbyshire.

Both discrimination and safeguarding have been covered at these meetings.

In 2017/18, particular emphasis was put on the need to follow up initial reports of hate crime incidents.

The police made us aware that drivers were calling to report incidents but not following these reports up by providing statements.

It was agreed that, through the forum, drivers would be made aware that without statements, no further action against alleged offenders can be taken.

It was explained that as a consequence, the alleged offenders could think their behaviour was acceptable and offend again.

There are approximately 275 drivers working in South Derbyshire and approximately 45 operators.

All operators have been provided with a copy of a booklet produced by [Stop Hate UK](#) which explains what a hate crime or incident is and how to report it. This is provided in 45 different languages.

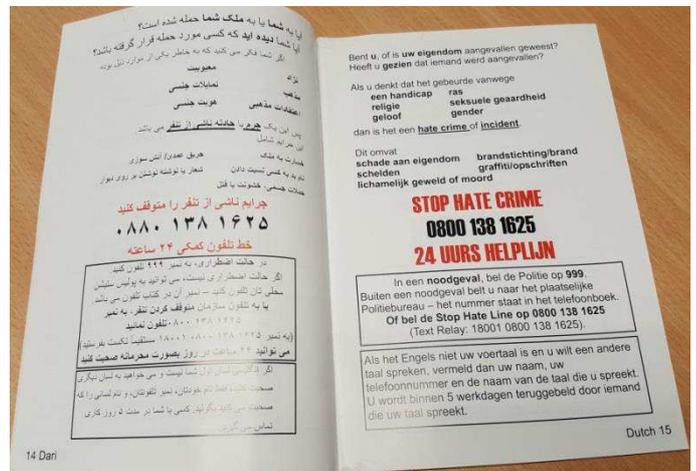
Drivers and passenger assistants are being provided with fold out cards which explain what a hate crime is, what to do if they experience or witness one and also include an explanation of why they should report hate crimes and incidents.

Our new website includes a section on hate crime, detailing what it is and how to report it. The page includes a direct link through which online reports can be submitted.

It is a requirement of our [Private Hire Licensing Policy](#) that all new and existing private hire drivers undertake training in safeguarding vulnerable people and Child Sexual Exploitation awareness.

The training is also provided for assistants, employed to accompany vulnerable children and adults on journeys where necessary.

Our new website includes a section on [Human Trafficking and Child Sexual Exploitation](#), with pages on what you can do to help those at risk, how to spot if someone is vulnerable, and who to contact.



**All operators have been provided with a copy of a booklet produced by Stop Hate UK which explains what a hate crime or incident is and how to report it.**

# Advancing Equality of Opportunity

Area covered	Supporting information
<p><b>Corporate policies, vision and values</b></p>	<p>Our <a href="#">Corporate Plan 2016 - 2021</a> sets out plans and priorities for delivering local services. One of the key outcomes centres on equality and diversity.</p> <p>The South Derbyshire Partnership is committed to planning for the kind of future our communities want.</p> <p>During 2017/18 the Partnership refreshed its strategy, with an event staged to enable people to find out more about its achievements, work and plans for the future.</p> <p>Our Equalities Policy Statement outlines our ongoing commitment to advancing equalities and fairness while celebrating the diversity of South Derbyshire.</p>
<p><b>Other policies, plans and strategies</b></p>	<p>Other policies, plans and strategies include:</p> <p>Our <b>Corporate Anti-Social Behaviour (ASB) Policy</b>, launched in June 2017, details our commitment to victims of ASB and to vulnerable perpetrators.</p>
<p><b>Making services accessible to all</b></p>	<p>Sections 165 and 167 of the Equality Act 2010 came into force on April 6, 2017, and aim to prevent discrimination against wheelchair users by private hire drivers.</p> <p>Section 167 gives us the power to make a list of wheelchair accessible vehicles so that wheelchair users are made aware of the accessibility of private hire vehicles within South Derbyshire.</p> <p>The current list of <a href="#">wheelchair accessible vehicles</a> that we licence is on our website.</p>
<p><b>Making our new website comply with Equalities needs and requirements</b></p>	<p>Our new <a href="#">website</a> was launched in October 2017.</p> <p>It is coded to nationally accepted accessibility standards:</p> <p>WACG guidelines - Level AAA W3C / WAI testing methodology for HTML5</p> <p>It also has several clearly marked, additional features to support those with visual impairments.</p> <p>These features have been introduced as a result of extensive research, usability testing, data analysis and online feedback.</p>

# Advancing equality of opportunity case study

## RISE

RISE is a project managed by ourselves and Derbyshire County Council Public Health with the sole objective of enabling individuals from our most deprived areas to flourish and achieve their potential.

It aims to assist in improving community cohesion and wellbeing and has potential to reduce health inequalities between different communities.

Following on from a number of partnership-based initiatives aimed at raising levels of aspiration among young people, the project seeks to build on those efforts and broaden its remit to the wider community.

As the saying goes, 'no person is an island' and it is clear that for young people to fulfil their potential, the wider environment, particularly in terms of where they live and the attitudes of those they live with, plays a crucial role.

A strategic plan and marketing strategy have now been developed to underpin the project.

During 2017/18, significant progress has been made on the marketing of the project, including quarterly updates to Elected Members, presentations to partner agencies and an action plan aimed at raising the awareness of RISE externally to the wider community.

In May 200 students at Granville Academy in Woodville watched a presentation on Raising Aspirations and then took part in mock interviews.

In October an open air event was staged in Newhall with a focus on people making choices to improve their own lives. More than 70 people attended. Work also started on organising an awards event which will take place in June. Its main focus will be to highlight the benefit of learning, and reward those who often go unnoticed.

Efforts were made to encourage Council staff to volunteer to connect with and help local young people. It is felt that this will not only potentially benefit the young people but also provide a development opportunity and an increased sense of value for the mentee.

A partnership is being developed with local secondary schools, businesses and other key stakeholders aimed at pooling together those willing to mentor/provide help to young people, aligning mentoring based activity within RISE.

In addition, a survey is planned throughout local secondary schools aimed at identifying levels of aspiration and expectations. This will be repeated throughout school life in order to assess the impact of aspiration raising activity and to determine future focus.



**RISE aims to assist in improving community cohesion and wellbeing. It has the potential to reduce health inequalities between different communities.**

## Fostering good relations

Area covered	Supporting information
<p><b>Signposting to support groups, voluntary organisations and other partners for help and assistance</b></p>	<p>Our new website includes a page dedicated to volunteering to raise awareness of support groups and voluntary organisations.</p> <p>We organise a Liberation Day event, involving support agencies, for the over-55s to learn about services available to them.</p> <p>External links are also provided to a talking newspaper and books to enable people who are blind, have a visual impairment or find it difficult to hold a book to enjoy reading material in an accessible format.</p>
<p><b>Community Engagement</b></p>	<p>Community Engagement encourages individuals to make a contribution to the decisions that affect their homes and communities.</p> <p>Involvement means that customers are able to provide us with a valuable source of feedback, which improves services. <b>More details can be found in the case study on the following page.</b></p>
<p><b>Social cohesion and celebrating diversity</b></p>	<p>We:</p> <ul style="list-style-type: none"> <li>▪ raise awareness</li> <li>▪ promote understanding</li> <li>▪ get actively involved in local and national activities, events, campaigns, festivals and commemorations</li> </ul> <p>We develop and hold arts and recreational initiatives with our partners to celebrate and promote diversity through mediums including dance, music and sport. Examples include the Swadlincote International Food and Drink Festival and the planting of a tree on Holocaust Memorial Day.</p>
<p><b>Communities Forum</b></p>	<p>Together with South Derbyshire CVS, we established the <a href="#">Communities Forum</a> to address equality and diversity issues.</p> <p>Membership includes voluntary sector organisations and interest groups who represent individuals discriminated against because of their gender, sexual orientation, ethnicity, religion, age, physical or mental disability.</p> <p>The forum provides training and advice for voluntary and community groups and offers opportunities to network.</p>
<p><b>Understanding our diverse communities</b></p>	<p>We access Census and other socio-economic demographic data to inform our work.</p> <p>We publish information about the make-up of our communities, such as area profiles, plans and strategies, and highlight any inequalities or issues to be addressed.</p>

## Fostering good relations case study

# Tenant and resident services

Services provided by our Housing team play an important role in fostering good relations as well as helping us meet other equality objectives such as enabling people to live independently and providing accessible services.

**Go Grow gardening club** - this is run by our Community Engagement Team with the aim of encouraging members of the public to grow their own fruit and vegetables and donate them to worthwhile causes across the District.



From April to September of 2017, allotment maintenance and planting sessions were organised and volunteers invited to go along and join in. The sessions were not restricted to Council tenants - everyone was welcome to attend, building good relations with all residents and for some, reducing isolation.

Worthwhile causes across the District to benefit from Go Grow produce include the South Derbyshire CVS food bank, families in need and a programme which teaches youngsters and vulnerable adults how to cook healthy meals.

**Universal Credit support** - Universal Credit, one of the changes to the Benefits system under the Welfare Reform, is due to roll out in South Derbyshire in November 2018.

More than 900 tenants are expected to be affected. With this in mind, work started in 2017/18 to plan an awareness-raising campaign which will emphasise how payments are made, promoting DWP approved bank accounts and stressing the need to budget carefully.

**Rehousing victims of domestic abuse** - Rehoming victims of domestic abuse is complex and sensitive but our Housing team is renowned for its compassion and professionalism. How well they do this was underlined in 2017/18 by a letter from a resident.

It said: "I cannot express enough what an invaluable help you have been to me. I was very lucky when I was allocated to you.

"You have genuinely cared about me and my case, gone more than the extra mile to seek suitable housing and have never forgotten about me at any point."

**Homelessness standard** - At the start of the year we set ourselves the target of providing a service for homeless applicants which is nationally recognised as delivering 'best practice'. Work was progressed throughout the year and an application to gain NPSS Bronze Standard for Homelessness has been made.

**"You have genuinely cared about me and my case, gone more than the extra mile to seek suitable housing and have never forgotten about me at any point."**

**Domestic abuse victim**

## 2. Equality objectives

This section of the report demonstrates how we are meeting or have met our Equality Objectives in 2017/18.

Our Equality Objectives were identified through consultation with residents and partners and are set out in the Council's [Sustainable Community Strategy 2009 - 2029](#), an overarching policy framework for our Corporate Plan.

They are:

**Objective 1:** Provide accessible services which reflect the needs of South Derbyshire residents.

**Objective 2:** Protect and support the most vulnerable, including those affected by financial challenges.

**Objective 3:** Enable people to live independently.

Objective 1: Provide accessible services which reflect the needs of South Derbyshire residents	
Area covered	Supporting information
Community Engagement	<p>We have a group of tenants involved in various aspects of housing service delivery. During the year we introduced a task and finish approach to involvement at the request of the involved tenants.</p> <p>During 2017/18:</p> <ul style="list-style-type: none"> <li>▪ Tenants have reviewed our Repairs Service to consider how it could be improved and what impact mobile working would have on it</li> <li>▪ Young people from across South Derbyshire have been involved in community work to raise their awareness of the importance of community spirit</li> <li>▪ Our Tenant Scrutiny Panel commenced its first review of how we, as an organisation, deal with complaints</li> <li>▪ Tenants helped design and produce the Annual Report covering 2016/17</li> </ul>
Sports, leisure and recreational activities	<p>We ensure our sports and leisure provision reflects the needs of 'protected' groups and our <a href="#">Sport and Health Strategy</a> aims to support the delivery of local and national objectives, including:</p> <ul style="list-style-type: none"> <li>▪ Young people participation and volunteering</li> <li>▪ Adult participation and volunteering</li> <li>▪ Reaching communities - addressing local needs</li> <li>▪ Reducing obesity</li> </ul>

## Objective 1: Provide accessible services which reflect the needs of South Derbyshire residents

### Housing allocations and homelessness

We have a statutory responsibility to manage and review the Housing Waiting List. We allocate all our properties through [‘choice-based lettings’](#).

Everyone applying for a place on our waiting list is put into a priority band depending on need. If potential tenants see a property they are interested in, they are allowed to ‘bid’ for it. The ‘bidder’ with the greatest housing need is allocated the property.

We work with partners to provide advice and assistance for a wide variety of issues and to prevent homelessness. We raise awareness of other organisations that can help and provide links to them from our website.

Our Homelessness Prevention Strategy sets out how we’re working to reduce and prevent homelessness.

The Housing Advice and Options Team provides free information, assistance and specialist advice to landlords, tenants and owner occupiers to help prevent homelessness.

The team can:

- negotiate with friends and family on behalf of residents to enable them to stay where they are for longer while we help them to find something more suitable
- provide debt counselling services with independent financial advisors
- negotiate with residents’ landlords if they have arrears
- see whether residents are eligible for mortgage advice
- help tenants to find a rented property in the private sector, in some cases we can help with a deposit
- help residents to apply for social housing
- help single people to access hostel accommodation
- provide practical help and support if a resident needs to leave home because of violence or abuse.

The number of people on the housing register at March 31, 2018 was 644 (834 in the previous year).

We have accommodated many applicants throughout the year in our own stock, which is brought to a ‘fit to let’ standard before being offered to potential new tenants.

Assistance is also provided to people in finding accommodation in the private sector through our Housing options service and Home Swapper schemes.

## Objective 2: Protect and support the most vulnerable, including those affected by financial challenges

Area covered	Supporting information
Food donations	Traders at a major event in Swadlincote were invited to donate food for vulnerable residents. <b>More details are in the case study at the foot of this page.</b>
Dementia Action Alliance	We are a member of the <a href="#">South Derbyshire Dementia Action Alliance (DAA)</a> . Its actions this year have included helping deliver a programme of activities for Dementia Awareness Week. <b>More details are in the case study on last page.</b>
Universal Credit	Universal Credit, one of the changes to the Benefits system under the Welfare Reform Act, has been added to the agenda of the Corporate Equalities and Safeguarding Group as a standing item. With rollout happening in November 2018, a plan for raising awareness and offering support has been drawn up.
Safer Places Scheme	The Safer Places Scheme, supported by national charity <a href="#">MacIntyre</a> , aims to keep vulnerable adults safe if they feel scared, threatened or are in trouble while out and about.

## Protect and support the most vulnerable case study Festival food donations

Our Environmental Health team helped to donate 88kg of much-needed food to vulnerable residents.

Traders at the Swadlincote International Food and Drink Festival were invited to make donations - and the response was overwhelming.

Gourmet foods handed over included bread, noodles, coleslaw, hog roast pork meat, curry, pakoras, cakes, Polish delicacies, cheese and potato pies, scotch eggs, fish fingers, cod, chips and an array of salads.



The Council is now looking at how it can work with local businesses to attract more donations to vulnerable people from similar food festival events, and at the start of 2018 eateries were invited to send any surplus food they have to local charities and community groups.

Vulnerable groups at the Bank House - South Derbyshire Mental Health Association that benefitted from the donated dishes included the homeless, low-income families, elderly residents and people with learning difficulties.

## Objective 3: Enable people to live independently

Area covered	Supporting information
<p><b>Adapting homes</b></p>	<p>We offer a range of locally determined ‘discretionary’ grants or provide assistance through loans and equity release products or a combination of both. Details on providing housing assistance are contained in our Private Sector Housing Policy documents.</p> <p>Residents who have problems managing their home because they have a disability can access various types of help, such as making minor adaptations to their homes. For instance, grab rails, stair rails and lever taps can be fitted to help around the home.</p> <p>If the property is rented from us minor adaptations can be requested directly. Home owners or tenants who rent from private landlords need to contact Social Services.</p> <p>For major adaptations, our residents can apply for a Disabled Facilities Grant to help pay for the works, such as installing a stair lift and widening doorways.</p> <p>If a home cannot be reasonably adapted, there is an option to consider moving to a more suitable property. A Disabled Relocation Grant may be available to help with costs involved.</p>
<p><b>Supported housing schemes</b></p>	<p>Supported housing schemes consist of flats, bed sits and bungalows, which have:</p> <ul style="list-style-type: none"> <li>▪ Access to the services of an off-site <a href="#">Careline Support Coordinator (CSC)</a></li> <li>▪ Their own private facilities</li> </ul> <p>Supported housing is designed for people who are:</p> <ul style="list-style-type: none"> <li>▪ Of pensionable age</li> <li>▪ Nearing pensionable age and whose circumstances would benefit from the services offered within sheltered housing</li> <li>▪ Able to live independently but would benefit from the services provided by the scheme</li> </ul> <p>Careline is located at Oakland Village in Swadlincote. CSCs offer support and advice and act on residents’ behalf to get help from other organisations, such as Social Services.</p> <p>CSCs can help with other housing issues such as repairs and maintenance and tenancy issues.</p>

## Case study: Enable people to live independently

# Dementia Awareness Week

A coffee morning, information sessions and ‘virtual tours’ were among the events lined up in South Derbyshire in May as part of Dementia Awareness Week 2017.

The programme of activities was part of the District’s commitment to becoming a Dementia Friendly Community.

Building this community involves putting strategies in place that improve inclusion and quality of life for those living with dementia and for their families, friends and carers.

One business to pledge its support was Swadlincote’s Bluebell Tea Room, which hosted a dementia-friendly coffee morning.

Open to those living with the condition and their carers, people were invited to call in for a chat, information and a complimentary hot drink and piece of cake.

The following day, a free Dementia Friends Information Session was held at the same venue, aimed at businesses to make them more aware of dementia and how their business can become more dementia-friendly.



It also provided an opportunity for businesses to find out more about how they can become involved in some of the wider awareness work going on in the District.

Hannah Peate, Sport and Health Partnership Manager for South Derbyshire, said: “There are many misconceptions surrounding dementia and Dementia Awareness Week provided the perfect opportunity to address some of these.”

The drive to become a Dementia Friendly Community is being steered by the South Derbyshire Dementia Action Alliance.

This is a group of organisations - including South Derbyshire District Council, Derbyshire County Council, South Derbyshire CVS and other key partners - who are working together to set out how Dementia Friendly Community status will be achieved.

The Richmond retirement village, in Aston on Trent (pictured), did its bit for Dementia Awareness Week by turning the village blue through encouraging villagers to tie blue ribbons to properties, fences, trees, lamp posts and shops. It also hosted Dementia Friends information sessions throughout the week.

A ‘Virtual Dementia Tour’ visited Aston at the end of the week, giving people the chance to step inside the life of someone living with dementia via the use of virtual reality.

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## Appendix B – Equalities and Safeguarding Action Plan 2018/19

Aim	Action	Lead Officer	Completion
Protect and support the most vulnerable, including those affected by financial challenges.	Plan and deliver a campaign around World Mental Health Day.	Head of Communications. Head of Organisational Development.	October 2018.
Eliminate discrimination, victimisation and harassment.	Introduce a Modern Day Slavery procedure.	Strategic Director, Corporate Resources. Communities Manager.	June 2018.
Safeguard vulnerable members of our communities.	Deliver Modern Day Slavery training to Housing Services and Environmental Services staff teams.	Communities Manager.	September 2018.

<p>Protect and support the most vulnerable, including those affected by financial challenges.</p>	<p>Prepare and deliver our Welfare Reform Action Plan ready for Universal Credit rollout in November 2018.</p>	<p>Housing Services Manager.  Revenues and Customer Services Manager.</p>	<p>Q1 Infrastructure put in place for shared roll out. Publicise in partnership with Derby City. Contact all affected tenants, explore auto-payment options and promote transactional bank accounts.</p> <p>Q2 Commence shared postcode roll out in July. Monitor progress and impact.</p> <p>Q3 Publicise and commence roll out on remaining cases. Monitor and maintain tenant engagement in line with initial rollout.</p> <p>Q4 Monitor progress and impact on throughputs, rent arrears and resources.</p>
<p>Eliminate discrimination, victimisation and harassment.</p>	<p>Publish the Gender Pay Gap report and devise an action plan to address findings.</p>	<p>Head of Organisational Development.</p>	<p>Q1. Gender Pay Gap report for 2017/18.</p> <p>Q2. Devise action plan (to tie in with Workforce Profile action plan).</p>

Advance equality of opportunity.	Undertake a Workforce Profile. Report findings and use these to help inform how we employ people.	Strategic Director, Corporate Resources. Head of Organisational Development.	Q1. Publish Workforce Profile 2018/19. Q2. Use findings to devise action plan (to tie in with (Gender Pay Gap action plan).
Meet the requirements of the Public Sector Equality Duty.	Ensure staff have attended and evaluated training that raises awareness of responsibilities for both equalities and safeguarding issues.	Strategic Director, Corporate Resources. Head of Organisational Development.	March 2019.
Meet the requirements of the Public Sector Equality Duty.	Update the Safeguarding Policy.	Communities Manager.	September 2018.
Meet the requirements of the Public Sector Equality Duty. Monitor and report progress.	Produce and publish the Corporate Equalities Annual Report.	Strategic Director, Corporate Resources. Head of Communications.	June 2018.

Enable people to live independently.

Work with Derbyshire County Council and our Better Care Fund allocation to deliver our proposed range of new initiatives, such as the Hospital Discharge Scheme.

Strategic Housing Manager.

Q1 Identify two units and gain approval for scheme suitability. Gain approval at April Better Care Fund board for use of funding.

Q2 Compile and agree service level agreement joint protocol with Adult Social Care and NHS. Furnish units in preparation for handover.

Q3 Incorporate support delivery and seek approval from Secretary of State to take two units outside Housing Revenue Account (2013 Housing Consents).

Q4 Launch Hospital Discharge Scheme and sign and seal lease agreements.

Provide accessible services which reflect the needs of South Derbyshire's residents.

Implement the requirements of the new Homelessness Reduction Act.

Housing Services Manager.

Q1 Implement and monitor Personalised Housing Plans.

Embed triage service at first point of contact.

Monitor impact of HRA.

Review use of prevention funding for 2019/20.

Q2 Establish joined up approach to homelessness through local partnerships.

Continue communications internally and externally.

Q3 Communications to local partners about Duty to Refer (public bodies).

Allocations Policy - full review/consultation.

Provide six months impact report and communicate across the business.

Q4 Review funding provision for 2019/20 and ensure appropriately allocated.

Provide year-end review and communicate across the business.

Advance equality of opportunity.

Establish an Internal Project Board to shape direction and activity for the RISE project.

Health Partnership Manager.

Q1 Officially launch project with ambassador and award-winning film director Deborah Haywood.

Q2 Establish internal project board to shape direction and activity for RISE.

Q3 Ascertain levels of aspiration via consultation with secondary school pupils in South Derbyshire.

Q4 Critically evaluate project and reach. Set action plan for 2018/19.



<b>REPORT TO:</b>	<b>FINANCE &amp; MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 10</b>
<b>DATE OF MEETING:</b>	<b>14<sup>th</sup> JUNE 2018</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (CORPORATE RESOURCES)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>TONY GUEST, HEALTH &amp; SAFETY OFFICER (EXT 5872) antony.guest@south-derbys.gov.uk</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>ANNUAL HEALTH AND SAFETY REPORT 2017/18 AND ACTION PLAN 2018/19</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>NONE</b>	<b>TERMS OF REFERENCE: FM 17</b>

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## **1.0 Recommendations**

1.1 To review the key health and safety achievements and performance for the year ending March 2018 and endorse the Health and Safety Action Plan that sets down the priority actions for 2018/19.

## **2.0 Purpose of the report**

2.1 This report provides an overview of the Council's health and safety performance for 2017/18. It reflects the Council's approach in enabling managers and employees to understand and fulfil their health and safety duties and responsibilities.

2.2 The Health and Safety Action Plan proposed by the Health and Safety Committee for 2018/19, is attached at Appendix 2. The action plan sets down the priorities for the health and safety work during 2018/19.

## **3.0 Detail**

3.1 This Committee approved the Health and Safety Action Plan for 2017/18 in June 2017. This plan set out a number of actions to continually improve and enforce the importance of good health and safety management and practice at work.

3.2 Progress against the action plan is reviewed monthly by the Strategic Director (Corporate Resources) and the Health and Safety Committee that meets quarterly. Two Elected Members are health and safety Champions, Councillor

P Watson and Councillor S Taylor, were members of the Health and Safety Committee for 2017/18.

- 3.3 The Health and Safety Officer, Antony Guest, provides professional support and advice for managers, employees and partners of the Council.

#### 4.0 **Main achievements**

- 4.1 Actions under the agreed Health and Safety Action Plan were progressed as scheduled unless otherwise agreed.

