Ref.	Critical Success Factor	Development Services Contribution	Target	Division
9	Achieve at least 50% of targets set for Best Value and Audit Commission performance indicators	Achieve all locally set targets in 2001 and 2002	Mar 02 Mar 03	ALL
9	Improve performance in the areas where the Government has set national standards and targets	Achieve all national targets by 2005 at the latest	Mar 05	ALL
9	Obtain a satisfactory and unqualified report on the Best Value Performance Plan		Mar 02 Mar 03	P&BV

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Departmental Key Tasks

Ref.	Task	Proposed Actions	Target	Division
	Produce the new Local Plan	➤ Prepare and publish 1st deposit Local Plan	Nov 01	Planning
		➤ Consult and finalise plan for Public Enquiry	July 02	
	Deliver Development Control Best Value Implementation Plan	➤ Various	Varied	Planning
	Progress major capital projects	➤ Support Sharpe's Pottery Heritage Project		Planning
		➤ Support Etwall Leisure Centre Project		Tech. Services
		➤ Develop Maurice Lea Park Scheme		Tech. Services
	Deliver "Cleansing the Environment" Best Value Implementation Plan	➤ Various	Varied	Tech. Services
	Deliver Vision for Swadlincote Woodland Urban Forest park	➤ Develop and implement partnership arrangements to manage site	Apr 02	Tech. Services
	Leisure Services Best Value Review	➤ Undertake review in conjunction with others both inside and outside the Council	Mar 03	Tech. Services
	Planning Services Best Value Review	➤ Undertake review	Mar 03	Planning
	Car Parking Best Value Review	➤ Undertake review	Mar 02	Tech. Services
	Provide a reliable and responsive Refuse, Cleansing and Grounds Maintenance service	➤ Deliver continuous improvements required by Best Value	Mar 02	Tech. Services
	Provide a Planning and Building Regulation service which balances community and customer needs	➤ Deliver continuous improvements required by Best Value	Mar 02	Planning
	Work with partners to develop the Leisure and Recreational facilities to meet customer needs	➤ Monitor service delivery and develop partnership proposals to improve service	Mar 02	Tech. Services

6.0 Staffing structure and work organisation

6.1 The department is divided into 3 divisions, Planning Services, Technical Services and Policy & Best Value. All staff are funded through the General Fund and an organisation chart is attached at Annexe A.

6.2 The establishment in each of the divisions is:

Technical Services
- Technical / Professional   11
- Administrative / Customer Service   6
- Manual / Craft   45

Planning Services
- Technical / Professional   19
- Administrative / Customer Service   6

Policy and Best Value
- Technical / Professional   3

6.3 There is a range of different professional disciplines involved in delivering the services described and there are many areas where staff are in small teams or working as individuals. This leads to situations where absences for leave, sickness or vacancies can cause difficulties with service delivery. Equally there are small teams where there is a need to cover a wide range of issues and there is no scope for individual specialisms.

6.4 A majority of the services delivered were subject to the CCT regulations. They are now managed either by a contract with the private sector (Sports and Leisure Management – Green Bank Leisure Centre, Market Initiatives Limited – Swadlincote Market) or an "soft split" in house provision where the service specification is based on the original CCT contract.

6.5 Some admin support is available from Support Services, but in practice, technical or dedicated support staff (e.g. typing letters, filing, inputting timesheets etc) undertake most work.

7.0 Expenditure (2001/02)

Revenue Spending

7.1 Divisional Service Plans detail the revenue spending controlled by the Development Services Department. The summarised information is shown in the table below.

Committee Spending

DEVELOPMENT SERVICES	Gross Spending	Income	Net Spending
Planning	1,150,230	547,550	602,680
Technical Services	3,867,940	906,210	2,961,730
Total Committee Costs	5,018,170	1,453,790	3,564,410

Central Departmental Costs – recharged to committees

DEVELOPMENT SERVICES	Gross Spending	Income	Net Spending
Policy & Best Value	156,060	-	156,060