#### **Accidents/Incidents**

- 4.2 The consistent monitoring and taking appropriate actions following any incident/accidents within the Council are one of the key requirements for good health and safety practice. Any that result in an employee to be off work for 7 consecutive days, result in a fatality and/or specified injuries (such as fractures, amputations) are classed as a 'RIDDOR' and are reported to the Health and Safety Executive (HSE) which is the government agency which deals with health and safety matters nationally. RIDDOR stands for Reportable Injuries, Diseases and Dangerous Occurrence Regulations.

- 4.3 As well as reporting those that result in an injury to an employee or member of the public, it also important to record any 'near misses' These help to identify any potential risks to others and enable Managers to review existing work practices.

- 4.4 As required by the HSE, accident/incident reporting has focused on work related incidents. Since the introduction of this format in April 2016 the last 2 years has shown a considerable decrease in incidents reported as shown below;

- Year 2017/18 - 25 Incidents.
- Year 2016/17 - 20 Incidents.
- Year 2015/16 - 56 Incidents.

- 4.5 Using this method enables a clearer focus to be given of actions that can be taken to improve working practices, where additional training is required or different resources/equipment can be used.

- 4.6 The total number of work related incidents for the year is 34 of which 4 of these were RIDDOR reportable. These are shown in Appendix 1. It should be noted that these figures include 9 work related near misses and exclude non work related incidents as noted above.

#### **RIDDORs**

- 4.7 There were 4 RIDDOR reportable accidents during the year.

- An employee slipping on moss, resulting in concussion and back pain.

- An employee slipping down stairs carrying a single leaf door, resulting in injury to their right arm.
- An employee driving a road sweeper over raised objects, resulting in injury to back and neck.
- A member of the public [child] falling backwards off play equipment sustaining a fractured wrist.

4.8 All incidents were fully investigated with actions, including refresher training and reinforcement of safe systems of work, were taken to reduce any identified risks.

### **RoSPA Gold Achievement Award**

4.9 For the seventh year in a row the Council achieved the RoSPA Gold Award. This provides industry recognition nationally of the health and safety management framework and arrangements that are in place.

### **Training**

4.10 The proven method for establishing and maintaining a positive health and safety culture is to provide training for staff. The Council continued an extensive portfolio of health and safety training courses in subjects such as Basic Health and Safety Awareness, Manual Handling, Risk assessment for assessor, fire warden and a range of tool box talks primarily aimed at front line workers. Further details on training are provided in the Training and Development Annual Report.

### **Inspections and Workplace Audits**

4.11 A number of inspections and audits of service areas have been completed. In particular with the relocation of the Council Depot to ensure that adequate arrangements were in place to manage traffic flow, store equipment and materials and to observe the working practices of staff using the new facilities

4.12 It is now proposed to change this programme with the introduction of new assessments that are more efficient and specific to service areas. This will enable managers, with the support of the Health and Safety Officer, to complete their own audits and inspection. This will provide for a consistent approach and increase the number of inspections and audits completed during the year. This is in line with a recent recommendation from the Council's insurers, Zurich, to conduct more specific regular checks of areas to reduce risk.

4.13 All inspections and audits will be documented and shared with the Health and Safety Committee so it can review and monitor the agreed actions.

### **Other significant achievements included:**

- Initiated and progressed the introduction of a new IT based system, SoloProtect, that provides extra protection for both employees and

Elected Members when lone working or having to visit premises where there is a potential risk to their safety

- Reviewed the Fire Warden System and Fire Evacuation Procedure at the Civic Offices resulting in a new procedure being introduced.
- Supported and advised management at Melbourne Sports Park on the risks associated with lone working and security of the premises.
- Conducted a fire risk assessment at Sharpe's Museum and advised on suitable evacuation procedures for visitor and disabled evacuation.
- Providing professional advice for the review of Corporate and Service Health and Safety Policies and Procedures.
- Reviewed and updated Council procedure in relation to the reporting of potentially violent persons who pose a risk to Council staff.
- The review and planned implementation of a new online training module for all Display Screen Equipment users.
- Reviewed Health & Safety management arrangements at Rosliston Forestry Centre prior to the transfer back of this service.
- Completed numerous workstation assessments and identified suitable adaptations to be used by employees.
- Assessing the risks posed to members of the public from Sustainable Urban Drainage Systems (SUDS) in relation to the environment, landscaping, maintenance and security.
- Provided professional support with a number of actions following an Improvement Notice issued on the Council by the Health and Safety Executive (HSE) in relation to traffic management.

### **Professional Support**

- 4.14 Throughout the year, advice and support is provided across all Council service areas with the completion and review of risk assessments, accident investigations and the implementation of appropriate control measures, use of the IT Health and Safety System (Assessnet) and the development of bespoke training and toolbox talks. Following a repeated number of incidents involving the reversing of Council vehicles, a number of toolbox talks have been provided on the use of banksmen and the appropriate signals to be used.

### **5.0 Accident Analysis**

- 5.1 The Health and Safety Officer is responsible for producing management information on the number of accidents/incidents occurring, as well as carrying out investigation and reporting functions to the HSE where required.
- 5.2 Accident statistics are collated and reported to the Health and Safety Committee on a quarterly basis. This Committee reviews the accident reports/trends and makes recommendations on any actions or learning that needs to be implemented.
- 5.3 The Strategic Director (Corporate Resources) chairs the Health and Safety Committee. The Elected Member Champions for Health and Safety, Officers

from across the Council along with Trade Unions health and safety representatives also attend the meeting.

- 5.4 An annual trend analysis of all accidents has been produced for April 2017 – March 2018 with a comparative analysis provided for the previous year 2016 - 2017. Further analysis on the work related accidents/incidents for the year (April 17 – March 18) are included at Appendix 1.
- 5.5 In the year April 2017 – March 2018, there were 25 accidents/incidents, 4 of which were reported to the HSE, as RIDDOR reportable incidents. This represents an increase of 25% from the previous year where 20 accidents/incidents occurred, and a 50% increase (4 compared to 2) in RIDDORs'.
- 5.6 It should be noted that the changes are now attributable to reporting work related incidents only and a % increase/decrease significantly varies with lower statistics. No significant trends are identified. Furthermore the last two years have seen accidents/incidents remaining at a consistently low level.
- 5.7 There was a lower total of work related incidents, 25 (32%), compared to 52 (68%) non work related incidents. Work related accidents/incidents are illustrated on a graph in Appendix 1.

#### **Health and Safety Action Plan for 2018-2019**

- 5.8 The Corporate Health and Safety Action Plan for 2018/19 sets out a number of actions for this year in line with the Council's aim to continually improve health and safety performance. A number of new programmes and initiatives will be added to or replacing the already existing programme of reviewing policies, delivering training, reporting to committees, maintaining systems and governance. A copy of the Action Plan is attached at Appendix 2 with a summary shown below;
  - To introduce and complete a new programme of workplace audits and inspections across all service areas in the Council, focusing on supporting and advising unit managers.
  - To introduce and complete staff training for a new IT based system, SoloProtect, for the protection of lone workers, staff and Elected Members who may regularly visit or come in to contact with potentially violent persons and/or dangerous premises and locations.
  - To review and implement additional security arrangements at the Civic Offices following the introduction of SoloProtect.
  - To support the development of a central database for recording incidents involving physical or verbal abuse to staff that can be shared across all service areas.
  - To provide training sessions to clarify the procedure for reporting incidents involving physical or verbal abuse.
  - To support the development of Health and Safety management arrangements at Rosliston Forestry Centre and provide mandatory training for staff on site.

- To manage the roll-out of the on line DSE training module and co-ordinate any resultant actions arising from the assessments.

## **6.0 Financial Implications**

6.1 None. All resources are contained within existing budgets.

## **7.0 Corporate and Equality Implications**

7.1 Having effective health and safety arrangements promotes better working methods and early, preventative action to protect the well-being of the workforce.

7.2 In relation to the current and potential workforce, this includes positive consideration towards any workplace adaptations or resources that can support an individual with health and/or medical conditions as well pregnant employees.

## **8.0 Community Implications**

8.1 The Council has a responsibility for providing a safe work environment for its employees and any members of the public, contractor or visitor receiving services or accessing buildings or areas managed or owned by the Council. The arrangements detailed in this report outline how this responsibility is managed.

## **9.0 Background Papers**

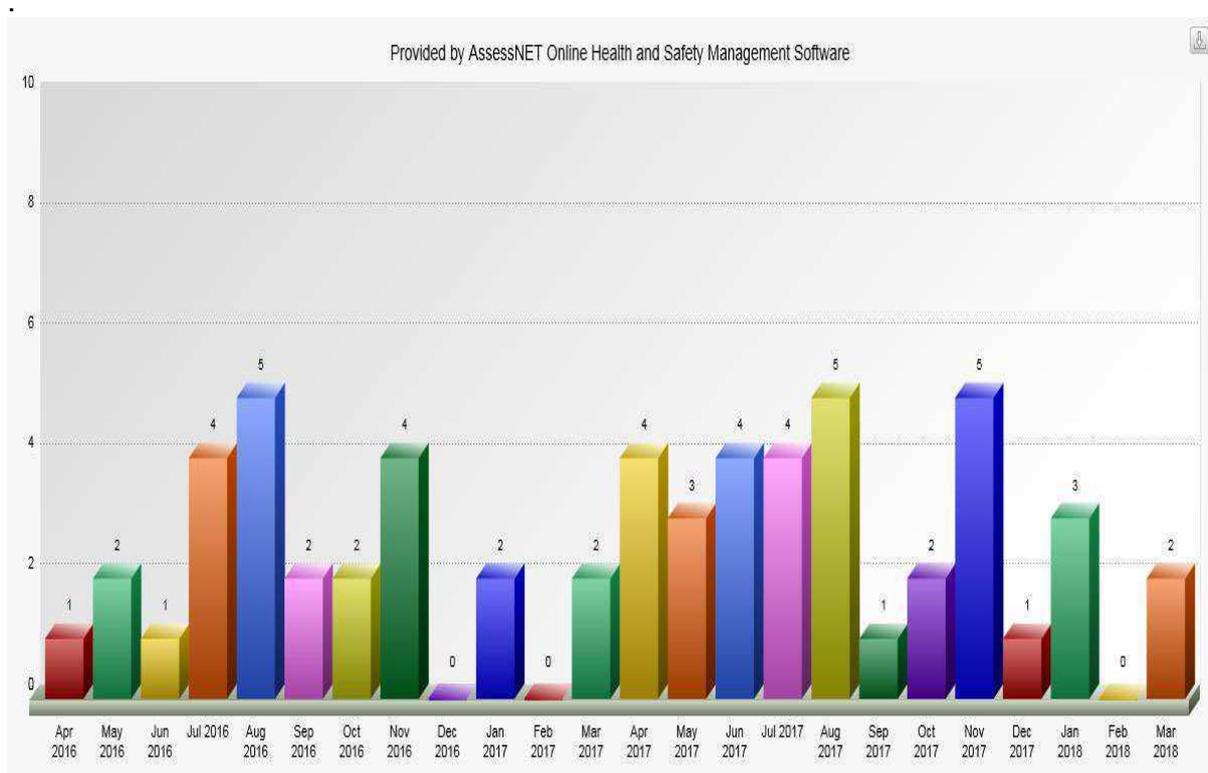
9.1 Health and Safety Annual Report 2016/17

## Appendix 1

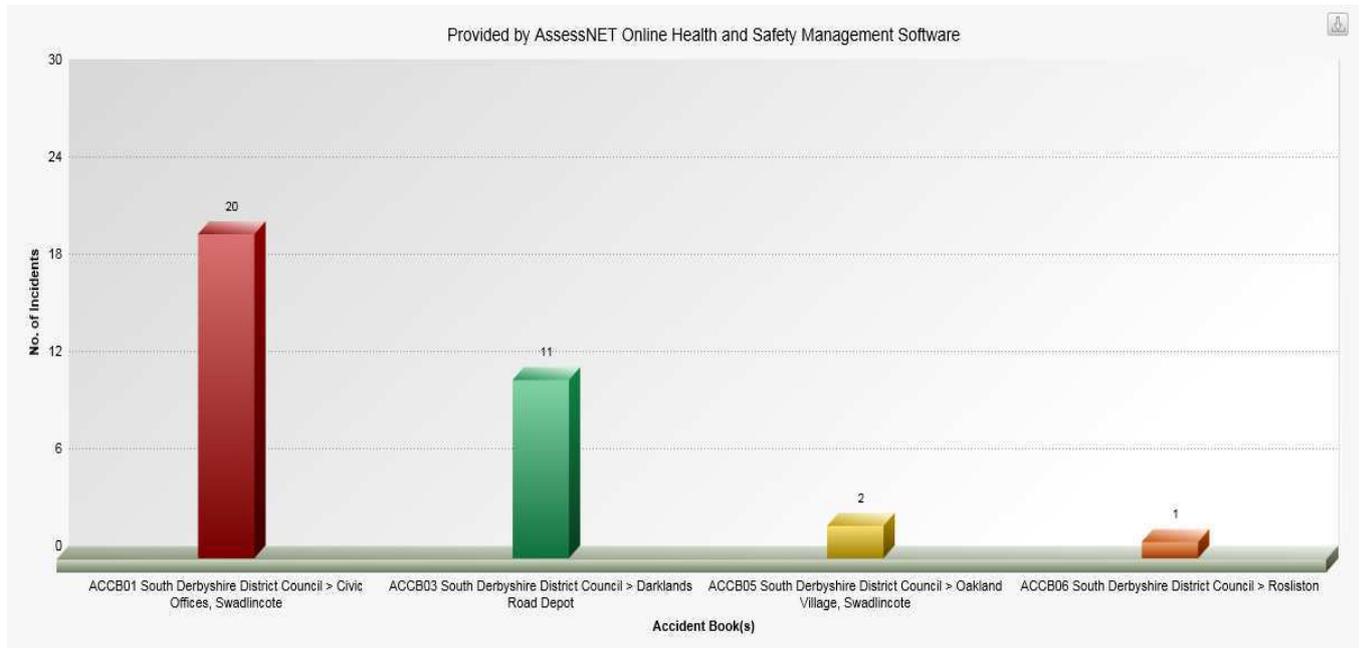
### Accident Statistics for 2017-18

For the year April 2017 – March 2018, there were 25 work related accidents/incidents, 4 of which were reported to the HSE, as RIDDOR reportable. Previously [years up to April 2015] figures have included both work and non-work related accidents which resulted in a higher number of recorded incidents.

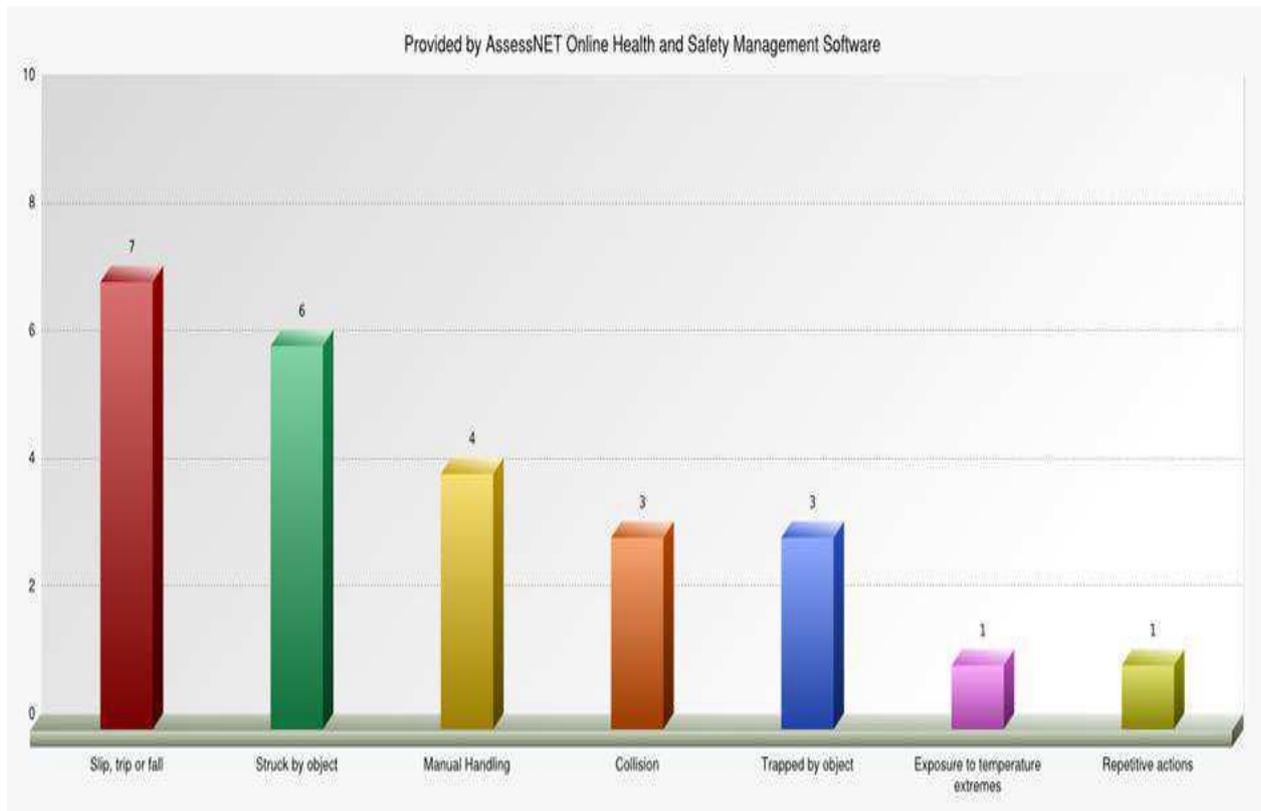
Graph 1 below illustrates the breakdown of all **work related** accidents/incidents by month and compares the number of accidents in the last two financial years. Having moved to the new format of reporting work related accidents/incidents, the trend has evened itself out over the past 2 years. However July & August still have the highest incidence rates and that is attributable to the summer schemes involving a high number of participants and varied activities. Note the graph does include near misses (9 in total).



**Graph 2** shows the rates of accidents/incidents for the year by Council area. As shown, more have occurred to employees based from the Civic Offices when compared to other work areas. This follows a similar trend in previous years. Note the graph does include the number of near misses [9].



Graph 3 shows the type of work related accidents/incidents that occurred during the year. The highest types are again slips, trips and falls followed by struck by object (e.g. opening of door and falling equipment). Note that the graph does not include the number of near misses (9).



## HEALTH AND SAFETY ACTION PLAN 2018/2019

## Appendix 2

Ref	Details of Work	Targets	Status R-Red A-Amber G-Green	Estimated Time of Delivery	Comments
1	<b>Policy and Procedure</b>	<b>1.0 Reviews</b> 1.1 Statement of Intent (Annual review) 1.2 Potentially Violent Person Policy (PVP) 1.3 Safety Policy Organisational Structure 1.4 Health & Safety employee guide 1.5 Accident Reporting Policy	A A A A A	April 2018 July 2018 Oct 2018 Dec 2018 Feb 2019	
2	<b>Training</b>	<b>2.0 Training Programme</b> 2.1 Deliver mandatory training programme 2018 - 2019 2.2 Deliver H&S training for Playscheme staff 2.3 Review content of training materials for Basic Health and Safety Awareness 2.4 Provide specific training in manual handling for occupations where identified as a risk 2.5 Review training materials and provide tool box talks to front line and other staff as required	A A A  A A	March 2019 July 2018 Aug 2018  March 2019 March 2019	
3	<b>Workplace Audits and Inspections</b>	<b>3.0 Review corporate approach</b> 3.1 Develop standard checklist, guidance notes and supporting materials for audits and inspections 3.2 Provide training and guidance for managers/supervisors to complete documentation 3.3 Review and monitor completed audits and inspections and support with the development of management actions 3.4 Review and evaluate the effectiveness of the corporate approach	A  A A A	July 2018  Aug 2018  Dec 2018 March 2019	
4	<b>Reports</b>	<b>4.0 Reports</b> 4.1 Submit annual health and safety report for 2017/18 4.2 Produce management information for H & Safety Ctte and other bodies as required.	A A	June 2018 Jun/Sep/ Dec18 Mar19	

## HEALTH AND SAFETY ACTION PLAN 2018/2019

### Appendix 2

5	<b>ROSPA</b>	<b>5.0 RoSPA submission</b> 5.1 2017 submission due 5.2 Register for 2018 and plan submission	A A	4 <sup>th</sup> June 18 Dec 2018	
6	<b>Lone working IT solution (SoloProtect)</b>	<b>6.0 Implement solution</b> 6.1 Co-ordinate training and provision of equipment 6.2 Develop and agree internal procedures for use and monitoring of equipment 6.3 Provide support for users and review and assess benefits of solution provided 6.4 Consider extending use of system	A A A A	July 2018 Aug 2018 Mar 2019 Mar 2019	
7	<b>Corporate Warning register</b>	<b>7.0 Develop solution</b> 7.1 Agree format of solution and access permissions for users 7.2 Provide training and advise on maintenance and content of data entered on to system 7.3 Review content of system in line with Potentially Violent Persons Policy	A A A	Aug 2018 Sept 2018 Mar 2019	
8	<b>Assessnet</b>	<b>8.0 Maintain system</b> 8.1 Maintain Accident module and report RIDDORs 8.2 Rollout new DSE training module 8.3 Co-ordinate corporate approach to any common risks/actions required following DSE training	A A A	As required Oct 2018 Feb 2019	
9	<b>Health &amp; Safety Management Framework</b>	<b>9.0 Miscellaneous</b> 9.1 Support well-being initiatives 9.2 Provide support at Rosliston Forestry Centre 9.3 Annual health surveillance programme for HAVS and Audiometry 9.4 Support procurement for Occupational Health contract – led by Human Resources	A A A A	March 2019 Ongoing Jan 2018 March 2019	

<b>REPORT TO:</b>	<b>FINANCE &amp; MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 11</b>
<b>DATE OF MEETING:</b>	<b>14<sup>th</sup> JUNE 2018</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>CHIEF EXECUTIVE</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>DAVID CLAMP, HEAD OF ORGANISATIONAL DEVELOPMENT (EXT 5729) david.clamp@south-derbys.gov.uk</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>SICKNESS ABSENCE 2017/2018</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>NONE</b>	<b>TERMS OF REFERENCE: FM 05</b>

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## **1.0 Recommendations**

- 1.1 To approve the planned actions detailed in section 4 of this report to improve attendance levels across the Council.
- 1.2 That an update on absence levels is reported on a quarterly basis to this Committee to ensure performance is monitored and actions taken to work towards an average target of 8 days lost per employee.

## **2.0 Purpose of the report**

- 2.1 To provide information on the working days lost due to sickness absence from 1<sup>st</sup> April 2017 – 31<sup>st</sup> March 2018.
- 2.2 To identify any trends in absence patterns or reasons and actions to be taken to improve levels of attendance across the workforce.

## **3.0 Detail**

- 3.1 The number of working days lost to sickness absence for the year 2017/18 was 3,408 days or on average, 11.63 days per person. This is an increase from 2,613 days (or 30%) and 9.91 days (or 17%) from the previous year. It should be noted that the number of employees in the workforce increased by 53 from February 1<sup>st</sup>, 2017 due to the transfer back of staff from Northgate Public Services. This is a contributing factor to the higher number of working days lost across the workforce.

### **Trends**

- 3.2 The outturn figure for 2017/18 of 11.63 days per person is the highest since 2013/2014 where the number was 12.28 days per person. During the years in

between the absence rates fluctuated between just under 10 days to a low figure of just under 8 days in the year ending March 31, 2016.

3.3 The outturn figures for the past 5 years are shown below;

<b>Year ending March 31</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
Number of working days lost	3,408	2,613	2,002	2,535	3,075
Number of days per person (average)	11.63	9.91	7.95	9.99	12.28

### **Types of Absence**

3.4 A categorised list of reasons are available to be used when recording absence due to ill health. The table below shows the top four reasons for absence over the past year excluding the category, 'Other\*'. Appendix A shows a breakdown of all absences.

Top 4 reasons of absence during 2017/18;

<b>Reason for absence</b>	<b>Number of working days lost</b>
Anxiety/Depression/Stress and work related stress**	906 (27%)
Surgery Hospital Procedure	545 (16%)
Back pain	294 (8%)
Chemotherapy/Radiotherapy	268 (8%)

\* 'Other' – is used when there is no category available for the type of illness being reported and/or the employee requests that the reason is not listed due to personal and/or sensitive reasons. Managers are advised not to use 'Other' wherever possible.

\*\*These are four separate categories and grouped together to show absences related to mental health issues.

### **Long term/Short term absences**

3.5 The Council identifies a long term absence as an employee being unable to attend work for 15 consecutive working days. During 2017/18, the split of absences due to long term against short term is;

<b>Term of absence</b>	<b>Number of working days lost – 17/18</b>	<b>Number of working days lost – 16/17</b>
Long term	2,226 (65%)	1,548 (59%)
Short term	1,182 (35%)	1,065 (41%)

- 3.6 In 2017/18, long term absence contributed nearly 2/3<sup>ds</sup> towards the annual number of working days lost; up 6% when compared to the previous year. The absence levels can be adversely affected by employees on long term absence. The number of employees on long term absence and the average number of working days lost is shown in the table below;

<b>Long term absence</b>	<b>Number of employees</b>	<b>Average period of absence per employee</b>
2017/18	37	60 working days
2016/17	29	53 working days

- 3.7 There has been an increase of over 27% in the number of employees off work due to a long term absence. These are primarily linked to serious medical conditions or planned surgeries that have a long period of rehabilitation. All cases are managed in line with the Attendance Management Procedure and actions taken that include a referral to Occupational Health to gain a medical opinion on the condition and ability to return to work. On occasions, due to employees having a terminal illness, the Council has taken action to continue offering support at these most difficult of times through consideration of welfare facilities for the employee and family as well as payments made under the Occupational Sick Pay Scheme.

### **Short term absence**

- 3.8 These relate to any period of absence up to 15 consecutive working days. Typically there relate to more minor health conditions such as colds, headaches and sickness being the reason for the employee being unable to attend work. The total number of short terms absences during the year is shown below;

<b>Short term absence</b>	<b>Number of employees</b>	<b>Average period of absence</b>
2017/18	359	3.3 working days
2016/17	309	3.4 working days

- 3.9 With the higher incidents of long term absence, a reduction in the average number of days lost to short term absence has shown a minor decrease. However, the number of employees taking short term absence has increased by 16% when compared to last year (309 to 359). As noted, this will be

influenced by the increased number of staff now employed by the Council following the transfer of 53 staff from Northgate.

3.10 The Council uses trigger points to manage employees who have repeated periods of short term absence during the year. The triggers currently used are;

- 8 or more working days absence in a rolling 12-month period OR
- 4 or more separate occasions of absence in a 12-month rolling period OR
- An unacceptable pattern of absence. Examples of this are: Friday or Monday absences: absences regularly occurring on a particular day/week: absences occurring before or after annual leave or school holidays or public holidays.
- A manager may use discretion to review trigger points if an absence relates to a recognised disability (as defined by the Equality Act 2010) after obtaining advice from Human Resources and Occupational Health.

3.11 When a trigger point is activated, an employee is invited to a meeting to discuss the causes of their absences and any support/actions needed to improve attendance are determined. If this does not realise a sustained improvement in attendance then a second review meeting is held where the manager can determine to recommend that the employment is terminated on the grounds of capability due to ill health.

#### **National/Regional levels of absence**

3.12 Whilst appropriate consideration has to be given to the reliability of national surveys and the basis for calculating sickness absence, it is a useful indicator on any trends in the economy.

3.13 The Chartered Institute of Personnel and Development (CIPD) undertake a national survey each year and have recently published the following outcomes (March 2018);

- 6.6 days – average level of employee absence
- 8.5 days – average level of employee absence (public sector only)
- 55% of organisation citing mental health absence being on the increase

3.14 The Local Government Association (LGA) published their last workforce survey in March 2017 so their information is now dated but at this time it showed the following in relation to sickness absence (155 respondents);

- 8.8 days – average level of employee absence
- 9.4 days – average level of employee absence (Single/upper tier)
- 8.2 days – average level of employee absence (Shire districts)
- 20% of days lost across the sector attributable to mental health conditions

3.15 East Midlands Councils complete an annual survey on sickness absence across authorities in the East Midlands. In the year ending March 2017 it showed;

9.94 days – average level of employee absence (Shire districts)

9.90 days – average level of employee absence (All authority types)

#### 4.0 **Planned actions**

4.1 An internal working group of employer and employee representatives, led by the Strategic Director (Service Delivery), has already met to consider a range of measures to address the current levels of absence. The focus for the group has been stated as 'Improving Attendance' rather than managing absence to ensure that a rounded view of actions is taken. The current actions to be addressed include;

- Ensuring that all managers have attended appropriate training in attendance management
- Identifying other training that managers require to more effectively manage absence in their teams
- Continuing training for staff in stress awareness and management of stress
- Working with Occupational Health and other partners on raising awareness around mental health and support that can be provided that includes access to counselling services provided by the Council
- Reviewing employment practices to promote more flexibility in how, when and where employees work
- Promoting wellbeing activities and opportunities made available to employees
- Reviewing all long term absence cases to ensure that appropriate action(s) are being taken
- Continuing monthly absence reports for the Strategic Directors
- Reviewing the Attendance Management Procedure and in particular the trigger points in place
- Working in partnership with Trade Union Representatives on other joint initiatives to improve attendance at work

4.2 The current Attendance Management Procedure has been subject to numerous revisions over the past few years and is considered to be robust and in line with practices adopted both in the public and private sector. Adherence to the procedure is generally good with return to work interviews being held with employees and other meetings held in line with the requirements of the procedure.

4.3 Turning the focus on keeping employees at work through the review of employment practices and wellbeing initiatives is now seen by organisations as the more effective way to engage with employees, aid motivation and improve attendance at work.

- 4.4 As approved by Council in November 2017, the Council has signed up for the TUCs Dying for Work Campaign. The campaign requires organisations to support workers who are diagnosed with terminal illnesses and is part of a wider TUC campaign which is seeking to change the law to secure terminally ill workers a 'protected period' where they cannot be dismissed as a result of their condition. Over the past year the Council has supported 3 employees with a terminal illness.

## **5.0 Financial Implications**

- 5.1 The cost of absence manifests itself in a potential loss of productivity. Whilst employees are still paid during a period of absence (although this can reduce in periods of longer absence) an additional cost can be incurred in order to cover the duties of absent colleagues.
- 5.2 Although periods of short-term absence are usually covered at no additional cost, in some service areas, for example Waste Collection, the Council has to employ external agency staff to ensure that the crews are sufficiently resourced. This is budgeted within the cost of the Service.

## **6.0 Corporate and Equality Implications**

- 6.1 Having effective arrangements to manage the health and wellbeing of the workforce promotes better working methods and early, preventative action to improve levels of performance and attendance at work.
- 6.2 A key consideration when managing any attendance issues is to ensure fair and equitable treatment and in cases where the provisions of the Equality Act 2010 relating to a disability apply; that positive and reasonable measures are taken. Within the Attendance Management Procedure, considerations in this regard are already noted which includes taking appropriate action in such cases and the use of trigger points to commence further actions.

## **7.0 Community Implications**

- 7.1 The Council has a responsibility to deliver a range of services for the Community. Ensuring that adequate resources are in place to maintain such services at the required standards demands service areas to utilise their resources in the most effective manner. Having appropriate employment practices and procedures in place, coupled with timely and appropriate management action when staff are absent from work due to ill health, will ensure that services are delivered and the workforce is suitably engaged and employed.

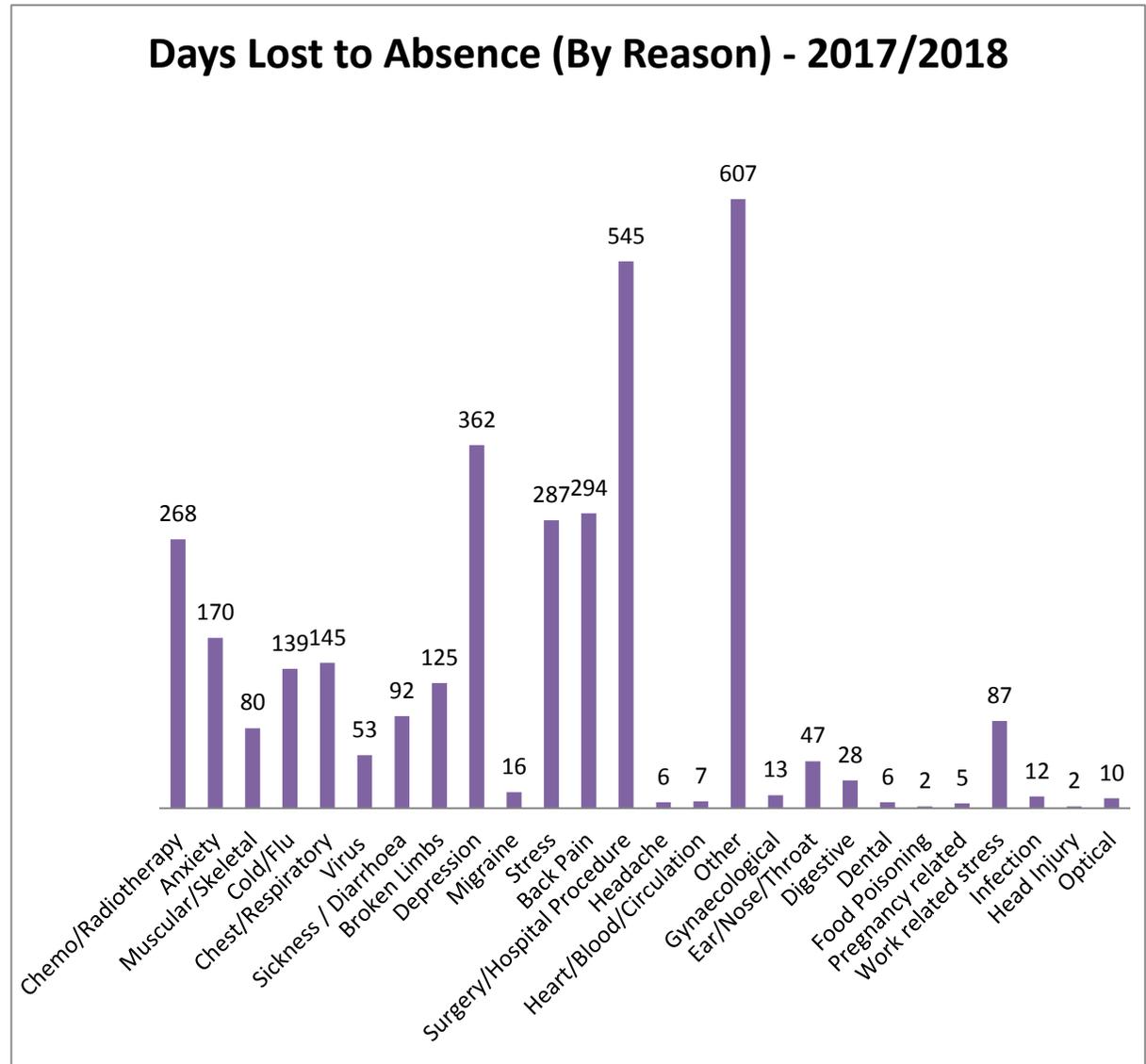
## **8.0 Background Papers**

- 8.1 Monthly absence reports

Sickness Absence reasons – April 1, 2017 – March 31, 2018

Appendix A

Sickness Reason	Days	%
Chemo/Radiotherapy	268	7.86%
Anxiety	170	4.99%
Muscular/Skeletal	80	2.35%
Cold/Flu	139	4.08%
Chest/Respiratory	145	4.25%
Virus	53	1.56%
Sickness / Diarrhoea	92	2.70%
Broken Limbs	125	3.67%
Depression	362	10.62%
Migraine	16	0.47%
Stress	287	8.42%
Back Pain	294	8.63%
Surgery/Hospital Procedure	545	15.99%
Headache	6	0.18%
Heart/Blood/Circulation	7	0.21%
Other	607	17.81%
Gynaecological	13	0.38%
Ear/Nose/Throat	47	1.38%
Digestive	28	0.82%
Dental	6	0.18%
Food Poisoning	2	0.06%
Pregnancy related	5	0.15%
Work related stress	87	2.55%
Infection	12	0.35%
Head Injury	2	0.06%
Optical	10	0.29%
<b>Grand Total</b>	<b>3408</b>	<b>100.00%</b>



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<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 12</b>
<b>DATE OF MEETING:</b>	<b>14<sup>th</sup> JUNE 2018</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR, CORPORATE RESOURCES</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>KEVIN STACKHOUSE (EXT. 5811)</b>	<b>DOC REF::</b>
<b>SUBJECT:</b>	<b>CONSULTATION ANNUAL REPORT 2017/18 AND ACTION PLAN 2018/19</b>	
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE : FM07</b>

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## **1.0 Recommendations**

- 1.1 To note the key consultation achievements for 2017/18 in **Appendix A** and agree the Consultation Action Plan for 2018/19, attached in **Appendix B**.

## **2.0 Purpose of Report**

- 2.1 To present the Consultation Report for 2017/18, detailing how our consultation activities during the year supported the delivery of key priorities.

## **3.0 Executive summary**

- 3.1 Effective consultation with residents, service users, businesses and voluntary groups remains a priority. Robust systems and processes to assess and apply feedback ensure resources are directed to community priorities.
- 3.2 The Government's agenda continues to assert rights for residents to have more information and influence over local decision-making. We have a Consultation and Engagement Strategy to set out the framework for doing this effectively.

## **4.0 Detail**

- 4.1 Consultation and engagement are a key part of our approach to improve the quality and effectiveness of the services we provide.
- 4.2 The key outcomes achieved during 2017/18 are outlined below:

**July 2017** - Planning consultations took place across the District, in locations such as Aston-on-Trent, Etwall, Rosliston and Swadlincote, covering potential green spaces, design and affordable housing.

**July 2017** - A series of 'Repairs Roadshows' were held as our Housing team looked to improve the services it offers to tenants.

**August 2017** – Participants, all with different requirements, backgrounds and experience, tested the usability of our new website. This included scenarios relating to popular tasks, services and transactions. Attendees reported that the new website was a great improvement and offered constructive feedback on how it could be enhanced even further.

**March 2018** – Opinions were sought on proposals to introduce a Public Spaces Protection Order (PSPO) to prevent vehicles from gaining access to a fly-tipping hotspot in Staker Lane, Findern.

- 4.3 The use of social media, including Twitter and Facebook, has been applied successfully to signpost people to consultations and surveys. In some cases this has led to two, three and four-way conversations with groups and individuals wishing to offer their opinions or make suggestions.

#### **5.0 Looking ahead to 2018/19**

We'll continue to focus on embedding a culture of engagement across our functions and promote how people can have their say. A new Social Media Strategy to be launched during the year will provide a further framework for residents and businesses to engage with us and express their views on our services. Higher level consultation activities for 2018/19 are featured in **Appendix B**.

#### **6.0 Financial implications**

Any associated consultation costs during 2018/19 will be contained within existing budgets and resources.

#### **7.0 Corporate implications**

This report is linked to our 'Outcomes' theme in the Corporate Plan and the aim to 'maintain customer focus'. Our values state we will 'actively listen' to residents to help make South Derbyshire a better place to live, work and visit.

#### **8.0 Community implications**

This report is linked to the 'vibrant communities' theme within the South Derbyshire Partnership's Sustainable Community Strategy. A key outcome is to improve public involvement in our decision-making processes.



## Appendix B – Consultation action plan progress 2017/18

Aim	Action	Lead Officer	Progress
To create a user-friendly website.	Engage with customers to ensure our new online solution is user friendly, easily navigable and highly transactional/functional.	Head of Communications.	User testing was undertaken with members of the public who were given six scenarios to complete while being observed ahead of the site going live. Several changes were made as a result of the exercise.
Consult on South Derbyshire's Playing Pitch Strategy.	Involve sports clubs, parish councils, national governing bodies and community sports venue operators to determine future provision, identify sites for improvement and create a 10 year action plan.	Open Space and Facilities Development Manager.	Work on the strategy is ongoing and consultation will follow completion of the draft document.

<p>Support service areas in engaging with users and the wider community. Effectively coordinate and disseminate results of consultation activity.</p>	<p>Explore new, innovative ways of getting residents to engage with us.</p>	<p>Head of Communications/Directors</p>	<p>A central Facebook page was created and has proved very successful in engaging with residents.</p> <p>Text messaging was introduced by Housing Services and is now used in a range of ways including to confirm Housing Officer appointments with tenants and to remind them of tenancy workshops.</p>
<p>To seek opinions and feedback on the Council's financial plans for 2017/18.</p>	<p>Provide overviews at the Area Forums. Views of the business and voluntary sector also sought.</p>	<p>Strategic Director, Corporate Resources.</p>	<p>Questions were asked at Area Forums with people seeking clarification and additional detail. No significant issues were raised.</p>
<p>Encourage tenants and residents to make a real contribution to the decisions that affect their homes and communities.</p>	<p>Organise ways to enable tenants to have a say about services provided.</p>	<p>Community Engagement Officers.</p>	<p>A series of 'Repairs Roadshows' were held; text messaging was introduced and tenancy workshops organised.</p>

Ensure residents can have their say on the future of the District via the Local Plan process.

Undertake consultations on Local Green Spaces Development Plan Document and Affordable Housing and Design Supplementary Planning Documents. A modifications consultation will also be held on the Local Plan Part 2.

Planning Policy Manager

Planning consultations took place across the District, in locations including Aston-on-Trent, Etwall, Rosliston and Swadlincote.



## Appendix B – Proposed consultation activities 2018/19

Aim	Action	Lead Officer	Completion
To seek opinions and feedback on the Council's financial plans for 2018/19.	<p>Overviews provided at the Area Forums.</p> <p>Views of the business and voluntary sector to be sought.</p>	Strategic Director, Corporate Resources.	February 2019.
Identify the best way(s) to communicate with tenants.	<p>Invite all tenants to comment on methods of communication via text message in quarter one.</p> <p>Organise and run consultation event in quarter two. Revitalise the Tenant Publications Panel.</p>	Community Engagement Team.	August 2018.
Support service areas in engaging with users and the wider community. Effectively coordinate and disseminate results of consultation activity.	<p>Explore new, innovative ways of getting residents to engage with us. Use the new Social Media Strategy as a driver for assisting with this.</p>	Head of Communications.	March 2019.

<p>Improve the way in which Housing Services gathers, reports and acts on customer satisfaction data.</p>	<p>Q1 Review the method of collection for all satisfaction across Housing Services. Finalise STAR Survey.</p> <p>Q2. Carry out the STAR survey.</p>	<p>Housing Management Team.</p>	<p>September 2018.</p>
<p>Encourage tenants and residents to make a real contribution to the decisions that affect their homes and communities.</p>	<p>Run pop-up events on Midway and Goseley housing estates to allow residents to talk to Housing Services staff about ways they feel improvements could be made to their homes and communities.</p>	<p>Community Engagement Team.</p>	<p>July 2018.</p>
<p>Involve community in consultation on key additional documents to adopted South Derbyshire Local Plan, Parts 1 and 2.</p>	<p>Q1 Committee approval of draft Statement of Community Involvement and Local Green Spaces Sustainability Appraisal Scoping Document for consultation.</p> <p>Q2 Draft Local Green Spaces Document approved for consultation. Adoption of Statement of Community Involvement.</p>	<p>Planning Services Manager.</p>	<p>December 2018.</p>
<p>Investigate ways to improve the handling of complaints in relation to Council housing.</p>	<p>Resident Scrutiny Panel to consult with complainants and Housing Services staff and to produce report.</p>	<p>Community Engagement Team.</p>	<p>March 2019.</p>

<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 13</b>
<b>DATE OF MEETING:</b>	<b>14<sup>th</sup> JUNE 2018</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>LEADERSHIP TEAM</b>	<b>OPEN DOC:</b>
<b>MEMBERS' CONTACT POINT: SUBJECT:</b>	<b>KEVIN STACKHOUSE (EXT. 5811) COMMUNICATIONS ANNUAL REPORT 2017/18 AND OBJECTIVES 2018/19</b>	
<b>WARD (S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: G</b>

## **1.0 Recommendations**

- 1.1 That the Annual Communications Dashboard for 2017/18 in **Appendix A** is noted.
- 1.2 That the updated Communications Strategy 2016-2021 in **Appendix B** is noted and the refreshed objectives for 2018/19 are approved.

## **2.0 Purpose of Report**

- 2.1 Effective communication, whether internally or externally, helps to sell the vision, protect the reputation and tell the story of the Council. This report provides an overview of successes, emerging patterns and objectives for 2018/19 that closely align with the Corporate Plan.

## **3.0 Executive Summary**

- 3.1 The Communications Dashboard highlights outcomes achieved during 2017/18. It provides trends and evidence to support our work in communicating with customers.
- 3.2 A revised set of objectives for 2018/19, featured on pages 12 to 19 of the Communications Strategy, outlines how key activities will be delivered.
- 3.3 An up-to-date position of the work being done with regards to social media, website, print media, branding, consultation and internal communications can be found on pages six to nine of the Communications Strategy.

## **4.0 Detail**

- 4.1 A summary of progress during 2017/18 is as follows:
  - A new mobile friendly website offering a fresh feel, simpler navigation, streamlined, jargon-free content and an improved site search facility went live.
  - Over the year, the website attracted 379,279 visits, with a sharp upturn in income and mobile phone visits following launch of the new website.

- In 2016/17, 54% of our users said our social media content was good or excellent. This increased to 82% in 2017/18.
- Digital tools, including the creation of a central Council Facebook page and extensive work on a Social Media Strategy, have been developed to showcase the Authority, further enhance customer service and hold two-way conversations with residents.
- Introduced the use of text messaging as a way of contacting/updating tenants.
- Developed the Council's reputation with local, regional and national media.
- Produced a comprehensive annual report to showcase the Authority's successes and how it intends to further develop its services.
- Successfully delivered corporate communications campaigns.
- Performance successes continue to be celebrated on a quarterly basis through the website, internal rolling news channel and at quarterly Extended Leadership Team meetings involving all unit managers and directors.
- Rolling news stories posted on Better online (the Intranet) to keep staff engaged and informed attracted 12,704 hits between April 2017 and March 2018.

## **5.0 Financial and Corporate Implications**

5.1 None directly.

## **6.0 Community Implications**

6.1 The Council aspires to be an excellent Council in order to deliver service expectations to local communities. This report demonstrates how priorities under the People, Place and Progress and Outcomes themes contribute to that aspiration.

## **7.0 Appendices**

Appendix A – Annual Communications Dashboard 2017/18

Appendix B – Updated Communications Strategy 2016-2021

People

11 green

3 red

# Annual Communications Dashboard 2017/18



## Social media

### Followers



### Reach and engagement

On an average month, our central Facebook page has reached 179,162 users, with 20,299 engaging with our content. Twitter impressions - the number of times a Tweet is seen in a timeline - average 102,600 per month.

### Video coverage



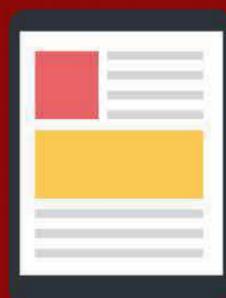
Between October 2017 and May 2018, 14,252 people viewed videos across our Facebook and Twitter central pages. This included bestowing the Freedom of South Derbyshire on the 1211 Swadlincote Squadron ATC.

## Website

### Devices used



Mobile - 46%  
(Up from 35.1%)



Tablet - 15.5%  
(Down from 16.1%)



Desktop - 38.5%  
(Down from 48.7%)

### Transactions



From go live in October, income from transactional payments made via the website has risen from £1,693,954 to £1,768,660 - an increase of £74,706. An average of 593 online forms are submitted per month.

## Projects and Campaigns

### Website

Feedback has been extremely positive about our new look website, which went live in October. Our two key aspirations - to provide a device responsive solution and to strengthen financial transactions - have been achieved. Although difficult to compare like for like with the old website, due to fundamental differences in set up, emerging patterns and trends show it is proving to be another string to the bow of our Channel Shift Strategy and is providing more choice to residents than ever before. Work is still being undertaken on the 'back end' of the website to ensure the user experience is as smooth as possible.

### Social Media

Huge strides have been made to further our Social Media offering. A central Facebook page, sharing success stories, showcasing South Derbyshire and promoting events, has reached almost 1,000 followers in little over six months. The use of video, in particular, has proved popular. We've also created a Social Media Strategy for 2018-2021, as well as an in depth Evidence Base and action plan. These documents will set the scene for us to clearly and consistently communicate our story and services through authentic, engaging and personal content.

### The printed press

The increasing focus on a 'digital first' approach by the press was reflected in a drop in queries in 2017/18, with stories being sourced more and more through social media. Relationships remain strong with journalists and wide ranging publicity has been secured at a local, regional and national level. Only 0.70% of coverage has been negative.

## Better online (the intranet)



### Top Search Terms

Pay | Leave | Overtime | Car | JEQ | Pay scales | Letter | ID badge | Sickness | Expenses



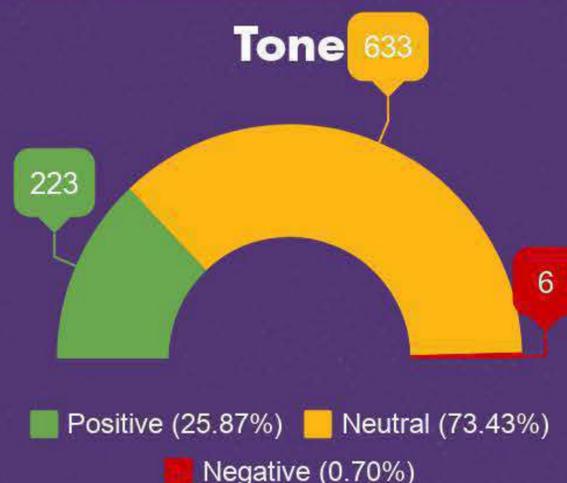
### Most read articles

Introducing our new Conservation Officer;  
Fresh Faces – Katherine Stanley;  
Fresh Faces – Anthony Baxter;  
Fresh Faces – Paul Whittingham.



## Media coverage

### Tone



120 Press releases

202 Media enquiries  
↓ 20.3%



**South  
Derbyshire  
District Council**



# Communications Strategy 2016 – 2021



# Ahead of the Game

Effective communication is key to the success of any business or organisation.

Establishing a two-way conversation that engages stakeholders, informs about services, celebrates achievement and creates a culture of openness, honesty and trust is crucial to long-term prosperity.

However, in a crowded marketplace of social media and digital channels at the centre of a world with information available on tap, standing out from the crowd can be far from easy.

South Derbyshire District Council prides itself on its track record of delivering high-quality services to those living in, working in and visiting one of the fastest-growing areas in the country.

Like all local authorities, though, it is facing up to the tough task of further developing and improving these services against a backdrop of reduced core funding, financial pressures, a changing media landscape and soaring expectations.

The Council must identify £1 million of budget savings and additional income by March 31, 2023, in line with the Medium Term Financial Plan. Never has the mantra of 'doing more with less' been so relevant.

In its previous Corporate Communications Strategy, the focus was put firmly on moving away from traditional reactive communication to a pro-active online approach. During its lifespan the Channel Shift Strategy was launched, while internally a new intranet was designed and implemented.

The trend is reflected across the Local Government sector. Research into the communications practices of other authorities has shown a clear evolution towards digital methods across the board.

While the work of the Communications team is central to keeping residents, customers, stakeholders and other parties informed, it is not exclusive to it. Consistency of message both internally and externally, to and from all staff and Elected Members is pivotal in maintaining high levels of performance.

This strategy maps out how, in line with its Equality Policy and against the priorities laid down in its Corporate Plan, South Derbyshire District Council will continue to embrace the fast-changing world of communications to stay ahead of the game for the benefit of those it serves.

# Communications Priorities

## Our Top 10





# Day-to-day Communications



**Promoting and raising awareness of what the Council does**



**Promoting the Council's values and priorities**



**Demonstrating how the Council spends public money**



**Publicising Council events, activities and opportunities**



**Upholding and playing a key role in the democratic process**



**Helping to deliver digital services and solutions**



**Developing channels for effective engagement**



**Highlighting partnership and community working**



**Maximising commercial opportunities**



**Creating modern and consistent branding**



**Doing more with less**



**Supporting staff and Elected Members in communicating effectively**

## Aim

'To deliver consistently high-class, effective, efficient and measurable communications across all channels to support the priorities of the Council's Corporate Plan, ensuring stakeholders are well-informed and satisfied.'

## How We Communicate



**Social Media**



**SDDC Website**



**The Media**



**Better Online (the intranet)**



**Housing e-bulletin (quarterly)**



**Face-to-face Customer Services/ Councillor Surgeries**



**Internal Communications Staff briefings, Email, One-to-ones**



**Council / Committee Meetings**



**SMS & IVR Messages**



**Consultation Exercises and Events**



**Reports and Policy Documents**



**Branding Posters, Leaflets etc.**

## Our Stakeholders

- South Derbyshire residents
- Service users
- Council staff
- Elected Members
- Parish councils
- Local businesses
- Visitors/tourists
- Local, regional and national media
- Derbyshire County Council and neighbouring authorities
- Partner organisations
- Community organisations/the third sector
- D2N2 Local Enterprise Partnership



# Here is a closer look at our key communications channels:

## The Media

While the Council's long-established strong relationship with the local media continues, the landscape has changed considerably in the past decade – particularly with regard to the print media.

The ever-increasing popularity of the internet and digital world has hit circulation figures hard.

However, local titles can now boast a bigger audience than ever before thanks to use of their website and social media platforms.

The Reach PLC Burton Mail, for example, currently attracts around 70,000 unique visitors (UVs) to its website each month, while its Facebook page has just under 25,000 'likes'. The Derby Telegraph has launched its new Derbyshire Live website and has more than 72,000 Facebook likes.

This has led to a 'reverse publishing' model where news is shared through digital channels before it is even considered for print, with members of the public encouraged to be content providers or 'citizen journalists.' It is this group of activists, armed with the tools and ever more keen to play their part in local life, that the Council must consider how best to engage.

The Council's Communications team distributes on average 10 press releases and deals with around 20 media queries in a typical month, with statements issued where necessary to uphold the authority's reputation and radio/television interview opportunities arranged as requested.

While times have changed, a significant proportion of residents still rely on newspapers, radio and television for their news in South Derbyshire, a predominantly rural District where for many outlying villages broadband speeds are a major issue.

The Council's model of distributing press releases, uploading them to its website and backing that up with promotion through social media channels to drive web traffic, is still a relevant one. Research has shown that it reflects the media practices of 15 'most suitable groups' - other local authorities of a similar size to South Derbyshire District Council and with similar characteristics in terms of their populations and urban/rural mix.

Strong content, complemented by images and video where appropriate, is crucial to positive engagement.



## The Website

A new website with a fresh look and feel, simpler navigation, streamlined, jargon-free content and an improved site search facility was launched in October 2017.

To allow people to apply, report, request or pay for a service, more than 65 easy to use online forms are part of it.

Innovative tools such as online mapping have been designed to enhance the user experience. Visitors can enter their postcode in the address search at the top of the website homepage to find out more about their local services, including bin collection dates and nearby planning applications.

To make it easier to be kept informed of Council news, residents can subscribe to our RSS feed to automatically receive the latest headlines straight to their inbox.

The new website also provides accessibility features to support those with visual impairments.

These and other features have been introduced as a result of extensive research, usability testing, data analysis and online feedback.

With 20,000 people visiting our website every month, it is important our online services are flexible and functional to meet customer needs.

More new features will follow to ensure our website continues to evolve. This includes introducing a personalised MySouthDerbyshire customer account and online public event booking.



## Social Media

The Council has embraced social media platforms such as Facebook, Twitter and YouTube to provide authentic, open and honest conversations about key services that matter to residents.

Through two-way interactions, social media enables residents to feel inspired, interact and gain a better insight into their District. It presents information to the target demographic in an engaging, visual and timely format.

Our Twitter account (@SDDC) has 7,456 followers. Our Facebook pages total up to 17,036 fans. The Council has a YouTube account which will also be utilised in line with the Social Media Strategy being launched in 2018/19.

Demand is growing. According to research conducted by Comms 2.0, an expert learning portal for communications professionals, social media enquiries have increased for 86% of organisations over the past year.

In 2016, 54% of our users said that our social media content was good or excellent.

In 2017, 82% of our users said that our social media content was good or excellent. User satisfaction has improved as our messages are becoming more in-tune with topics that residents want and need to be informed about.





## Internal Communications

Our Internal Communications Strategy identifies the way forward for engaging and communicating with employees, setting out the aims, aspirations, channels and action plan to achieve this.

Our internal communications efforts strive to unite our staff and Elected Members, create a sense of pride, instil our values and reflect the aims of the Corporate Plan, demonstrating to everyone the part they play.

The current channels include team meetings, team briefs, one-to-ones, email, Better online (the intranet) and noticeboards. A survey conducted in 2017, to help understand the quality of these channels, saw 91 per cent of people say they were either satisfied or very satisfied with internal communications overall.

The very latest trends and influences are being considered, alongside the needs of staff, as the Council looks to maintain a quality system of internal communications with the following objectives:

- Improve the flow of communication between the Leadership Team, Elected Members and staff to ensure team members understand key messages and the impact of them.
- Allow questions and feedback to be shared between directorates and up and down the communication chain.
- Define and promote the internal communication channels available, including the purpose and audience for each channel.
- Increase the use of Better Online (the intranet) by introducing phase II, which will see restructuring, a new design and wider use of online forms. We will also develop new features and promote content to users.
- Embed the Corporate Plan 2016-21 and ensure that staff understand their role in delivering it.



## Branding

Since the introduction of the Corporate Plan 2016-21, the Council's approach to branding has strengthened.

Using pre-existing corporate colours, our design style has been modernised and refreshed. The corporate themes of People, Place and Progress appear throughout literature and online resources.

A Venn diagram watermark is being used to link the Corporate Plan and branded materials together, the key elements of the design style being:

- The Venn diagram watermark;
- Primary colours including specific shades of purple and green;
- A set of secondary colours to be used that complement the primary colours;
- Use of photographs to showcase the District; and
- Use of icons and vectors to illustrate or add visual impact.

The refreshed look is now used across the Council throughout official documents and digital channels, with templates created to ensure consistent use of the brand.

With local authorities under increasing pressure to deliver more with less, branding and its use in terms of innovation, commercialisation and marketing is perhaps more important than ever.



## Consultation

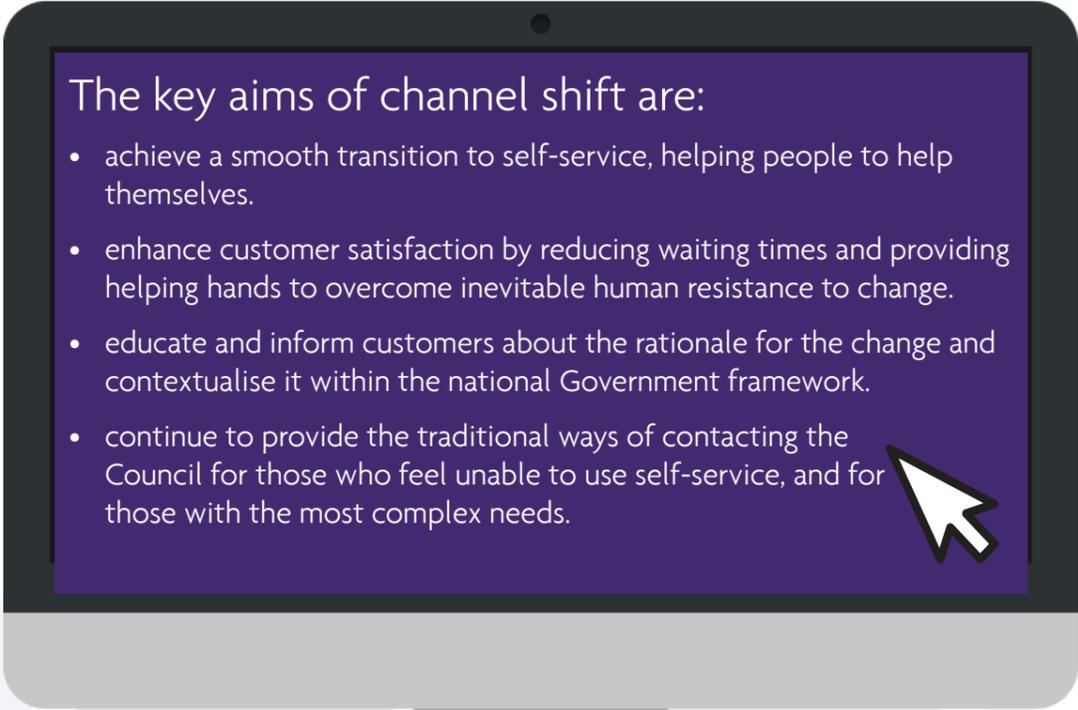
The Council has a statutory duty to consult on various matters affecting the community and its focus is on creating a culture of empowerment and engagement in public services, by ensuring that people have more opportunities to have their say.

This change is reflected in the Council's Consultation and Engagement Strategy, which aims to support strong, active and inclusive communities who are informed and involved in decision-making, with the ultimate aim of enhancing the quality of life across South Derbyshire.

Media relations and communications play an important role and help ensure that residents are kept up to date with services, as well as being informed about all Council consultations and community engagement events.

Each year a Consultation Annual Report is presented to Elected Members, detailing how consultation activities support the delivery of key priorities.





The key aims of channel shift are:

- achieve a smooth transition to self-service, helping people to help themselves.
- enhance customer satisfaction by reducing waiting times and providing helping hands to overcome inevitable human resistance to change.
- educate and inform customers about the rationale for the change and contextualise it within the national Government framework.
- continue to provide the traditional ways of contacting the Council for those who feel unable to use self-service, and for those with the most complex needs.

# Channel Shift and a Digital Future

It has been a time of unprecedented change for local authorities. In South Derbyshire, where there are now more than 41,000 homes registered to pay Council Tax and a population of around 100,000, the demand on services is higher than ever before.

Customer Services has borne the brunt of this demand and, faced with an increasingly complex and fast-changing Benefits system to administer, staff were typically handling between 6,000 and 7,000 face-to-face contacts each month by the end of 2014, with an average handling time of seven minutes per customer.

Aside from the lengthy queues and waiting times, face-to-face contact is expensive.

Set against a national Government agenda of digital inclusion, something had to give – and the Channel Shift Strategy was born.

Aiming to get customers ‘online, not in line’ and fitting hand in hand with the ethos of doing more with less, a process of gathering, processing and analysing information begun. The end goal was to not only provide customers with the means to self-serve, but positively encourage them to do so by designing services so good that they would prefer to.

Analysis of the data gave a clear picture of the face-to-face customer demographic, as well as an indication that a high proportion would be more than happy to use the internet, via mobiles and tablets, to access services.

Armed with the information, the Communications Team set about developing intervention strategies to ensure that not only would demand be met, but that essential resources in Customer Services would be freed up.

These have included launching a new Council website based on traffic trends, introducing new telephony systems and payment machines, designing an online guide to Council Tax bills and creating a recycling video.

**82%**  
of users have told us that our social media content is good and excellent.

The driver behind it all is the Government’s Digital Inclusion Strategy, which aims to make services ‘digital by default’ by increasing online access and giving people the necessary skills to use the internet.

The requirement for councils to fall in line with this strategy is compelling. Both nationally and locally there is a need to work more efficiently, while satisfying customer demand for quick and convenient access to services, at times and in ways that suit them.

Social media will play an important role as our audience continues to grow organically, attracted by strong content and the opportunity for instant and meaningful engagement with the Council.

However, the Council’s new website is our opportunity to achieve true channel shift by creating a transaction-led resource that will change the way people in South Derbyshire access information and conduct their business indefinitely.

It must become our primary customer information source and number one contact mechanism, a ‘shop window’ for all Council services including everything from recycling collection dates and paying Council Tax to checking business rates and looking at leisure activities.

Everyone within the Council needs to take ownership for the upkeep of the website, which demonstrates the vision for South Derbyshire and highlights the District’s desire and plans for growth.

**Half of all UK smartphone users** use their device to make online purchases, electronic payments or use online banking

Social media enquiries have increased for **86%** of public sector organisations over the past year.

There were **379,279** visits to the Council website in 2017/18

**99%** of 16 to 24-year-olds in the UK now use Social Media.

The total UK digital audience (active on laptops, desktops and mobile devices) is now more than **50 million**

# Our Objectives

Set against the Corporate Plan objectives, a series of communications objectives have been agreed to reflect the Council's current focus. These objectives will be reviewed on an annual basis to ensure they remain relevant.

## People

Corporate Plan objective	Communications objective
Enable people to live independently	Celebrate success stories, such as maintaining grant funding to the voluntary and community sector. Publicise the availability of new and adapted developments, as well as resident satisfaction and any successes relating to efforts to reduce tenancy turnover. Help to engage health professionals about the benefits of services like Telecare to broaden income streams.
Develop the workforce of South Derbyshire to support growth in relation to aspirations, employability, skills and travel to work	Continue to help build on the success of the Swadlincote Jobs and Skills Fair. Promote the Raising Aspirations (RISE) project, hold an awards evening and consult with secondary school pupils to ascertain levels of aspiration. Publicise the outcomes of this work. Increase awareness of volunteering opportunities and mentoring, both internally and within businesses in the District. Support the growth and development of community volunteers.
Protect and help support the most vulnerable, including those affected by financial challenges	Work with partner agencies to further initiatives that support the vulnerable, such as the Safe Place initiative. Prepare for Universal Credit roll-out; contact all affected tenants and promote transactional bank accounts. Promote applications for Benefits, discounts and relief through the use of e-forms to speed up the decision-making process and the security of personal information. Promote initiatives designed to keep people in their own homes, such as the Pilot Hospital Discharge Scheme, as well as sports and leisure activities for targeted groups. Continue to develop internal/cross-departmental processes to ensure effective shared knowledge and good practice.
Use existing tools and powers to take appropriate enforcement action	Publicise successful prosecutions and enforcement actions supported by or initiated by the Council, as well as partnership campaigns and initiatives with the police and other agencies. Assist with statutory consultation where appropriate. Promote the existence of possible new PSPO in Findern and of any further powers adopted during the year. Use Facebook to link our activity with national promotional events (Noise Action week, Food Safety Week etc).
Increase levels of participation in sport, health, environmental and physical activities	Continue to support the implementation of the Physical Activity, Sport and Recreation Strategy, with a focus on the wide variety of facilities, activities, opportunities and events available in South Derbyshire for people of all ages. Target younger audiences through social media engagement and via existing groups. Continue to use the website to make finding activities available in the District quick and easy.
Reduce the amount of waste sent to landfill	Continue to work through the Derbyshire Waste Partnership on promoting recycling and composting. Targeted campaigns across all channels to reach new audiences and educate residents – particularly those on new housing developments - on the importance of recycling, composting and reducing the amount of waste sent to landfill. Raise awareness of good recycling practices – what goes in which bin - and share top tips, particularly at peak times such as Christmas. Help to cement positive behavioural change brought about by Waste less, Save more on a local level, via the SnapBox, Picnic Rescue and Fab Foods projects.

# Place

Corporate Plan objective	Communications objective
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Support aspirations to increase the supply of affordable homes in the District and better understand housing needs. The Survey of Tenants and Residents (STAR) will be carried out to measure customer satisfaction. The results of this, together with any changes being made to service delivery as a result, will be publicised. Consultation will take place with a view to delivering key supplementary documents to the adopted South Derbyshire Local Plan, parts 1 and 2. Complement efforts to bring the District's empty homes back into use and identify the best communications methods for contacting those involved. Continue to support the delivery of outcomes from the Housing Strategy 2016-21. Consult on a new Allocations Policy via the website and a stakeholder event.
Enhance understanding of the planning process	Review content of the website to ensure it contains clear information, enhances clarity and helps to simplify the planning process for members of the public. Consult with interested parties on developing Neighbourhood Plans.
Help maintain low crime and anti-social behaviour levels in the District	Focus on events and outcomes that build on the District's reputation as a safe place to live, work and visit (in the financial year 2017-18, the District had 40.90 crimes per 1,000 population, compared to 80.42 in Derby City and 53.56 in Derbyshire as a whole). Support the delivery of actions within the Safer South Derbyshire Community Safety Partnership Plan. Keep the public informed of local crime issues and hotspots, while using appropriate channels to help to educate youngsters on issues including hate crime, drugs and sexual exploitation. Publicise the positive and diversionary activities taking place.
Connect with our communities, helping them feel safe and secure	Publicise Area Forums and other opportunities for community/tenant involvement. Promote attendance at Council meetings and the ability for members of the public to ask questions. Arm staff with the knowledge of how to reach residents and volunteers through digital/social media channels. Offer appropriate crime prevention advice in response to spikes in crime and at events such as Liberation Day, while celebrating community cohesion through initiatives like the Dreamscheme, the Go Grow gardening club and Safer Neighbourhood concept. Celebrate significant security investments in the Council's housing stock and improvements to its repairs service. Promote estate pop-up events at which residents can talk about improvements they feel could be made to their homes and communities.
Support provision of cultural facilities and activities throughout the District	Work closely with Swadlincote Tourist Information Centre and other organisations to promote the area's rich and diverse culture, and continue to gauge online feedback and evaluation of the National Forest Walking Festival. Support the roll-out of development plans for Green Bank and Etwall Leisure Centres and promote use of our community buildings.
Deliver services that keep the District clean and healthy	Promote events around responsible dog ownership and littering, utilising digital channels to spread the public health message where necessary. Continue to raise awareness of the public health impacts and interventions around improving air quality and minimising noise pollution. Support efforts to tackle fly-tipping, focusing particularly on the innovative solutions being used, publicising online reporting methods and highlighting enforcement action.

# Progress

## Corporate Plan objective

Work to attract further inward investment

Unlock development potential and ensure the continuing growth of vibrant town centres

Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists

Help to influence and develop the infrastructure for economic growth

Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas

## Communications objective

Build on the District's positive reputation of being 'open for business', celebrating the success of both large and small enterprises. Promote participation in Love Your Local Market Enterprise Fortnight. Herald the creation of new jobs and new business investments in South Derbyshire, as well as support efforts to keep unemployment rates low. Publicise the vacant commercial property bulletin, while supporting the delivery of actions within the Economic Development Strategy. Celebrate high-profile business visits such as from Toyota City.

Promote events and initiatives that help town centres to thrive. Further expand the use of the Swadlincote Town Team's social media offering to educate people of its purpose. Work with businesses where necessary to share key success stories and encourage their participation in initiatives like the Swadlincote Wedding Fair. Support the delivery of the Swadlincote Townscape Heritage Scheme. Promote consultation with stakeholders in connection with the Swadlincote Town Centre Vision and Strategy.

Focus on South Derbyshire's unique position at the heart of The National Forest, working with partners to market it as a facility that can encourage sporting participation and promote health. Raise awareness of activities, including those on offer at Rosliston Forestry Centre, in the What's On guide, through the website and social media channels. Continue to use the #SDwhatson hashtag to build a brand. Support tourism growth by heralding events such as the Festival of Leisure and International Food and Drink Festival.

Keep the community up to date with progress on delivery of key infrastructure projects, for example the Woodville Regeneration Route.

Support the South Derbyshire Business Advice Service, using case studies and targeted social media campaigns to promote potential opportunities. Promote the fact that guidance is offered to businesses or people thinking of starting a business. Celebrate business growth created through good environmental practices and positive regulation. Promote the Community Partnership Scheme and encourage applications.



# Outcomes

Corporate Plan objective	Communications objective
Maintain financial health	Continue to promote the Council's ethos of doing more with less and play a key role in utilising marketing techniques to maximise commercial income. Undertake an audit of the way that customers transact with the Council and offer simpler online options. Assist with campaigns to minimise rent arrears and clamp down on benefit fraud.
Achieve good Corporate Governance	Produce the Council's annual report to demonstrate key achievements and promote the Annual Governance Statement. Ensure compliance with the Local Code of Corporate Governance and maintain an effective work programme. Continue to evolve the Corporate Plan 2016-21 and raise awareness of its role internally and externally.
Maintain customer focus	Through the new website and online forms, focus on shaping and improving services around customer demand and expectation. Respond to media enquiries within two working days and adopt a Social Media Strategy and Action Plan to increase following and provide innovative options (including use of video) for people to engage with the Council. Continue a phased roll-out of new branding, creating a clear corporate identity and focusing on reputational excellence. Support consultation work (e.g. changes to the Council Tax Reduction Support Scheme).
Minimise business risks and realise the benefits of technological opportunities	Pro-actively prepare for risk scenarios and focus on upholding the Council's reputation at all times. Support work internally to educate staff on anti-fraud processes, risk management strategy and new data protection regulations.
Promote and enable active democracy	Help to maintain a culture of openness and accountability through continuing good relations with residents and the media. Promote democracy with schools and young people and encourage voter registration on a continual basis. Support the delivery of any elections and efforts to revise the electoral register.
Enhance environmental standards	Support the development of public spaces and the work in fighting environmental crime and raising environmental/sustainability standards. Help implement and maintain the process(es) needed for internal and external communications relevant to the ISO14001 environmental management system or its alternative. Facilitate the consistent and reliable communication of compliance obligations, awareness and competency requirements and respond to relevant environmental communications, subject to the needs and expectations of interested parties. Focus on flooding awareness and educate residents on managing emergency incidents.
Maintain a skilled workforce	Communicate clearly with staff through internal channels, celebrating their achievements, providing regular and useful information and highlighting training/learning opportunities. Roll out action plan for phase two of Better online (the Intranet). Work against the Internal Communications Strategy to unite staff and ensure platforms are fit for purpose. Support the implementation of the Healthy Workplaces scheme across the organisation and help to compose/promote external awards entries where appropriate.
Promote inclusion	Promote activities taking place across the District aimed at people of all ages and backgrounds. Appreciate different audiences and the channels best suited to communicating with them. Build on the themes of our Corporate Equalities and Safeguarding work, raise awareness of individual responsibilities and focus on key projects such as promoting the Disability Confident employer scheme as part of the Council's recruitment procedure.



# Communications Dashboard

Our Communications Dashboard has been designed to reflect our performance in terms of media coverage, social media, the website and Better Online, as well as key communications projects. It is updated monthly to help inform future communications activities and priorities. Below is the annual dashboard, which compares 2017/18 to 2016/17.

## Social Media

### Followers



### Reach and engagement

On an average month, our central Facebook page has reached 179,162 users, with 20,299 engaging with our content. Twitter impressions - the number of times a Tweet is seen in a timeline - average 102,600 per month.

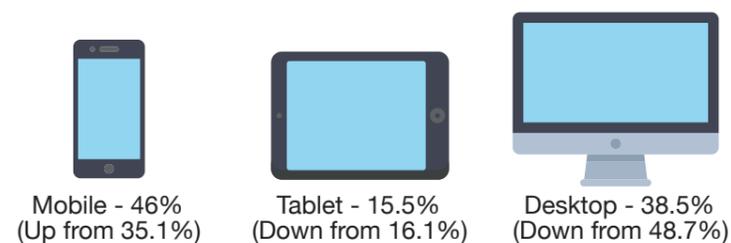
### Video coverage



Between October 2017 and May 2018, 14,252 people viewed videos across our Facebook and Twitter central pages. This included bestowing the Freedom of South Derbyshire on the 1211 Swadlincote Squadron ATC.

## Website

### Devices used



### Transactions



After going live in October, income from transactional payments made via the website has risen from £1,693,954 to £1,768,660 - an increase of £74,706. An average of 593 online forms are submitted per month.

## Projects and Campaigns

### Website

Feedback has been extremely positive about our new look website, which went live in October. Our two key aspirations - to provide a device responsive solution and to strengthen financial transactions - have been achieved.

Although difficult to compare like for like with the old website, due to fundamental differences in set up, emerging patterns and trends show it is proving to be another string to the bow of our Channel Shift Strategy and is providing more choice to residents than ever before. Work is still being undertaken on the 'back end' of the website to ensure the user experience is as smooth as possible before we look to set up bespoke online accounts for customers.

### Social Media

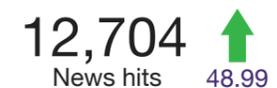
Huge strides have been made to further our Social Media offering. A central Facebook page, sharing success stories, showcasing South Derbyshire and promoting events, has reached almost 1,000 followers in little over six months. The use of video, in particular, has proved popular.

We've also created a Social Media Strategy for 2018-2021, as well as an in depth Evidence Base and action plan. These documents will set the scene for us to clearly and consistently communicate our story and services through authentic, engaging and personal content.

### Printed press

The increasing focus on a 'digital first' approach by the press was reflected in a drop in queries in 2017/18, with stories being sourced more and more through social media. Relationships remain strong with journalists and wide ranging publicity has been secured at a local, regional and national level. Only 0.70% of coverage has been negative.

## Better Online (the intranet)



### Top Search Terms

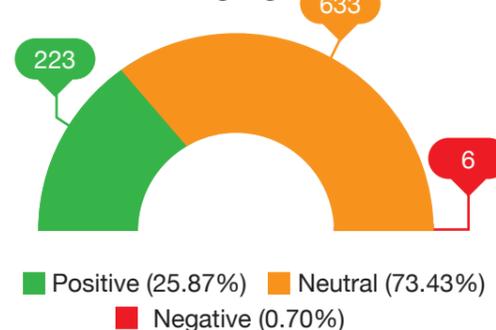
Pay | Leave | Overtime | Car |  
 JEQ | Pay scales | Letter |  
 ID badge | Sickness | Expenses

### Most read articles

Introducing our new Conservation Officer  
 Fresh Faces - Katherine Stanley  
 Fresh Faces - Anthony Baxter  
 Fresh Faces - Paul Whittingham

## Media Coverage

### Tone



# Positive Transformation

Little over 25 years ago, the World Wide Web was born.

Today it has around 2.5 billion users across the globe, having transformed almost every aspect of public, private and work life, underpinning the economy, creating entire new industries and changing the way we all talk to each other.

The world of communications never stands still. While people's demand for news, information and services remains undimmed, the way they choose to access them has altered almost immeasurably.

Newspapers have long realised it. With print sales in sharp decline their focus has turned to an online audience which is often just as keen to share and participate in the news process as the paid employees of the media.

This strategy sets out a clear direction for the Council - while press releases will always have their place, digital communications is now king.

More than seven in 10 adults now have a social media profile. Smartphone users spend nearly two hours a day using the internet on their mobile phone. Almost 40 million mobile users could access 4G services at the last count.

The statistics are undeniable.

We must not lose sight of the fact, however, that 4.8 million UK adults today have still never used the internet. With research suggesting that possessing basic digital skills can help the average UK household save more than £700 a year, local authorities have a duty to ensure these people are not left behind.

Shaping digital services is about understanding customers' needs rather than wants. That means an 'inside out' approach, where the most successful councils are able to put themselves in a service user's shoes and create solutions that work for them.

With a new website now in place and increasingly popular social media channels to boot, South Derbyshire District Council is well placed at the forefront of the digital revolution. It is ready to engage with a modern audience and, based on their desires, to offer them what they want – news, information and services at their fingertips.

People, Place and Progress - this is a Communications Strategy that will help to engage residents fully with the vision to make South Derbyshire a better place to live, work and visit.



<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 14</b>
<b>DATE OF MEETING:</b>	<b>14<sup>th</sup> JUNE 2018</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (CORPORATE RESOURCES)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>KEVIN STACKHOUSE (595811)</b> <a href="mailto:kevin.stackhouse@south-derbys.gov.uk">kevin.stackhouse@south-derbys.gov.uk</a>	<b>DOC:</b> s:\cent_serv\complaints\committee reports\working papers for June 2018\Complaints and FOI report for June 2018 .
<b>SUBJECT:</b>	<b>COMMENTS, COMPLIMENTS, COMPLAINTS &amp; FREEDOM OF INFORMATION REQUESTS 01 OCTOBER 2017 TO 31 MARCH 2018</b>	<b>REF: KS/SH/CS</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM11</b>

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## **1.0 Recommendations**

- 1.1 That the comments, compliments, complaints and FOI requests, as detailed in the report, are considered and noted.

## **2.0 Purpose of Report**

This report provides:

- 2.1 A summary of official comments, compliments and complaints received by the Council for the period 1 October 2017 to 31 March 2018. Figures for the corresponding period in 2016/17 are given for comparison purposes (Appendix A).
- 2.2 A summary of the Freedom of Information (FOI) requests received by the Council for the period 1 October 2017 to 31 March 2018. Figures for the corresponding period in 2016/17 are given for comparison purposes (Appendix B).

## **3.0 Executive Summary**

### **Comments, Compliments and Complaints**

- 3.1 The comments, compliments and complaints procedure is designed to encourage people to give informal feedback on our services.
- 3.2 2 comments, 199 compliments and 51 complaints have been received between 1 October 2017 to 31 March 2018.

- 3.3 The number of complaints received in the second half of this financial year has increased compared to the corresponding period of 2016/17, and the number of compliments received has also increased.
- 3.4 Members are informed via e-mail (enclosing a copy of the original complaint) when a complaint is received relating to their ward. This is for information purposes only.

### **Freedom of Information**

- 3.5 South Derbyshire District Council is committed to making itself more open. A large amount of information is already available to the public, through our website or through our offices and at local libraries.

### **Publication Scheme**

- 3.6 Under the Freedom of Information Act, South Derbyshire District Council has a duty to adopt and maintain a Publication Scheme describing:
- The classes of information it publishes
  - How and where such information is published (e.g. website, paper copy, etc.) and
  - Whether or not a charge is made for such information

The purpose of a Publication scheme is to let everyone know what information will be automatically or routinely published by the Council and to ensure that a significant amount of information is available to the public, without the need for a specific request to be made.

In line with guidance from the Information Commissioner's Office, the scheme is updated regularly and the current version is available from the Website at:

[http://www.south-derbys.gov.uk/council\\_and\\_democracy/data\\_protection\\_and\\_freedom\\_of\\_information/default.asp](http://www.south-derbys.gov.uk/council_and_democracy/data_protection_and_freedom_of_information/default.asp)

- 3.7 A total of 361 Freedom of Information requests have been received from 1 October 2017 to 31 March 2018. This is an increase of 17 over the corresponding period for 2016/17.

## **4.0 Background**

- 4.1 The Comments, Compliments and Complaints customer leaflet and procedure is available for download from the Website at or can be completed using an electronic form:

[http://www.south-derbys.gov.uk/council\\_and\\_democracy/complaints/comment\\_compliment\\_or\\_complaint\\_form/default.asp](http://www.south-derbys.gov.uk/council_and_democracy/complaints/comment_compliment_or_complaint_form/default.asp)

4.2 The aim of The Freedom of Information Act 2000, which came into force on 1<sup>st</sup> January 2005, is to extend the right to allow public access to information that the Council holds.

## 5.0 Detail

### Comments

5.1 2 comments were received over the past six months. Any comments received are carefully considered and, if appropriate, are investigated under the complaints procedure.

Department	1 October 2016– 31 March 2017	1 October 2017 – 31 March 2018
Waste & Cleansing	0	1
Community Services	0	1
<b>Total</b>	<b>0</b>	<b>2</b>

### Compliments

5.2 The table below compares the number of compliments received for the second half of 2016/2017 against the second half of 2017/2018. Compliments generally relate to the quality of the service provided and/or actions of individuals.

Department	1 October 2016 – 31 March 2017	1 October 2017 – 31 March 2018
Customer Services	7	6
Environmental Services	18	18
Planning	2	1
Housing	3	171
Community Services	7	3
Corporate	1	0
Policy and Communications	0	0
<b>Total</b>	<b>38</b>	<b>199</b>

### Complaints

5.3 The table below compares the number of official complaints received:-

	1 October 2016 – 30 March 2017	1 October 2017 – 31 March 2018
Resolved at Stage 1	17	40
Stage 1 still ongoing	0	0
Resolved at Stage 2	4	6
Stage 2 still ongoing	0	1
Withdrawn	0	4
<b>Total received</b>	<b>21</b>	<b>51</b>

5.4 The 51 complaints received can be broken down as follows:-

Department	1 October 2016 – 31 March 2017	1 October 2017 – 31 March 2018
Planning Services	2	7
Housing	9	13
Customer Services (including Revenue)	2	6
Environmental Services	5*	16
Community Services	1*	4
Legal and Democratic Services	1	4
Corporate Services	1	1
Property	0	0
Derbyshire County Council	0	0
<b>Total</b>	<b>21</b>	<b>51</b>

\* This indicates where one complaint has referred to two separate divisions

5.5 For comparison, the table below shows the total number of complaints over the last four complete years:-

Department	2014/15	2015/16	2016/17	2017/18
Planning Services	14	15	6	15
Housing	26*	21	17	22
Customer Services (including Revenue)	22*	15	4*	12
Environmental Services	12*	10	7	25
Community Services	3	2	1*	6
Legal and Democratic Services	8	6	4	3
Finance	0	0	0	0
Corporate Services	2	3	1*	1
Property	0	1	0	1
Derbyshire County Council	2	1	0	0
Licensing	0	0	1	3
Client Services	0	0	2	1
<b>Total</b>	<b>89</b>	<b>74</b>	<b>43</b>	<b>89</b>

\* This indicates where one complaint has referred to two separate divisions

5.6 The schedule, giving details of the comments, compliments and complaints received, actions taken and improvements made is attached at **Annexe A**.

**Note:** On the schedule there is a column headed 'Resultant Action' which shows any changes/improvements made as a result of the complaint. It is not always relevant for resultant action to be taken. If a complaint is not as a result of incorrect procedures or working practices then resultant action is not always appropriate.

- 5.7 Managers dealing with the complaint are asked to complete a questionnaire following each complaint. This provides details of actions taken and improvements made as a consequence of a complaint.
- 5.8 If a complaint cannot be resolved at Stage 2 of our procedure, it can be taken to the Local Government Ombudsman for independent consideration. These complaints are the subject of a separate annual report.

### Freedom of Information Requests

- 5.9 Although the Freedom of Information Act 2000 creates a general right of access to information, it also sets out information that we do not have to make available for specific reasons. This is information, which, if published, might prejudice the health, safety or security of the Council, our staff, systems, services or property.
- 5.10 We make as much information available as possible without charging for it. We do however reserve the right to levy a reasonable charge where the information request is extensive and would require more than 2 days' staff time to satisfy the request.
- 5.11 The Council deals with hundreds of routine requests for information every day by phone and by letter. These are referred to as "business as usual requests". We will deal with these in the normal way. However, information that is not readily available and that has to be prepared or extracted is handled differently. We are entitled to make a charge for this kind of information.
- 5.12 Requests for information under Freedom of Information have to be processed within 20 working days. However, requests for details under the Freedom of Information Act can be turned down if they fall within certain exemption criteria.
- 5.13 The table below compares the Freedom of Information requests received for the second half 2016/2017 against the second half of 2017/2018.

Note: the figures also include any requests that have been made under EIR (Environmental Information Regulations).

	1 October 2016 to 31 March 2017	1 October 2017 to 31 March 2018
Total Number of Requests Received	344	361
Less passed to other organisations	-58	-52
Less those withdrawn	-5	-4
Less exemptions/partial exemptions	-4	-22
<b>Total Requests Answered</b>	<b>277</b>	<b>283</b>
Number replied to within 20 statutory days	266	260
Number replied to after 20 statutory days	11	23
Percentage replied to within 20 statutory days	96%	92%
Percentage replied to after 20 days	4%	8%

- Annexe B shows 5 requests (1 Planning Services, 1 IT Services, 1 Community Services, 1 Organisational Development and 1 Housing Services) not replied to at all.
- 4 requests (1718-336, 1718-379, 1819-566 & 1718-673) no clarification received from requesters, so requests closed.

5.14 The requests for information received can be broken down as follows:

Department	1 October 2016 – 31 March 2017	1 October 2017 – 31 March 2018
Environmental Services	66*	55*
Planning Services	29	26*
Legal & Democratic	12*	19*
Financial Services	7*	12*
IT	19*	17*
Customer Services	65*	69*
Housing Services	30*	47*
Organisational Dev.	16*	13*
Community Services	18*	13*
Passed to 3 <sup>rd</sup> Parties	58*	52
Corporate Services	16*	12*
Property Services	5*	9*
Procurement	3*	4*
Communications	0	6*
Cultural Services	0	5*
Economic Development	0	2*

\* Same request has involved several Services.

5.15 The details of the Freedom of Information requests received are attached at **Annexe B**.

5.16 A breakdown of who originated the Freedom of Information request is attached at **Annexe C**.

## **6.0 Financial Implications**

6.1 None directly stemming from this report.

## **7.0 Corporate Implications**

7.1 Under the Complaints procedure the Council will write to the complainant within 5 working days, telling them who is dealing with their complaint and when they can expect to receive a reply. In most cases a full reply will be sent within 10 working days.

7.2 Under the Freedom of Information Act the Council has to respond to any requests received within 20 working days. For many requests the information required cuts across areas of the Council. Consequently a coordinated approach has to be taken in the Council's response, with each service area being responsible for providing the information requested relating to their area.

**8.0 Community Implications**

8.1 None.

**9.0 Background Papers**

None.

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### Comments

Date	Ward	Subject	Division	Resultant Action Taken/Comments
09.02.18	Church Gresley	Bin collections	Waste & Cleansing	Noted
21.03.18	Etwall	Swimming Pool Cover	Community Services	Resolved

### Compliments

Date	Ward	Subject	Division
01.10.17	Woodville	Very good thank you.	Housing Services (Repairs)
01.10.17	Hilton	Very pleased, work was done before winter months set in, thank you.	Housing Services (Repairs)
01.10.17	Etwall	Very, very good overall	Housing Services (Repairs)
05.10.17	Hatton	Very good, he was very helpful and polite as normal	Housing Services (Repairs)
05.10.17	Newhall	Job well done thank you.	Housing Services (Repairs)
05.10.17	Linton	Arrived at 8.30am, they did not disturb me at all for which I thank them.	Housing Services (Repairs)
06.10.17	Etwall	Thank you card received.	Housing Services (Housing Options)
09.10.17	Swadlincote	Very happy, delightful man.	Housing Services (Repairs)
09.10.17	Midway	My water meter has now been installed, stop tap on water meter, no need to use old stop tap thank you.	Housing Services (Repairs)
09.10.17	Linton	Once again SDDC Housing Maintenance has excelled. Well done and thank you.	Housing Services (Repairs)
09.10.17	Findern	Very satisfied, phoned Monday job completed. Many thanks.	Housing Services (Repairs)
10.10.17	Melbourne	Very kind and helpful.	Housing Services (Repairs)
12.10.17	Swadlincote	Very well done, drains cleared. Good working standards, thanks.	Housing Services (Repairs)
13.10.17	Newhall	My wife and I are always very pleased with what the workmen do for us and they are good at their job.	Housing Services (Repairs)
13.10.17	Weston on Trent	We are new tenants and can't say how pleasant, friendly and professional staff and	Housing Services (Repairs)

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		contractors are.	
13.10.17	Shardlow	As always excellent service throughout.	Housing Services (Repairs)
16.10.17	Church Gresley	Satisfied with the repair, thank you so much.	Housing Services (Repairs)
16.10.17	Church Gresley	Very good, cannot fault at all.	Housing Services (Repairs)
16.10.17	Weston on Trent	Thank you for your Saturday refuse freighter service that came to Weston last weekend. Please can you pass on my thanks to your hard working operative who tirelessly helped everyone with their rubbish. He remained cheerful, with a joke and a smile throughout the morning, whilst helping people to unload their refuse.	Waste & Cleansing
18.10.17	Hartshorne	Excellent trade person. Also he explained everything to his apprentice.	Housing Services (Repairs)
18.10.17	Ticknall	Very pleased with the work done thanks.	Housing Services (Repairs)
19.10.17	Newhall	The grab rail is a help thank you.	Housing Services (Repairs)
19.10.17	Not known	Thanks for the help given, he was the first person who has ever taken the time to help me.	Housing Services (Housing Options)
20.10.17	Newhall	Excellent service as always, thanks.	Housing Services (Repairs)
23.10.17	Overseal	I was previously unaware the Council had this type of service, the officer has helped a lot	Housing Services (Housing Options)
23.10.17	Swadlincote	The officer gave us good info and was easy to talk to.	Housing Services (Housing Options)
24.10.17	Not known	They asked me to pass on their thanks to everyone who has dealt with them from the start to finish. They stated that everyone had been very helpful and are fully aware that we work under extreme pressure a lot of the time. They said that now they themselves have been through the 'whole housing process' they will now be able to help their constituents with any questions they may have.	Housing Services (Housing Options)
07.11.17	Newhall	I wish I had gone sooner, very helpful.	Housing Services (Housing Options)
09.11.17	Aston on Trent	Thank you for arranging and exchanging the damaged caddy so promptly – very impressed by Customer Services.	Customer Services
09.11.17	Newhall	The officer was genuinely caring to my needs.	Housing Services (Housing Options)
09.11.17	Linton	Really happy with the property.	Housing Services (Housing Options & Repairs)
10.11.17	Hilton	The team helped me to understand where I could live, I no longer feel alone and have been pointed in the right direction.	Housing Services (Housing Options)

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10.11.17	Hartshorne	The Housing Options Team helped me to get a flat as I had nowhere to live and wasn't sure where to go.	Housing Services (Housing Options)
13.11.17	Swadlincote	Very happy with the advice given which has solved all my problems.	Housing Services (Tenancy Sustainment)
13.11.17	Newhall	Thank you from Newhall residents that Newhall Park has a very much improved appearance thanks to SDDC. The officer is dedicated to her position at SDDC, I find her to be very professional and is offering excess in her duties.	Community Services
15.11.17	Hatton	I was very happy with the service I received.	Housing Services (Housing Options)
16.11.17	Newhall	The officer was very helpful and did as much as he could for me.	Housing Services (Housing Options)
16.11.17	Netherseal	I found the officer to be very helpful and understanding.	Housing Services (Housing Options)
17.11.17	Stanton	I would be grateful if you could pass on my thanks to your refuse disposal team that emptied my wheelie bin today. I forgot to leave my bin out for collection and heard the lorry when I was still in bed. I grabbed the bin and started after the lorry which was well past my house. The operative jogged back up to meet me, took my bin and when I thanked him he smiled and said "no problem". In these days of overwork and underpay it is nice to know that someone doing a job, which certainly isn't the easiest, can be friendly and helpful.	Waste & Cleansing
17.11.17	Not known	The officer who helped me was very understanding and helpful.	Housing Services (Housing Options)
23.11.17	Swadlincote	Just spoken to a lovely lady in Customer Services, she was a dream to talk to. Thanked Waste & Cleansing Admin staff too.	Customer Services & Waste & Cleansing
23.11.17	Ticknall	Sadly I'm guilty of forgetting to say how friendly our waste collection teams are. In my area I've always found them cheerful, pleasant and engaging when I have had the opportunity. I don't want to specifically give an example, as there are many, but I have to mention this Wednesday 22/11/17. Due to a different route the collection was later and it happened to coincide with the time I was taking out my dog. She is a large dog and somewhat perturbed to see the commotion outside our gate. One of the team rushed over and gave her a biscuit before rushing back. As so often you don't get a chance to thank them either because you're not there as they collect or they are in such a rush. However, I have lived in Ticknall now some 16 years and I have never come across such friendly customer facing teams as you	Waste & Cleansing

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		have serving this area in other parts of the country I have lived. Please give my warmest thanks to the teams management and please make sure my thanks are passed onto the teams serving Ticknall.	
30.11.17	Not known	Thanks for being so kind. We are so happy in our new home.	Housing Service s(Housing Options)
Nov 17	Swadlincote	A job well done thanks.	Housing Services (Repairs)
Nov 17	Swadlincote	Very nice man well done.	Housing Services (Repairs)
Nov 17	Church Gresley	I was very pleased with the work carried out.	Housing Services (Repairs)
Nov 17	Melbourne	An excellent service.	Housing Services (Repairs)
Nov 17	Hilton	Very prompt, good service.	Housing Services (Repairs)
Nov 17	Swadlincote	Very pleased with the work done and no mess.	Housing Services (Repairs)
Nov 17	Newhall	The repairs team got the repair done in a very quick time, very pleased.	Housing Services (Repairs)
Nov 17	Newhall	The work that you carry out is always very good and so are the people that do it.	Housing Services (Repairs)
Nov 17	Swadlincote	Work done on the sink in the bathroom, the work was very satisfactory thank you.	Housing Services (Repairs)
Nov 17	Swadlincote	Explained everything he did, very friendly.	Housing Services (Repairs)
04.12.17	Not known	The officer is an amazing woman and she was really amazing and helpful. Really happy with the service received.	Housing Services (Housing Options)
04.12.17	Melbourne	Housing Options were very helpful, helped with my accommodation.	Housing Services (Housing Options)
04.12.17	Swadlincote	The officer went above and beyond to help us, very happy with the service.	Housing Services (Housing Options)
08.12.17	Hartshorne	Customer gave sincere thanks for being patient over the telephone when assisting with completing a Housing application.	Customer Services
12.12.17	?	Just a big thank you to your Refuse Collection Team for turning out well past 5.00pm today in such cold and icy conditions – from what I have seen in the Press today this puts other Councils to shame.	Waste & Cleansing
15.12.17	Aston on Trent	Re new calendars - many thanks for your quick response and excellent customer service.	Waste & Cleansing
15.12.17	Midway	I would like to formally express my thanks to the caretaker at Midway. On the evening of Wednesday the 13th December my husband was unable to reach my daughter after her dance class due to the snow. He had no choice but to abandon his car at Darklands Road and walk to fetch her. The caretaker saw that my	Community Services

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		daughter was not wearing suitable footwear and arranged for her husband to bring over a pair of walking boots and socks for my daughter to borrow. I genuinely cannot express how grateful we are for this act of kindness. She did not insist that the shoes were returned immediately, in fact she stressed that it would wait until the New Year. This employee truly went above and beyond and is a true asset.	
18.12.17	Willington and Findern	Thank you, difficult conditions for all the workforce. Appreciate your efforts everyone. Please pass on thanks.	Waste & Cleansing
18.12.17	Swadlincote	I would like to thank you and your collection team for the rapid response to my reported non-collection. First thing Monday morning, 6.45 the bin was collected and emptied.	Waste & Cleansing
18.12.17	Aston on Trent	Please thank the team that came out this morning to empty the black bins – much appreciated!	Waste & Cleansing
19.12.17	Woodville	Thank you so much for all of this information - I am deeply grateful that you took the time out of your busy day to send me all of this and I will spend some time digesting it all. Thank you again for your assistance today. It goes without saying that we are most grateful for your support. Merry Christmas and a Happy New Year to you and your teams in the Council. To me you are all unsung heroes 😊	Housing Services
21.12.17	Midway	I just wanted to say thank you - staff really nice and helpful when contacted to renew bus pass.	Customer Services
21.12.17	Linton	Thank you (Council) for all your help. I have put on social media how pleased I am with the service/help and all the support given.	Housing Services (Housing Options)
Dec 17	Midway	Job done in one day, brilliant thank you.	Housing Services (Repairs)
Dec 17	Melbourne	Very good as usual.	Housing Services (Repairs)
Dec 17	Newhall	Repair professionally done, very polite and pleasant guy.	Housing Services (Repairs)
Dec 17	Swadlincote	Done promptly, thank you.	Housing Services (Repairs)
Dec 17	Newhall	A fast, efficient repair from my phone call to your maintenance team to the repair being completed, well done.	Housing Services (Repairs)
Dec 17	Linton	Thank you, very much satisfied with the work done. Very satisfied with council staff.	Housing Services (Repairs)
Dec 17	Newhall	From picking the phone up to report the fault, this repair was done within 30 minutes, that's what I call service.	Housing Services (Repairs)
Dec 17	Swadlincote	Great job, thank you.	Housing Services (Repairs)
Dec 17	Swadlincote	Very good service, thank you.	Housing Services (Repairs)
Dec 17	Midway	Very pleased, very quick, fast job, well done thanks.	Housing Services (Repairs)

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Dec 17	Hartshorne	Excellent from start to finish, very caring young man.	Housing Services (Repairs)
Dec 17	Swadlincote	Prompt repair, quick and efficient.	Housing Services (Repairs)
Dec 17	Melbourne	The plumber was polite, a good repair job.	Housing Services (Repairs)
Dec 17	Newhall	The person that came to our property was very friendly and explained everything he was doing.	Housing Services (Repairs)
Dec 17	Linton	I was very pleased with the work and feel the workmen went the extra mile to do an excellent job.	Housing Services (Improvements)
02.01.18	Swadlincote	A complete gentleman, very polite and very helpful.	Housing Services (Responsive Repairs)
02.01.18	Melbourne	As always an excellent service delivered by the Council.	Housing Services (Responsive Repairs)
02.01.18	Woodville	Brilliant job on the new stair rail, we are both completely satisfied.	Housing Services (Responsive Repairs)
04.01.18	Woodville	I have just spoken to one of your customer service representatives and wanted to leave some positive feedback. People are all too quick to complain but we rarely celebrate the good experiences that we have. I reported my recycling bin not being emptied and I admit I do tend to use 10 words where 1 may suffice, she was really patient, professional and efficient. She offered me a timescale for a resolution and therefore managed my expectations effectively. It was a very short call but I feel absolutely confident and reassured that my issue is now in hand. Thank you.	Customer Services
11.01.18	Swadlincote	Amazed at how much empathy came through from all of the team.	Housing Services (Housing Options)
11.01.18	Not known	Service was very good.	Housing Services (Housing Options)
12.01.18	Newhall	Thank you very much for the quick action taken.	Housing Services (Responsive Repairs)
12.01.18	Linton	Very satisfied with the work and attitude of the workman, he was very kind and chatty.	Housing Services (Responsive Repairs)
16.01.18	Aston on Trent	I work as the Village Manager at Richmond Aston on Trent which is a retirement village. We are very new and last year residents received their council tax bills and some of them have raised a dispute against the banding. I was given your email when I called your customer service desk (who I must say were very helpful.)	Customer Services
18.01.18	Hatton	Lady called this morning to ask that her thanks are passed onto the Clean Team for	Waste & Cleansing (Clean

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		the wonderful job they have done in clearing the fly tipping waste from Church Broughton Airfield.	Team)
19.01.18	Linton	The crew that worked on the property were amazing, they were polite, efficient and very clean, they got on with the job without complaint even though it was a really cold day. I can't thank them enough for the work they have done.	Housing Services (Planned Maintenance)
22.01.18	Swadlincote	Brilliant, as are all the tradesmen at SDDC.	Housing Services (Responsive Repairs)
22.01.18	Linton	Always satisfied with the Council staff and the staff who carry out the repairs, thank you.	Housing Services (Responsive Repairs)
22.01.18	Aston on Trent	As usual excellent service from ringing maintenance to doing the job, polite and pleasant.	Housing Services (Responsive Repairs)
24.01.18	Church Gresley	Brilliant, first time the unit door has closed properly from having a new kitchen.	Housing Services (Responsive Repairs)
24.01.18	Woodville	The officer did everything she could and went above and beyond to help.	Housing Services (Housing Options Team)
31.01.18	Newhall	The officer was lovely, good service, was a good help.	Housing Services (Tenancy Sustainment)
01.02.18	Swadlincote	Very prompt & done same day, thank you	Housing Services (Responsive Repairs)
01.02.18	Walton on Trent	Great response, the pipe into the toilet came off due to the workman boxing in pipes, the Council had someone within half an hour, thank you.	Housing Services (Responsive Repairs)
02.02.18	Etwall	Very satisfied with the tradesman's work and good attitude.	Housing Services (Responsive Repairs)
02.02.18	Repton	The plumber that came was very polite and did a very good job.	Housing Services (Responsive Repairs)
02.02.18	Walton on Trent	Very happy with the boxing of pipes in bathroom, thank you for suggesting the pipes required boxing.	Housing Services (Responsive Repairs)
02.02.18	Melbourne	Job done within 24 hours after fault reported, excellent response, thank you.	Housing Services (Responsive Repairs)
05.02.18	Linton	Very polite workman.	Housing Services (Responsive Repairs)
05.02.18	Swadlincote	10 out of 10	Housing Services (Responsive Repairs)

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05.02.18	Newhall	The gentleman that came to fit the rail as so helpful, polite & efficient.	Housing Services (Responsive Repairs)
05.02.18	Linton	It is difficult to answer the above questions as all work was done externally.	Housing Services (Responsive Repairs)
05.02.18	Findern	Thank you for your help with this, excellent service and the job done same day within a few hours of reporting it.	Housing Services (Responsive Repairs)
05.02.18	Hartshorne	Excellent service all round, thank you	Housing Services (Responsive Repairs)
05.02.18	Swadlincote	Young man that came was very polite and his attitude was impeccable, a credit to his family.	Housing Services (Responsive Repairs)
05.02.18	Newhall	Great job to the Clean Team on all the litter at rear of 96-98 Parliament Street, well done you guys, great job done. I know you're busy and jobs like this cost but not many people are aware of the job you do, perhaps it should be made public.	Waste & Cleansing (Clean Team)
05.02.18	Woodville	The workmen were very good. Thank you.	Housing Services (Improvements Team (Heating))
06.02.18	Hilton	Housing Options Team Member – went above and beyond, kept in constant contact.	Housing Services (Housing Options Team)
06.02.18	Swadlincote	Lovely man again.	Housing Services (Responsive Repairs)
06.02.18	Swadlincote	Just wish to say how that young man was from the start, a credit to SDDC.	Housing Services (Responsive Repairs)
07.02.18	Church Gresley	The workman was polite and everything was done and nothing left out of place, a lovely person, thank you	Housing Services (Responsive Repairs)
07.02.18	Willington	The gent was very efficient, making sure the position of the grab rail suited me, re height etc. He cleared all dust from drilling, this I appreciate & the good manners & workmanship, 5 star worker. Just waiting now for my stair rail to be put up, so I can walk downstairs feeling safe.	Housing Services (Responsive Repairs)
08.02.18	Not known	I am currently in the process of extending my house and during this planning application process I have had the pleasure of working with one of your inspectors. His promptness to respond to my request and questions for this building project has removed a substantial amount of stress from the process. He has been out to inspect the building work and again I found him to be extremely helpful, professional	Planning Services

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		and courteous. My thanks go out to him and his team for their help and support in this matter.	
09.02.18	Newhall	Very good.	Housing Services (Responsive Repairs)
09.02.18	Swadlincote	Very good, knew what he was doing, very polite.	Housing Services (Responsive Repairs)
09.02.18	Newhall	The Council plumber sorted it that night but the workman who put the kitchen in came back the following morning to finish putting back together.	Housing Services (Responsive Repairs)
12.02.18	Newhall	Work was completed within 2 hours of phoning, brilliant service.	Housing Services (Responsive Repairs)
12.02.18	Linton	SDDC are winners again! First class service from my call requesting service to the friendly and efficient gentleman who carried out the repairs. Thank you SDDC.	Housing Services (Responsive Repairs)
12.02.18	Shardlow	Thanks to repairs who always give a 100%	Housing Services (Responsive Repairs)
12.02.18	Hartshorne	All was excellent as usual, I called SDDC Tuesday morning last week, I told you I was going away at lunchtime, coming back at weekend, your man came almost immediately, thank you.	Housing Services (Responsive Repairs)
12.02.18	Melbourne	The officer was really helpful and explained everything really well.	Housing Services (Homeless Team)
12.02.18	Not known	Every member of staff I dealt with was really helpful.	Housing Services (Homeless Team)
13.02.18	Swadlincote	Thank you	Housing Services (Responsive Repairs)
14.02.18	Repton	We have greatly appreciated the help and support offered by this team and would like them to get official recognition of our gratitude. Thank you.	Community Services (Anti-social behaviour)
14.02.18	Not known	Thank you card received – “I cannot thank you enough, best wishes always.”	Housing Services (Housing Options Team)
14.02.18	Repton	Thank you so much for your help and support. We couldn't have done it without you. The house is beautiful.	Housing Services (Housing Options Team)
14.02.18	Hatton	Thank you so much for all your support and work to find us our new home. It's been a long road but everything you've done has been amazing.	Housing Services (Housing Options Team)
15.02.18	Linton	Thank you all!	Housing Services (Responsive Repairs)

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15.02.18	Midway	Love it!	Housing Services (Housing lettings and sign up (New Home Survey))
16.02.18	Newhall	Excellent.	Housing Services (Responsive Repairs)
16.02.18	Netherseal	The gentleman who did the plastering was neat and tidy in his work so more than pleased, work not completed yet as waiting for someone else to put plastic infill around door, so very satisfied.	Housing Services (Responsive Repairs)
18.02.18	Swadlincote	Housing Services were really great and very helpful. Everything was completed quickly. Very happy with the service.	Housing Services (Homeless Team)
19.02.18	Newhall	Very, very good, thank you.	Housing Services (Responsive Repairs)
19.02.18	Midway	He was brill, keep him on.	Housing Services (Responsive Repairs)
19.02.18	Hilton	I rang at 7.15 & fixed by 8.30.	Housing Services (Responsive Repairs)
19.02.18	Newhall	Very good.	Housing Services (Responsive Repairs)
19.02.18	Newhall	Everyone at the Council is so helpful. I can't thank you enough, would score a million out of 10!	Housing Services (Housing lettings and sign up (New Homes Survey))
19.02.18	Swadlincote	Very happy overall.	Housing Services (Housing Lettings and sign up (New Home Survey))
20.02.18	Hartshorne	Thank you.	Housing Services (Responsive Repairs)
22.02.18	Findern	Cannot complain about a thing work wise, people's attitude great.	Housing Services (Responsive Repairs)
22.02.18	Linton	Thank you all.	Housing Services (Responsive Repairs)
22.02.18	Shardlow	Pleasant & efficient.	Housing Services (Responsive Repairs)
22.02.18	Overseal	No complaints at all.	Housing Services

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			(Responsive Repairs)
22.02.18	Newhall	Electricians were very good and professional, unfortunately they could not complete works due to having to wait for kitchen contractors. Overall very pleased.	Housing Services (Improvements Team (Re-wire))
23.02.18	Overseal	Excellent, very polite pleasant man.	Housing Services (Responsive Repairs)
26.02.18	Swadlincote	Cannot fault the Housing Team. Housing Team were really helpful.	Housing Services (Housing Options Team)
26.02.18	Church Gresley	A very well-mannered young man and very helpful.	Housing Services (Responsive Repairs)
26.02.18	Hartshorne	Great job, completed same day, thank you.	Housing Services (Responsive Repairs)
26.02.18	Repton	Very good.	Housing Services (Responsive Repairs)
01.03.18	Church Gresley	Our refuse collection team (bin men) have just been, they deserve a medal, well done refuse department.	Waste & Cleansing
01.03.18	Linton	Just to say a big thank you to both of the crews who collected our recycling waste today (01.03.18) in such atrocious weather. We're very grateful for what you do.	Waste & Cleansing
06.03.18	Swadlincote	Congratulations for a great job (re missed black bin due to snow on 2 <sup>nd</sup> March).	Waste & Cleansing
07.03.18	Hilton	The officer went above and beyond, she kept in constant contact.	Housing Services (Housing Options Team)
07.03.18	Swadlincote	Housing Team were really helpful, cannot fault the Housing Team.	Housing Services (Housing Options Team)
07.03.18	Swadlincote	Service was really great and very helpful. Everything was completed quickly. Very happy with the service.	Housing Services (Homeless Team)
07.03.18	Newhall	Absolutely brilliant service. The officer who dealt with the case was lovely and helped all the way.	Housing Services (Homeless Team)
08.03.18	Bretby	Thanks and compliments to the team who litter picked Geary Lane, Bretby – it was a joy to drive down the road today and all the litter and snow had gone!	Waste & Cleansing
09.03.18	Midway	Everyone has been helpful.	Housing Services (Housing Lettings & sign up (New Home Survey))
12.03.18	Castle Gresley	After making a recent complaint about a light pollution issue, I would like to thank	Environmental Services

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		you on the process from start to completion. You stayed in contact with me with updates of the action and progress that was being made with a successful conclusion. This made me feel included in the action you took especially because of the communications at every stage. Thank you so much it was made to feel a quite simple procedure for you but a good night's sleep for our family is priceless, so thanks again to your team.	
13.03.18	Swadlincote	Extremely grateful to the Council officer who, whilst conducting his litter picking duties, found some of their personal documents which they had lost. His kindness in ensuring their safe return is to be commended.	Environmental Services
16.03.18	Midway	Very happy.	Housing Services (Housing Lettings & sign up (New Home Survey))
20.03.18	Repton	Many thanks for removing the waste dumped at the end of Sales Lane. Your team are very courteous and left a good clean site.	Environmental Services
29.03.18	Coton in the Elms	I live in Coton in the Elms and ride horses around the local area and I would be grateful if you could pass on my thanks to the drivers and operatives who operate the refuse collection service in our area. They always slow right down or stop when approaching horses and with a smile. Perfect and much appreciated.	Waste & Cleansing
March 18	Midway	Yes I am very pleased with the work that was done and the workman was very friendly, greatly appreciated.	Housing Services (Responsive Repairs)
March 18	Ticknall	Very pleased with the work done, many thanks.	Housing Services (Responsive Repairs)
March 18	Midway	The young man (contractor) was very polite and once the job was sorted, he came back and explained things to me.	Housing Services (Responsive Repairs)
March 18	Newhall	Excellent service, very friendly and informative, thank you.	Housing Services (Responsive Repairs)
March 18	Hilton	Spot on, very good service.	Housing Services (Responsive Repairs)
March 18	Swadlincote	A very good workman, thank you.	Housing Services (Responsive Repairs)
March 18	Newhall	Very pleased to have my sink thawed out and so soon after reporting it, thank you very much.	Housing Services (Responsive Repairs)
March 18	Shardlow	Very pleased with the speed that the job was done, thank you.	Housing Services

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			(Responsive Repairs)
March 18	Melbourne	Excellent, well-mannered and clean.	Housing Services (Responsive Repairs)
March 18	Castle Gresley	Very satisfied indeed, very quick work rate.	Housing Services (Responsive Repairs)
March 18	Melbourne	The tradesman is a credit to the Council.	Housing Services (Responsive Repairs)
March 18	Church Gresley	A very polite tradesman, considerate and tidy. They had been very busy that day with cold weather, burst pipes.	Housing Services (Responsive Repairs)
March 18	Etwall	The man who did the work was 10/10	Housing Services (Responsive Repairs)
March 18	Midway	Quick, efficient and polite man.	Housing Services (Responsive Repairs)
March 18	Repton	I am happy with the Council	Housing Services (Responsive Repairs)
March 18	Willington	Very pleasant young man.	Housing Services (Responsive Repairs)
March 18	Swadlincote	Gentleman that came to the do the job was very pleasant, very helpful under the circumstances of the weather. Well done.	Housing Services (Responsive Repairs)
March 18	Swadlincote	Very helpful.	Housing Services (Responsive Repairs)
March 18	Swadlincote	As usual you provided a first class service that you can be proud of.	Housing Services (Responsive Repairs)
March 18	Melbourne	Didn't know they were coming as it was an outside job, not necessary, reported it one day and done the following day, excellent.	Housing Services (Responsive Repairs)
March 18	Newhall	Very pleased, thank you very much.	Housing Services (Responsive Repairs)
March 18	Linton	Came within 3 hours to fix burst pipe in outside toilet, polite guy and job well done.	Housing Services (Responsive Repairs)
March 18	Swadlincote	I was out when the work was carried out, an extremely professional job, the step has renewed my confidence and I will avoid another fall, well done.	Housing Services (Responsive Repairs)
March 18	Hartshorne	Very polite workman, job done fast with no mess, great job, thanks.	Housing Services (Responsive Repairs)

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March 18	Midway	The plumber was great (emergency call out) but he located the problem (boiler) and sorted the issue and stopped the leak. Thank you.	Housing Services (Responsive Repairs)
March 18	Newhall	Amazing service, thank you all.	Housing Services (Responsive Repairs)
March 18	Hartshorne	Tradesmen very polite and excellent tradesmen, very good man.	Housing Services (Responsive Repairs)
March 18	Church Gresley	Plumber did a very good job and time taken very quick indeed.	Housing Services (Responsive Repairs)
March 18	Melbourne	Very, very good.	Housing Services (Responsive Repairs)
March 18	Midway	Very happy with the service and courtesy of the worker.	Housing Services (Responsive Repairs)

## Complaints

Date	Ref No	Ward	Subject	Division	Resultant Action Taken
09.10.17	821	Hartshorne	Repairs and maintenance	Housing Services	None. The response to the complaint from the Council reinforced a previous communication with the tenant.
16.10.17	822	Midway	Housing Benefit claim	Customer Services	None
19.10.17	823	Swadlincote	Cleanliness & lack of heating in the sports hall and maintenance issues in changing rooms at Green Bank Leisure Centre	Community Services	Email address is not valid, no other contact details supplied, so cannot liaise with complainant.
19.10.17	824	Newhall & Stanton	No gas supply at property	Housing Services	None
19.10.17	825	Willington	Repairs in bathroom and contact with Council	Housing Services	Complainant has claimed unfair treatment because of disability, this is not the case. He went privately to a contractor which he is unhappy with and wants the Council to resolve

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					despite being told we would not do so at the outset.
23.10.17	826	Melbourne	Park tree overhanging garden	Community Services	Added to winter tree works list
23.10.17	827	Seales	Overgrown hedges in council properties	Housing Services	Housing team to ensure they follow up an initial complaint in a timely manner and feedback to the complainant to prevent repeated requests for action.
30.10.17	828	Midway	Problem neighbour	Housing Services	We informed the tenant that if any future incidents occur to contact the Council or the Police. We also gave the complainant advice on moving if that was an option for them.
08.11.17	829	Melbourne	Housing repairs – problems with the boiler	Housing Services	None – The frequency of breakdowns of heating is being monitored and boilers beyond economic repair are replaced.
13.11.17	830	Church Gresley	Lack of Council funding for the road closure of Church Street for Remembrance Day march on 12.11.17 and no Council Member present at the ceremony	Community Services	N/A
14.11.17	831	Swadlincote	Repair of pavements near Green Bank Leisure Centre	Corporate Services	The highlighted area as being a concern was repaired.
20.11.17	832	Hilton	Timescale involved in the Right to Buy purchase	Legal & Democratic Services	N/A
21.11.17	833	Seales	Planning Application 9/2017/0747	Planning/Legal and Democratic Services	
24.11.17	834	Linton	Rude and intimidating behavior by refuse staff	Environmental Services	Agency driver no longer used by SDDC. Regular crew reminded of Employee Code of Conduct.
04.12.17	835	Stenson	Planning issues – Community Centre, Stenson Fields	Planning Services	Not applicable
06.12.17	836	Stenson	Refuse collection service	Environmental Services	Employees reminded of need to be courteous.

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07.12.17	837	Newhall & Stanton	Council Tax payments and charges	Customer Services	Normal process followed. Recovery legislation and processes reviewed for non-Debt Recovery Staff.
18.12.17	838	Newhall & Stanton	Taxi Firm	Legal & Democratic Services (Licensing)	N/A
18.12.17	839	n/a	Refuse Department	Environmental Services	None.
15.12.17	840	Newhall & Stanton	Complaint regarding member of Customer Services staff and Housing Benefit Overpayment	Customer Services	Further developments subject to claimant response.
02.01.18	841	Melbourne	Licensed premises in Melbourne	Legal & Democratic Services (Licensing)	N/A
02.01.18	842	Melbourne	Behaviour of tenant and Housing Officer	Housing Services	Recommendation to record lower level nuisance – referral to be made to Business Support IT Project Group for creation of monitoring system.
03.01.18	843	Newhall & Stanton	Council tax demand	Customer Services (Recovery)	Re-iteration to staff of actions necessary around change of owner addresses and following up action promised by third party agents acting on behalf of SDDC.
08.01.18	844	Church Gresley	Refuse collection service	Environmental Services	Improved briefings for teams regarding missed collections.
09.01.18	845	Church Gresley	Van driver on mobile phone whilst driving	Housing Services	The matter is still to be investigated.
10.01.18	846	Hilton	Refuse/recycling collections	Environmental Services	None – however, discussions are taking place to look at alternative options.
15.01.18	847	Newhall & Stanton	Non collection of waste bins	Environmental Services	Reminder to new crew re following route sheet.
16.01.18	848	Aston	Waste collections	Environmental Services	Withdrawn
16.01.18	849	Church Gresley	Complaint regarding member of housing staff	Housing Services	Reflective practice brought into Team Meetings as part of case management.

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18.01.18	850	Seales	Waste collections	Environmental Services	None
22.01.18	851	Aston on Trent	Change of use from field to garden	Planning Services	N/A
23.01.18	852	Repton	Repairs to roof	Housing Services	The work was issued to a Contractor who had attempted to gain access by prior telephone call but had not got through. The contractor did not use other means to make contact nor did they alert the Council. The Contractor has been urged to use all means necessary to gain access and to alert the Council if there are prolonged access issues.
06.02.18	853	Woodville	Accuracy of information being discussed at committee on 06.02.18 re planning application 9/2017/1184	Legal & Democratic Services	N/A
06.02.18	854	Etwall	Non collection of green recycling bin	Environmental Services	None.
07.02.18	855	Woodville	Complaint about process resulting in TPO being placed on an agricultural boundary hedge	Planning/Legal & Democratic Services	N/A
09.02.18	856	Swadlincote	Application for street collection	Legal & Democratic Services	Not resolved - ongoing
15.02.18	857	Linton	Recycled Refuse Collection & Provision of dog waste bins	Environmental Services	None.
16.02.18	858	Newhall & Stanton	Repairs to property	Housing Services	There are a number of longer term system improvements that will resolve the issues of recording repair requests and flagging those that haven't been completed on time. Scheduled to be implemented in late summer 2018.
20.02.18	859	Linton	Car parking provision at Patrick Close, Linton	Housing Services	There are no plans to create extra parking, the service provided was in line with Council complaints procedures therefore no action taken.

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26.02.18	860	Aston on Trent	Non collection of waste bin	Environmental Services	Systems implemented to ensure when crews assist regular crews they are made aware of pull outs.
26.02.18	861	Midway	Planning Application Ref 9/2017/1095 Grant of Planning Permission – 13 December 2017	Planning Services	N/A
02.03.18	862	Aston on Trent	Council Tax & Data Protection issues	Customer Services & Data Protection Officer	None
06.03.18	863	Aston on Trent	Planning Application 9/2018/006	Planning Services	None
16.03.18	864	Aston on Trent	Litter on street on Snelsmoor Lane, just off London Road, Boulton Moor	Environmental Services	Work was already programmed.
19.03.18	865	Stenson	Council Tax	Customer Services	Improved monitoring of cases where no action taken on recovery
19.03.18	866	Stenson Fields	Litter on street on road connecting Stenson Fields to Stenson Road	Environmental Services	Litter pick of area arranged.
19.03.18	867	Church Gresley	Rubbish in the streets	Environmental Services	Site visit, agreed some areas would be litter picked.
21.03.18	868	Hatton	Burial plots	Community Services	None taken. Correct policy and procedure followed.
23.03.18	869	Linton	Missed refuse collections	Environmental Services	Property put on monitoring for four weeks.
26.03.18	870	Church Gresley	Issues with Assisted Refuse Collection	Environmental Services	Property put on monitoring for four weeks.
27.03.18	871	Overseal	Leaking guttering from adjoining council property	Housing Services	Deal with complaints from the initial stage and not let it stretch out.

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Ref No		Dept	Details	Received	Reply Due	Reply Sent	Exemption/ action
1718-314	C	Customer Services	Credit balances (Business Rates)	02.10.17	30.10.17	09.10.17	
1718-316	I	Customer Services	List of businesses responsible for business rates	02.10.17	30.10.17	09.10.17	
1718-317	I	Economic Development	Name of manager for licences for market traders	03.10.17	31.10.17	04.10.17	
1718-318	C	Environmental Services	Penalty Notices for Littering	03.10.17	31.10.17	10.10.17	
1718-319	C	Finance Services	Budgeting & Forecasting Systems	03.10.17	31.10.17	20.10.17	
1718-320	O	Housing Services	Temporary Accommodation	05.10.17	02.11.17	06.10.17	
1718-321	I	Customer Services	Council Tax Reduction or Relief	05.10.17	02.11.17	13.10.17	
1718-322	W	Derbyshire County Council	Parking Charge Notices	05.10.17	02.11.17	06.10.17	
1718-323	I	IT Services	IT Service Management Trends	06.10.17	03.11.17	23.10.17	
1718-324	C	Customer Services	Credit List	09.10.17	06.11.17	09.10.17	
1718-325	C	Customer Services	Credit Balances	09.10.17	06.11.17	09.10.17	
1718-326	W	Customer Services	Complete Non Residential/Business Property Rates Data I4 2017	09.10.17	06.11.17	09.10.17	
1718-327	C	I.T Services	Cyber attacks and cyber security	09.10.17	06.11.17	09.11.17	
1718-328	I	Housing Services	Private Rented Sector Offer	10.10.17	07.11.17	11.10.17	
1718-329	I	Environmental Services	Contact details for manager responsible for garden waste and bulky waste collections	10.10.17	07.11.17	10.10.17	
1718-330	C	Procurement Services	Supplier contracts	10.10.17	07.11.17	31.10.17	

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1718-331	I	Housing Services	Council's statutory homeless duty	11.10.17	08.11.17	11.10.17	
1718-332	I	Derbyshire County Council	Donations to schools	11.10.17	08.11.17	11.10.17	
1718-333	C	Environmental Services	Air Pollution Control Permits/Contaminated Land	11.10.17	08.11.17	13.10.17	
1718-334	C	Housing Services	Social Housing stock without cavity wall or loft insulation	13.10.17	10.11.17	03.11.17	
1718-335	C	Housing Services	Refunds for excessive water and sewerage charges	13.10.17	10.11.17	23.10.17	
1718-336	I	Finance Services	Commissioned Services	16.10.17	13.11.17	Closed	02.11.17 – clarification requested. Not received - closed
1718-337	C	Housing Services	Housing related services	17.10.17	14.11.17	08.11.17	
1718-338	I	Environmental Services	Welfare Funerals	18.10.17	15.11.17	20.10.17	Exempt under Section 31(1)(a)
1718-339	O	Organisational Development	Apprenticeships	18.10.17	15.11.17	18.10.17	
1718-340	C	Environmental Services	Abandoned vehicles	18.10.17	15.11.17	30.10.17	
1718-341	C	Procurement Services	Tender opening	18.10.17	15.11.17	31.10.17	
1718-342	I	Planning Services	Planning applications submitted which have been EIA compliant	19.10.17	16.11.17	07.11.17	
1718-343	I	Planning Services	Planning applications submitted after 01.10.13 where no decision made within 26 weeks	19.10.17	16.11.17		

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1718-344	W	Derbyshire County Council	Cheque book schools	20.10.17	17.11.17	20.10.17	
1718-345	C	Finance Services	Spending Data	20.10.17	17.11.17	20.10.17	
1718-346	C	Customer Services	Business Rates	20.10.17	17.11.17	30.10.17	
1718-347	I	Accounts & Procurement Services	Account & Procurement queries	23.10.17	20.11.17	16.11.17	
1718-348	M	Environmental Services	Noisy Sex Complaints & Convictions	23.10.17	20.11.17	30.10.17	
1718-349	C	Customer Services	Unclaimed business rates credit balances	23.10.17	20.11.17	30.10.17	
1718-350	C	Environmental Services	Abandoned Vehicles	23.10.17	20.11.17	10.11.17	
1718-351	I	Communications/ Organisational Development	Press office/media department queries – headcount, structure chart & job descriptions, etc	23.10.17	20.11.17	08.11.17	
1718-352	I	I.T Services	Workflow tools to digitize scanned documents	24.10.17	21.11.17	23.11.17	
1718-353	I	Environmental Services	Fines levied on letting agents for breaches of the Consumer Rights Act 2015	24.10.17	21.11.17	30.10.17	
1718-354	C	Housing Services	Tenant complaints, units of housing and waiting list for council houses	24.10.17	21.11.17	14.11.17	
1718-355	I	Customer Services	Business and charities newly liable for business rates	24.10.17	21.11.17	30.10.17	
1718-356	C	Organisational Devpt	Apprenticeships	24.10.17	21.11.17	06.11.17	
1718-357	I	Corporate Services	GDPR	25.10.17	22.11.17	27.10.17	

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1718-358	C	Customer Services	Business Rates Credits	25.10.17	22.11.17	30.10.17	
1718-359	I	Housing Services	Modern Slavery	25.10.17	22.11.17	16.11.17	
1718-360	C	Corporate Services	Construction and Maintenance Contracts	27.10.17	24.11.17	30.10.17	
1718-361	C	Environmental Services	Public Health Funerals	30.10.17	27.11.17	03.11.17	
1718-362	M	Financial Services	Artwork Purchases	30.10.17	27.11.17	09.11.17	
1718-363	I	Derbyshire County Council	Number of refugees in the region	30.10.17	27.11.17	30.10.17	
1718-364	M	Community Services	Council Grants	31.10.17	28.11.17	31.10.17	
1718-365	C	Customer Services	Credit balances on business rates accounts	01.11.17	29.11.17	09.11.17	
1718-366	C	Planning Services	Self-build and Custom Housebuilding	01.11.17	29.11.17	02.11.17	
1718-367	M	Environmental Services	Sampling Data	01.11.17	29.11.17	03.11.17	
1718-368	I	Environmental Services	Welfare Funerals	01.11.17	29.11.17	06.11.17	
1718-369	I	Planning Services	Details of complaints regarding holiday cabin accommodation	02.11.17	30.11.17	01.12.17	
1718-370	I	IT Services	Cloud Computing	02.11.17	30.11.17	05.12.17	
1718-371	I	Community Services	CCTV	03.11.17	01.12.17	06.11.17	
1718-372	C	Derbyshire County Council	Social Care Agency Staff	03.11.17	01.12.17	03.11.17	

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1718-373	C	Not SDDC	Hydrogeological investigation, Barton Quarry, Nr Barton under Needwood	03.11.17	01.12.17	03.11.17 Add info Sent 17.11.17	
1718-374	C	Corporate/ Finance	Leased or owned pool cars	03.11.17	01.12.17	22.11.17	
1718-375	M	Communication Services	Software use for press enquiries, storage, and political interactions	06.11.17	04.12.17	07.11.17	
1718-376	W	Licensing Services	S167 List of Accessible Taxis updated after 6 months	06.11.17	04.12.17	16.11.17	
1718-377	C	Customer Services	Business Rates	06.11.17	04.12.17	09.11.17	
1718-378	C	Housing Services	Right to Buy Homes	06.11.17	04.12.17	07.11.17	
1718-379	O	Property Services	Vacant Commercial Properties	06.11.17	04.12.17	Closed	No clarification received
1718-380	C	Derbyshire County Council	Disability equipment for children	07.11.17	05.12.17	07.11.17	
1718-381	M	Legal and Democratic Services	Electorate by Individual Ward	07.11.17	05.12.17	01.12.17	
1718-382	C	Community Services	Christmas lights switch on	07.11.17	05.12.17	08.11.17	
1718-383	I	IT Services	Incoming constituent communication software	08.11.17	06.12.17	04.12.17	
1718-384	I	Environmental Services	Public health funerals	08.11.17	06.12.17	09.11.17	
1718-385	M	Housing Services	Numbers of young children in temporary accommodation	08.11.17	06.12.17	09.11.17	

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1718-386	I	Derbyshire County Council	Detached Youth Work	09.11.17	07.12.17	09.11.17	
1718-387	W	Environmental Services	Neighbourhood Warden's Code of Conduct	10.11.17	08.12.17	10.11.17	
1718-388	I	Planning Services	Privately owned residential tower blocks	13.11.17	11.12.17	13.11.17	
1718-389	I	Planning Services	Request on Gunby Farm	13.11.17	11.12.17	11.12.17	
1718-390	I	Corporate & DCC	Names & Addresses of Officers	14.11.17	12.12.17	14.11.17	
1718-391	C	Communications	Bidding for public sector contracts	14.11.17	12.12.17	16.11.17	
1718-392	M	Organisational Development	Sexual harassment	14.11.17	12.12.17	21.12.17	
1718-393	M	Housing Services	Demolition & Sales of Social Housing	15.11.17	13.12.17	17.11.17	
1718-394	I	Customer Services	Business Rates	16.11.17	14.12.17	16.11.17	
1718-395	M	Housing Services	Cost of temporary accommodation	17.11.17	15.12.17	11.12.17	
1718-396	C	Organisational Development	Senior/Executive Recruitment	17.11.17	15.12.17	21.12.17	
1718-397	I	Customer Services	Business Rates	17.11.17	15.12.17	22.11.17	Exempt under Section 31(1)(a)
1718-398	I	Environmental Services	Stray Dogs	17.11.17	15.12.17	22.11.17	
1718-399	O	Derbyshire County Council	Employment support for disabled people and people with learning disabilities	17.11.17	15.12.17	17.11.17	
1718-400	C	Derbyshire County Council	LED Street Lighting Contact Details	17.11.17	15.12.17	17.11.17	

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1718-401	C	Customer Services	Business Rates Credit Balances	17.11.17	15.12.17	22.11.17	Exempt under Section 31(1)(a)
1718-402	O	Customer & Environmental Services	Vacant Homes	17.11.17	15.12.17	23.11.17	
1718-403	I	Derbyshire County Council	Forced Marriage	20.11.17	18.12.17	20.11.17	
1718-404	I	Housing Services/Environment	Housing Complaints	20.11.17	18.12.17	22.11.17	
1718-405	P	Housing Services	Homelessness	20.11.17	18.12.17	04.12.17	
1718-406	I	Procurement	Emmaus contracts	21.11.17	19.12.17	04.12.17	
1718-407	C	Planning Services	Planning applications where development is to start between 2015-2020	22.11.17	20.12.17	04.12.17	
1718-408	I	IT Services	IT Procurement & IT Estate	22.11.17	20.12.17	04.12.17	
1718-409	I	Legal & Democratic Services	Vehicles registered as a hackney carriage	22.11.17	20.12.17	12.12.17	
1718-410	C	Procurement & Housing Services	List of Council's suppliers & contractors	24.11.17	22.12.17	11.12.17	
1718-411	I	IT Services	Operating Systems	24.11.17	22.12.17	23.01.18	
1718-412	I	Derbyshire County Council	Parking Tickets	27.11.17	02.01.18	27.11.17	
1718-413	M	Legal & Democratic Services	Complaints of alleged sexual harassment/abuse by a Councillor of the authority rec'd between 01.01.14-27.11.17	27.11.17	02.01.18	28.11.17	

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1718-414	C	Environmental Services/Community Services	Council CCTV Cars	28.11.17	03.01.18	28.11.17	
1718-415	I	Customer Services	Council Tax Reduction or Relief	28.11.17	03.01.18	06.12.17	
1718-416	C	Corporate Services	Contact Check	28.11.17	03.01.18	28.11.17	
1718-417	MP	Planning Services	Self-Build and Custom Housebuilding Act 2015 (as amended)	28.11.17	03.01.18	14.12.17	
1718-418	I	Housing Services	Social Housing Waiting Lists	28.11.17	03.01.18	19.12.17	
1718-419	N	Community Services, Environmental Services, Financial Services	Spend on disposable plastic cutlery and cups	28.11.17	03.01.18		
1718-420	I	Customer Services	Housing Benefit questions	30.11.17	05.01.18	18.12.17	
1718-421	M	Environmental Services	Waste Data Flow	01.12.17	08.01.18	22.12.17	
1718-422	C	Customer Services	Credit Balances (Business Rates Accounts)	01.12.17	08.01.17	01.12.17	Exempt under Section 31(1)(a)
1718-423	C	Env Services, Customer Services, Property Services, Legal & Dem Services	Enforcement/Debt Collection Contracts for Parking Fines, Council Tax, Business Rates, Commercial Rents, High Court Writ	01.12.17	08.01.18	08.01.18	

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1718-424	I	Environmental Services	Welfare Funerals	01.12.17	08.01.18	04.12.17	
1718-425	I	Property Services	Commercial Property Investments	04.12.17	09.01.18	04.12.17	
1718-426	I	Housing Services	Homelessness Reduction Act	04.12.17	09.01.18	05.12.17	
1718-427	C	Corporate Resources, Organisational Dev & Financial Services	Council structure, procurement structure and recruitment spend for senior & executive recruitment services	04.12.17	09.01.18	20.12.17	
1718-428	I	Derby City Council	Highways Act 1980 (as amended) Sect.38	05.12.17	10.01.18	05.12.17	
1718-429	I	Customer Services	NDR from 15.11.17 - 30.11.17	05.12.17	10.01.18	06.12.17	
1718-430	M	Legal & Democratic Services	Sexual Harassment complaints	05.12.17	10.01.18	05.01.18	
1718-431	C	Environmental Services	LCV Fleet	06.12.17	11.01.18	18.12.17	
1718-432	C	Derbyshire County Council	Looked After Children (LAC) Care Teams	06.12.17	11.01.18	06.12.17	
1718-433	C	Economic Development	Event Equipment Hire	06.12.17	11.01.18	08.12.17	
1718-434	I	Customer Services	Commercial properties, rateable values, reliefs	07.12.17	12.01.18	08.01.18	
1718-435	C	Customer Services	Business Rates accounts	07.12.17	12.01.18	08.01.18	
1718-436	I	Derbyshire County Council	School or colleges which have hosted talks to pupils by Narconon	07.12.17	12.01.18	07.12.17	

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1718-437	I	Derbyshire County Council	DoLS – Extra Funding	08.12.17	15.01.18	08.12.17	
1718-438	I	Customer Services	Business Rates	08.12.17	15.01.18	08.01.18	Exempt under Section 31(1)(a)
1718-439	I	I.T & Organisational Development	Employee Count and Scanners	11.12.17	16.01.18	23.01.18	
1718-440	C	Planning Services	Governments Published Standards	11.12.17	16.01.18	05.01.18	
1718-441	I	I.T Services	IT Users & Devices	12.12.17	17.01.18	23.01.18	
1718-442	I	Environmental Services	Waste Operations	13.12.17	18.01.18	14.12.17	
1718-443	C	Property Services	Local Government Estates Strategy	13.12.17	18.01.18	14.12.17	
1718-444	C	Customer Services	Council Tax payment methods and charges	14.12.17	19.01.18	14.12.17	
1718-445	I	Corporate Resources	FOIs, SARs, EIRs etc	14.12.17	19.01.18	09.01.18	
1718-446	M	Legal & Democratic Services	Taxi/PH Licences	14.12.17	19.01.18	18.12.17	
1718-447	M	Customer Services	Bailiff spending	18.12.17	23.01.18	21.12.17	
1718-448	C	Derbyshire County Council	s75 of the National Health Services Act	18.12.17	23.01.18	18.12.17	
1718-449	I	Property Services	Your energy supply	19.12.17	24.01.18	09.01.18	

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1718-450	C	Customer Services	Business Rates Relief Schemes	19.12.17	24.01.18	21.12.17	
1718-451	C	Customer Services	NNDR accounts with credit balances	21.12.17	26.01.18	22.12.17	Exempt under Section 31(1)(a)
1718-452	I	IT Services	Telephony & Networks	22.12.17	29.01.18	06.02.18	
1718-453	I	Customer Services	Business Rates	22.12.17	29.01.18	08.01.18	
1718-454	MP	Housing Services/ Finance Services	Domestic Violence Refuges	02.01.18	30.01.18	18.01.18	
1718-455	C	Customer Services	Credits held on business rates accounts	02.01.18	30.01.18	03.01.18 Clarification sent: 31.01.18	Exempt under Section 31(1)(a)
1718-456	I	Derbyshire County Council	Safety issues in coach based school transportation	02.01.18	30.01.18	02.01.18	
1718-457	C	Customer Services	Credit Balances (Business Rates Accounts)	02.01.18	30.01.18	03.01.18	Exempt under Section 31(1)(a)
1718-458	C	Customer Services	Unclaimed business rate credit balances	02.01.18	30.01.18	03.01.18	Exempt under Section 31(1)(a)
1718-459	M	Organisational Development	Council employees made redundant	02.01.18	30.01.18	04.01.18	

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1718-460	M	Organisational Development/Finance Services	Council spend on agency staff	02.01.18	30.01.18	10.01.18	
1718-461	C	Derbyshire County Council	Penalty Charge Notices	03.01.18	31.01.18	03.01.18	
1718-462	I	Housing Services	Homeless reconnection	03.01.18	31.01.18	03.01.18	
1718-463	C	Derbyshire County Council	Blue Badge Approvals	03.01.18	31.01.18	03.01.18	
1718-464	I	Housing Services	Housing Associations – Council nominations for accommodation	03.01.18	31.01.18	04.01.18	
1718-465	C	Environmental Services	Compulsory microchipping of dogs	03.01.18	31.01.18	03.01.18	
1718-466	O	Planning Services	S.106 agreement questions	03.01.18	31.01.18	05.01.18	
1718-467	I	Organisational Development	Structure chart for the Council	04.01.18	01.02.18	04.01.18	
1718-468	I	Planning Services	Housing Delivery Test	05.01.18	02.02.18	05.02.18	
1718-469	M	Legal & Democratic Services	Sex Establishment Licences	05.01.18	02.02.18	09.01.18	
1718-470	I	Derbyshire County Council	Christmas Day Parking Fines	05.01.18	02.02.18	05.01.18	
1718-471	M	Housing Services	Bed & Breakfast Accommodation	05.01.18	02.02.18	18.01.18	
1718-472	C	Housing Services	Disabled Facilities Grants	05.01.18	02.02.18	02.02.18	
1718-473	I	Environmental Services	Contaminated Land Register	08.01.18	05.02.18	08.01.18	
1718-474	W	Environmental Services	Use of Body Worn Video	08.01.18	05.02.18	08.01.18	

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1718-475	I	Housing Services	Homeless Hostels Beds	08.01.18	05.02.18	18.01.18	
1718-476	I	Legal & Democratic Services	Dangerous Animal Licences	08.01.18	05.02.18	09.01.18	
1718-477	C	Customer Services	Credit List Request – Council Tax	08.01.18	05.02.18	16.01.18	Exempt under Section 31(1)(a)
1718-478	C	Customer Services	Credit List Request - Business Rates	09.01.18	06.02.18	09.01.18	Exempt under Section 31(1)(a)
1718-479	I	Derbyshire County Council	Library books	10.01.18	07.02.18	10.01.18	
1718-480	I	IT Services	Mobile Phones	10.01.18	07.02.18	21.02.18	
1718-481	C	Housing Services	Housing Management Software	09.01.18	06.02.18	11.01.18	
1718-482	I	Environmental Services	Private landlords	11.01.18	08.02.18	29.01.18	
1718-483	W	Customer Services	Complete Non-Residential/Business Property Rates Data	11.01.18	08.02.18	15.01.18	
1718-484	C	Housing Services	Homeless Young People	11.01.18	08.02.18	29.01.18	
1718-485	O	Legal & Democratic Services	Housing Allocation Policy – which Committee & cycle of meetings	11.01.18	08.02.18	31.01.18	
1718-486	I	Customer Services	Business Rates	12.01.18	09.02.18	15.01.18	
1718-487	I	IT Services	Data & Cyber Security	15.01.18	12.02.18	08.03.18	
1718-488	I	Environmental Health	Welfare Funerals	15.01.18	12.02.18	15.01.18	

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1718-489	C	Property Services	Unoccupied Council Buildings	15.01.18	12.02.18	05.02.18	
1718-490	M	Customer Services	Housing Benefit for Corporate Landlords	15.01.18	12.02.18	16.01.18	
1718-491	W	Environmental Services	Fleet & Maintenance of Vehicles	15.01.18	12.02.18	16.01.18	
1718-492	C	Customer Services	Business Rates	16.01.18	13.02.18	16.01.18	
1718-493	C	Environmental Services	Food hygiene inspections/Health & Safety inspections	17.01.18	14.02.18	22.01.18	
1718-494	C	Planning Services	Village Care Centre, Richmond Care Villages Holding Ltd	17.01.18	14.02.18	09.02.18	
1718-495	C	Customer Services	Business Rates Accounts in credit	18.01.18	15.02.18	29.01.18	Exempt under Section 31(1)(a)
1718-496	C	Housing Services	Local Housing Company	18.01.18	15.02.18	18.01.18	
1718-497	I	Customer Services	NNDR accounts in credit	18.01.18	15.02.18	24.01.18	Exempt under Section 31(1)(a)
1718-498	C	Planning Services	Use of Section 203 of the Housing and Planning Act 2016	19.01.18	16.02.18	13.02.18	
1718-499	I	Environmental Services	Shisha cafe numbers & enforcement action	22.01.18	19.02.18	22.01.18	
1718-500	C	Customer Services	Business Rates	22.01.18	19.02.18	24.01.18	Exempt under Section 31(1)(a)

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1718-501	C	Derbyshire County Council	Term time holiday fines	22.01.18	19.02.18	22.01.18	
1718-502	O	Community Services	Non payment of FPNs issued under ASB, Crime & Policing Act ASB measures	22.01.18	19.02.18	26.01.18	
1718-503	I	Customer Services/ Communications	Customer Contact	23.01.18	20.02.18	31.01.18	
1718-504	W	Housing Services	Evictions and out of area rehousing of council tenants affected by welfare reform	23.01.18	20.02.18	09.02.18	
1718-505	I	Derbyshire County Council	Direct payment recipients	24.01.18	21.02.18	24.01.18	
1718-506	I	Customer Services	Commercial Properties	24.01.18	21.02.18	31.01.18	
1718-507	O	Planning Services	Telecommunications Masts	24.01.18	21.02.18	25.01.18	
1718-508	O	Property Services	Energy Supply	24.01.18	21.02.18	31.01.18	
1718-509	O	Environmental Services	Pest Control Services	25.01.18	22.02.18	13.02.18	
1718-510	I	Communications	Social Media	25.01.18	22.02.18	26.01.18	
1718-511	I	Environmental Services	Food hygiene/safety inspection report of the Buckley Bakehouse, Swadlincote	25.01.18	22.02.18	15.02.18	
1718-512	I	Cultural Services	Hiring of celebrities	25.01.18	22.02.18	26.01.18	
1718-513	C	Housing Services	List of subcontractors, suppliers, consultants and telephone numbers involved in Housing Improvement Framework	25.01.18	22.02.18	13.02.18	
1718-514	C	Derbyshire County Council	Deputyship Teams	25.01.18	22.02.18	25.01.18	

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1718-515	N	Derbyshire County Council	S74 fines for utility works that overrun	26.01.18	23.02.18	26.01.18	
1718-516	C	Finance Services	Financial Resilience Review from CIPFA	29.01.18	26.02.18	31.01.18	
1718-517	I	Planning Services	Number of D1 planning applications received in last 5 years	29.01.18	26.02.18	06.03.19	
1718-518	I	Housing Services	Illegal subletting	29.01.18	26.02.18	05.02.18	
1718-519	W	Planning Services	Information related to land at Heathtop re; 9/2017/1082	29.01.18	26.02.18	06.03.19	
1718-520	I	Environmental Services	Contact details for manager of the team responsible for the Council's licensing of Houses in Multiple Occupation	29.01.18	26.02.18	29.01.18	
1718-521	C	Derbyshire County Council	Good Friday and Easter Monday parking fines	29.01.18	26.02.18	30.01.18	
1718-522	I	Communications	Social Media	30.01.18	27.02.18	31.01.18	
1718-523	I	Community Services	Stenson Fields Community Centre	30.01.18	27.02.18	01.02.18	
1718-524	C	Organisational Development	Contact details re Health & Safety aspects within the Council	30.01.18	27.02.18	31.01.18	
1718-525	C	Customer Services	Business Rates	30.01.18	27.02.18	01.02.18	Exempt under Section 31(1)(a)
1718-526	O	Property Services	Community Asset Transfer	31.01.18	28.02.18	21.02.18	
1718-527	I	Planning Services	Planning consultations with the Environment Agency	31.01.18	28.02.18	02.02.18	
1718-528	N	Environmental Services	Food poisoning complaints at US owned fast food chains	31.01.18	28.02.18	01.02.18	
1718-529	I	Environmental Services	Welfare Funerals	01.02.18	01.03.18	01.02.18	

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1718-530	C	Customer Services	Business Rates	01.02.18	01.03.18	01.02.18	Exempt under Section 31(1)(a)
1718-531	M	Derbyshire County Council	Potholes	01.02.18	01.03.18	01.02.18	
1718-532	M	Housing Services	Agent water charges	02.02.18	02.03.18	02.02.18	
1718-533	W	Legal & Democratic Services	Registered third parties	02.02.18	02.03.18	23.03.18	
1718-534	O	Derbyshire County Council	Disability related expenses	05.02.18	05.03.18	05.02.18	
1718-535	N	Planning Services/Financial Services	Section 106 Planning Agreements	05.02.18	05.03.18	08.02.18	
1718-536	C	Environmental Services	Food Hygiene Ratings	05.02.18	05.03.18	12.02.18	
1718-537	M	Cultural Services	Ash Die Back	05.02.18	05.03.18	06.02.18	
1718-538	I	Customer Services	Payment Solutions (Income Management and Cash Receipting)	05.02.18	05.03.18	15.03.18	
1718-539	C	Customer Services	Business Rates	05.02.18	05.03.18	08.02.18	
1718-540	C	Customer Services	Business Rates	05.02.18	05.03.18	06.02.18	Exempt under Section 31(1)(a)
1718-541	W	IT Services	Paper costs	06.02.18	06.03.18		
1718-542	I	Environmental Services	Cleaning of dog waste cost	06.02.18	06.03.18	08.02.18	

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1718-543	M	Legal & Democratic Services	How many drivers did your authority give a private hire licence to that applied with a Sheffield postcode	06.02.18	06.03.18	06.02.18	
1718-544	M	Environmental Services	Welfare Funerals	06.02.18	06.03.18	07.02.18	
1718-545	I	Planning Services	Correspondence re new non-natural hedges	02.02.18	02.03.18	26.02.18	
1718-546	I	Corporate Services	Email correspondence concerning Section 114	07.02.17	07.03.18	26.02.18	
1718-547	C	Derbyshire County Council	IT support to schools	07.02.18	07.03.18	07.02.18	
1718-548	I	Planning Services	Planning applications and building works requiring signing off by Building Control	07.02.18	07.03.18	20.02.18	
1718-549	I	Planning Services	Planning Application 9/2016/0225	07.02.18	07.03.18	28.02.18	
1718-550	I	Legal & Democratic Services	Hackney carriage licensing requirements	08.02.18	08.03.18	08.02.18	
1718-551	I	Environmental Services	Welfare funerals	08.02.18	08.03.18	12.02.18	
1718-552	I	Legal & Democratic Services	Animal boarding establishments	08.02.18	08.03.18	09.02.18	
1718-553	M	Legal & Democratic Services	Licences to alcohol delivery services	08.02.18	08.03.18	09.02.18	
1718-554	I	Customer Services	Business Rates	09.02.18	09.03.18	09.02.18	
1718-555	N	Derbyshire County Council	Women's Refuge	09.02.18	09.03.18	09.02.18	

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1718-556	M	Environmental Health	Sunbed Operators	09.02.18	09.03.18	23.02.18	
1718-557	I	Customer Services	Business Rates Credit Balances	12.02.18	12.03.18	12.02.18	Exempt under Section 31(1)(a)
1718-558	P	Derbyshire County Council	Children being taken on term-time holidays without school permission	12.02.18	12.03.18	12.02.18	
1718-559	I	Corporate Services	Cladding on tower blocks	13.02.18	13.03.18	13.02.18	
1718-560	N	Environmental Services	Unstunned meat	13.02.18	13.03.18	13.02.18	
1718-561	C	Customer Services/ Financial Services/ IT Services	Revs & Bens contacts, printing suppliers, systems, documents, postage, mail solutions	13.02.18	13.03.18	09.03.18	
1718-562	I	Financial Services	Statement of Accounts	14.02.18	14.03.18	21.02.18	
1718-563	I	Planning Services	Planning permission for ANPR cameras at the Ibis Hotel, Willington	14.02.18	14.03.18	08.03.18	
1718-564	I	Planning Services	Lawful advertising consent re parking eye ANPR cameras and/or signage at the Ibis Hotel, Willington	14.02.18	14.03.18	08.03.18	
1718-565	M	Planning Services	Affordable housing	15.02.18	15.03.18	05.03.18	

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1718-566	I	Housing Services	Social Housing Repairs and Maintenance	15.02.18	15.03.18	27.03.18	Part response to Sections 3 & 5. No clarification received - FOI closed
1718-567	O	Environmental Services	Food Hygiene Ratings during January 2018	15.02.18	15.03.18	07.03.18	
1718-568	C	Environmental Services	Spend on Environmental Containers in 2017	15.02.18	15.03.18	21.02.18	
1718-569	O	Legal & Democratic Services	House to house collection license	16.02.18	16.03.18	07.03.18	
1718-570	N	Environmental Services	Housing Act prosecutions and penalties	16.02.18	16.03.18	16.02.18	
1718-571	O	Housing Services	Wheelchair accessible housing	16.02.18	16.03.18	01.03.18	
1718-572	C	Customer Services	NNDR Data Request	16.02.18	16.03.18	07.03.18	
1718-573	I	Financial Services	Recent insurance claims	19.02.18	19.03.18	12.03.18	
1718-574	I	Financial Services	Insurance Provision	19.02.18	19.03.18	12.03.18	
1718-575	C	Customer Services	Council Tax	19.02.18	19.03.18	07.03.18	
1718-576	N	Community Services	Burials	19.02.18	19.03.18	06.03.18	
1718-577	M	Derbyshire County Council	People in care	19.02.18	19.03.18	19.02.18	

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1718-578	C	Derbyshire County Council	Parental awareness on the risks of cannabis	19.02.18	19.03.18	19.02.18	
1718-579	C	Environmental Services	Compulsory microchipping of dogs	20.02.18	20.03.18	22.02.18	
1718-580	O	Housing Services	Rough sleeping outreach services	20.02.18	20.03.18	01.03.18	
1718-581	C	Environmental Services/Housing Services/Financial Services	Local Authority car fleets	20.02.18	20.03.18	27.02.18	
1718-582	I	Customer Services	Business Rates	21.02.18	21.03.18	07.03.18	
1718-583	I	Community Services	Domestic homicide reviews	22.02.18	22.03.18	15.03.18	
1718-584	I	Customer Services	Business Rates	22.02.18	22.03.18	07.03.18	Partial Exemption under Section 31(1)(a)
1718-585	C	Customer Services	Business Rates	22.02.18	22.03.18	07.03.18	
1718-586	I	Organisational Development/ Env Services	Contact details	23.02.18	23.03.18	23.02.18	
1718-587	O	Organisational Devpt	Emergency Service Workers/Council Staff	23.02.18	23.03.18	01.03.18	
1718-588	I	Housing Services	Flexible Homelessness Support Grant	26.02.18	26.03.18	02.03.18	
1718-589	W	Derbyshire County Council	Pothole damage claims	26.02.18	26.03.18	26.02.18	
1718-590	I	Environmental Services	Camera thefts	26.02.18	26.03.18	26.02.18	

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1718-591	I	Housing Services	Poverty Prevention Measures	26.02.18	26.03.18	09.03.18	
1718-592	C	Derbyshire County Council	Contracts operated under a permit – Community Transport	27.02.18	27.03.18	27.02.18	
1718-593	I	Customer Services	Business Rates	27.02.18	27.03.18	07.03.18	
1718-594	I	IT Services	Hardware Maintenance Contracts	28.02.18	28.03.18	09.05.18	
1718-595	C	Finance Services	Flights within our organization	28.02.18	28.03.18	01.03.18	
1718-596	I	Housing Services	Housebuilding	28.02.18	28.03.18	13.03.18	
1718-597	I	Housing Services	Homelessness prevention	28.02.18	28.03.18		
1718-598	I	Derbyshire County Council	Independent Living Fund	28.02.18	28.03.18	28.02.18	
1718-599	C	Customer Services	Council Tax Support/Reduction	28.02.18	28.03.18	06.03.18	
1718-600	C	Customer Services	Business Rates	01.03.18	29.03.18	02.03.18	Exempt under Section 31(1)(a)
1718-601	I	Environmental Services	Public Health Funerals	01.03.18	29.03.18	02.03.18	
1718-602	I	Derbyshire County Council	Meals on wheels	01.03.18	29.03.18	01.03.18	
1718-603	C	Legal & Democratic Services	Taxi Licensing	01.03.18	29.03.18	07.03.18	
1718-604	I	Cultural Services	Maintaining war memorials	01.03.18	29.03.18	02.03.18	
1718-605	O	Legal & Democratic Services	Licensed horse riding establishments	01.03.18	29.03.18	07.03.18	
1718-606	I	Environmental Services	Welfare Funerals	02.03.18	03.04.18	02.03.18	

South Derbyshire District Council  
Freedom of Information Requests  
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1718-607	N	Finance Services	2009/10 or 2010/11 Statement of Accounts	02.03.18	03.04.18	07.03.18	
1718-608	I	Derbyshire County Council	Spend on alcohol & drug services	02.03.18	03.04.18	02.03.18	
1718-609	I	Community Services	Sports Facilities	02.03.18	03.04.18	23.03.18	
1718-610	I	Derbyshire County Council	Libraries	02.03.18	03.04.18	02.03.18	
1718-611	I	Planning Services	Homes for affordable rent	02.03.18	03.04.18	02.03.18	
1718-612	I	Derbyshire County Council	Parking fines	02.03.18	03.04.18	02.03.18	
1718-613	I	Housing Services	Rough sleeper deaths	05.03.18	04.04.18	05.03.18	
1718-614	I	Derbyshire County Council	Home Education	05.03.18	04.04.18	05.03.18	
1718-615	C	Corporate Services	Names & emails addresses for Heads of Departments	05.03.18	04.04.18	05.03.18	
1718-616	N	Environmental Services	Private rental tenants	05.03.18	04.04.18	14.03.18	
1718-617	I	Property Services	Public Toilets	05.03.18	04.04.18	23.03.18	
1718-618	I	Derbyshire County Council	Street lighting	05.03.18	04.04.18	06.03.18	
1718-619	W	Organisational Development	Diversity of Employees	06.03.18	05.04.18		
1718-620	C	Legal & Democratic Services	Animal Boarding	06.03.18	05.04.18	08.03.18	

South Derbyshire District Council  
Freedom of Information Requests  
1 October 2017– 31 March 2018

1718-621	I	Customer Services	Business Rates	07.03.18	06.04.18	07.03.18	Exempt under Section 31(1)(a)
1718-622	I	Environmental Services	Pest Control	08.03.18	09.04.18	08.03.18	
1718-623	C	Corporate Services	Outsourcing Contracts	08.03.18	09.04.18	09.03.18	
1718-624	I	IT Services	IT Contracts	09.03.18	10.04.18	09.05.18	
1718-625	C	Finance Services	Payment terms with suppliers	09.03.18	10.04.18	10.04.18	
1718-626	C	Customer Services	Business Rates	09.03.18	10.04.18	12.03.18	
1718-627	I	Cultural Services	Management of Public Parks	09.03.18	10.04.18	29.03.18	
1718-628	O	Customer Services	Enforcement Agent Information	09.03.18	10.04.18	13.03.18	
1718-629	I	IT Services	Access to services through digital channels	09.03.18	10.04.18	10.05.18	
1718-630	C	Customer Services	Business Rates	09.03.18	10.04.18	12.03.18	
1718-631	I	Property Services	Energy Management Systems	12.03.18	11.04.18	29.03.18	
1718-632	I	Cultural Services	Children's Play Areas	12.03.18	11.04.18	10.04.18	
1718-633	I	Derbyshire County Council	Pot holes	12.03.18	11.04.18	12.03.18	
1718-634	I	Customer Services	House price banding for Council Tax	12.03.18	11.04.18	13.03.18	
1718-635	O	Customer Services	Council Tax Support schemes	12.03.18	11.04.18	14.03.18	
1718-636	I	Customer Services	Social Tenancy Frauds	13.03.18	12.04.18	14.03.18	

South Derbyshire District Council  
Freedom of Information Requests  
1 October 2017– 31 March 2018

1718-637	I	Environmental Services	Street Cleaning	13.03.18	12.04.18	11.04.18	
1718-638	O	Housing Services	Cladding	13.03.18	12.04.18	13.03.18	
1718-639	C	Environmental Services	Welfare Funerals	13.03.18	12.04.18	14.03.18	
1718-640	I	Derbyshire County Council	Health Visitors	14.03.18	13.04.18	14.03.18	
1718-641	W	Housing Services	Rehousing out of area	14.03.18	13.04.18	19.04.18	
1718-642	C	Corporate Services	Resident Parking Permits	14.03.18	13.04.18	15.03.18	
1718-643	I	Environmental Services	Refuse Collection	15.03.18	16.04.18	20.03.18	
1718-644	I	Derbyshire County Council	Community Centres	15.03.18	16.04.18	15.03.18	
1718-645	I	Derbyshire County Council	Youth Services	15.03.18	16.04.18	15.03.18	
1718-646	I	Community Services	Public Space Protection Order	15.03.18	16.04.18	15.03.18	
1718-647	I	Customer Services	How many houses in Castle Gresley	15.03.18	16.04.18	19.03.18	
1718-648	I	Environmental Services	Recycling	15.03.18	16.04.18	20.03.18	
1718-649	I	Customer Services	Business Rates	15.03.18	16.04.18	03.04.18	
1718-650	I	Derbyshire County Council	Children transferred to the UK under the Dublin III Regulation	16.03.18	17.04.18	16.03.18	
1718-651	I	Community Services	CCTV Cameras	19.03.18	18.04.18	29.03.18	
1718-652	I	Derbyshire County Council	Care Leavers	19.03.18	18.04.18	19.03.18	

South Derbyshire District Council  
Freedom of Information Requests  
1 October 2017– 31 March 2018

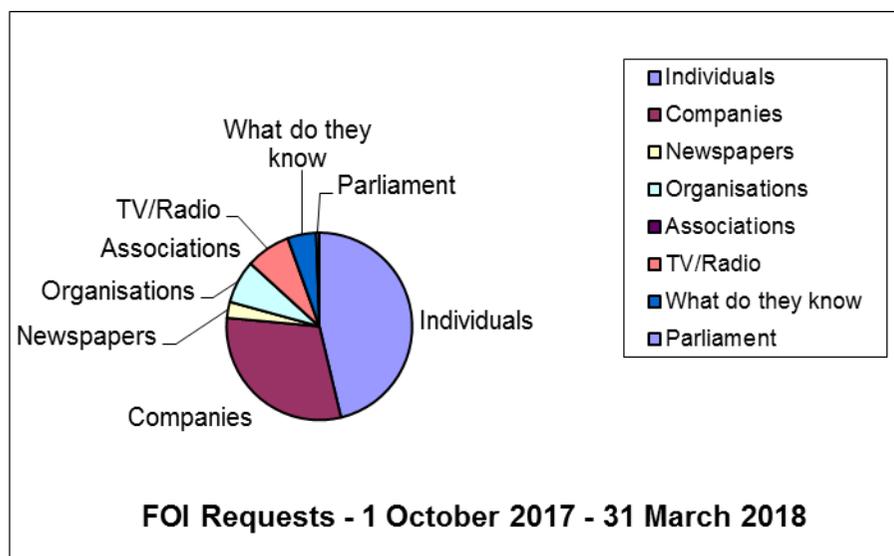
1718-653	C	IT Services	ICT department information	19.03.18	18.04.18	10.05.18	
1718-654	I	Housing Services	Vacant Council owned housing	20.03.18	19.04.18	13.04.18	
1718-655	I	Housing Services	Syrian Vulnerable Persons Resettlement Scheme (VPRS)	20.03.18	19.04.18	20.03.18	
1718-656	N	Corporate Services	Council's CEO pay and Council Tax increase	20.03.18	19.04.18	N/A	Not FOI
1718-657	C	Housing Services	Non-traditional housing stock	21.03.18	20.04.18	28.03.18	
1718-658	C	Customer Services	Live unclaimed credit balances on business rates accounts	22.03.18	23.04.18	03.04.18	Exempt under Section 31(1)(a)
1718-659	O	Derbyshire County Council	School properties/buildings	22.03.18	23.04.18	23.03.18	
1718-660	I	Organisational Devpt/ Financial Services	Staffing structures and total spend on temporary/interim staff	23.03.18	24.04.18	17.04.18	
1718-661	O	Derbyshire County Council	Provision of antenatal education classes	23.03.18	24.04.18	26.03.18	
1718-662	I	Customer Services	Business Rates	26.03.18	25.04.18	03.04.18	
1718-663	I	Community Services	Public Space Protection Order	26.03.18	25.04.18	19.04.18	
1718-664	I	Environmental Services	Release of air quality readings taken during recent fire incident on the fields of Blakelow Farm, Hilton	26.03.18	25.04.18	25.04.18	
1718-665	M	Housing Services	Fire door tests	26.03.18	25.04.18	03.04.18	
1718-666	I	Housing Services	Homeless applications	26.03.18	25.04.18	23.04.18	
1718-667	I	Housing Services	Temporary accommodation and homelessness outreach	26.03.18	25.04.18	01.05.18	

South Derbyshire District Council  
Freedom of Information Requests  
1 October 2017– 31 March 2018

1718-668	O	Community Services	Public Space Protection Order	27.03.18	26.04.18	28.03.18	
1718-669	I	Housing Services	Fire Risk Assessments for Tower Blocks	27.03.18	26.04.18	03.04.18	
1718-670	I	Legal & Democratic Services	Contact details for the manager responsible for taxi licensing	27.03.18	26.04.18	28.03.18	
1718-671	I	Derbyshire County Council	Illegal/unregistered/supplementary schools	28.03.18	27.04.18	28.03.18	
1718-672	I	Derbyshire County Council	Diagnosis of Dyslexia in children	28.03.18	27.04.18	28.03.18	
1718-673	C	Housing Services	Help for first time buyers	28.03.18	27.04.18	13.04.18	
1718-674	I	Environmental Health	Welfare Funerals	28.03.18	27.04.18	28.03.18	

**Breakdown of Freedom of Information requests for second 6 months of 2017/18**

Individuals	167	361	46%
Companies	109	361	30%
Newspapers	10	361	3%
Organisations	27	361	7%
Associations	0	361	0%
TV/Radio	28	361	8%
What do they know	18	361	5%
Parliament	2	361	1%
	361	361	100%



Individuals =

Organisations =

What do they know =

Those sent to individual e-mail address, although probably sent on behalf of a company

Big Brother Watch, Tax Payers Alliance, Unison, Naturewatch, Guide Dogs for the Blind, etc

Website set up especially for making FOI requests





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<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 15</b>
<b>DATE OF MEETING:</b>	<b>14<sup>th</sup> JUNE 2018</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>DIRECTOR OF FINANCE AND CORPORATE SERVICES</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>KEVIN STACKHOUSE (EXT 5811)</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>COMMITTEE WORK PROGRAMME</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: G</b>

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## **1.0 Recommendations**

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

## **2.0 Purpose of Report**

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

## **3.0 Detail**

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

## **4.0 Financial Implications**

4.1 None arising directly from this report.

## **5.0 Background Papers**

5.1 Work Programme.

**Finance and Management Committee – 14<sup>th</sup> June 2018  
Work Programme**

<b>Work Programme Area</b>	<b>Date of Committee meetings</b>	<b>Contact Officer (Contact details)</b>
<b>Reports Previously Considered By Last 3 Committees</b>		
Discretionary Business Rates Revaluation Relief Scheme	15 <sup>th</sup> February 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Council Tax Premium on Long-Term Empty Properties	15 <sup>th</sup> February 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Environmental Education Service: Service Development Proposal	15 <sup>th</sup> February 2018	Kate Allies Environmental Development Manager (01283) 535039
Treasury Management Strategy 2018/19 and Prudential Indicators 2018/19	15 <sup>th</sup> February 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Final Budget Proposals 2018/2019 and Financial Plan to 2023	15 <sup>th</sup> February 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Corporate Plan 2016-21: Performance Report (1 October – 31 December 2017)	15 <sup>th</sup> March 2018	Keith Bull Head of Communications (01283) 598705

Budget and Financial Monitoring 2017/18	15 <sup>th</sup> March 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Street Scene Resources and Improvements	15 <sup>th</sup> March 2018	Adrian Lowery Direct Services Manager (01283) 595764
Swadlincote Tourist Information Centre	15 <sup>th</sup> March 2018	Mike Roylance Economic Development Manager (01283) 595725
Application for European Structural and Investment Funds	15 <sup>th</sup> March 2018	Mike Roylance Economic Development Manager (01283) 595725
100% Business Rates Retention	3 <sup>rd</sup> May 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
<b>Provisional Programme of Reports to be considered by Committee</b>		
Corporate Plan 2016-21: Performance Report (1 January – 31 March 2018)	14 <sup>th</sup> June 2018	Keith Bull Head of Communications (01283) 598705
Service Plans	14 <sup>th</sup> June 2018	Keith Bull Head of Communications (01283) 598705

Annual Equalities and Safeguarding Report 2017/18	14 <sup>th</sup> June 2018	Keith Bull Head of Communications (01283) 598705
Annual Health and Safety Report 2017/18	14 <sup>th</sup> June 2018	Tony Guest Health and Safety Officer (01283) 595872
Sickness Absence 2017/18	14 <sup>th</sup> June 2018	David Clamp Head of Organisational Development (01283) 595729
Annual Consultation Report 2017/18	14 <sup>th</sup> June 2018	Keith Bull Head of Communications (01283) 598705
Annual Communications Report 2017/18	14 <sup>th</sup> June 2018	Keith Bull Head of Communications (01283) 598705
Compliments, Complaints and Freedom of Information Requests October 2017 to March 2018	14 <sup>th</sup> June 2018	Kevin Stackhouse Strategic Director Corporate Resources (01283) 595811
Final Budget Out-turn 2017/18	26 <sup>th</sup> July 2018	Kevin Stackhouse Strategic Director Corporate Resources (01283) 595811
Treasury Management Annual Report 2017/18	26 <sup>th</sup> July 2018	Kevin Stackhouse Strategic Director Corporate Resources (01283) 595811

Annual Accounts and Financial Statements 2017/18	26 <sup>th</sup> July 2018	Kevin Stackhouse Strategic Director Corporate Resources (01283) 595811
Annual Training and Development Report 2017/18	26 <sup>th</sup> July 2018	Loyd Baker Service Lead HR and Training (01283) 228770
Corporate Plan 2016-21: Performance Report (1 April 2018 – 30 June 2018)	30 <sup>th</sup> August 2018	Keith Bull Head of Communications (01283) 598705
Budget and Financial Monitoring 2018/19	30 <sup>th</sup> August 2018	Kevin Stackhouse Strategic Director (Corporate Resources) (01283) 595811
Data Quality Strategy and Annual Report 2017/18	30 <sup>th</sup> August 2018	Keith Bull Head of Communications (01283) 598705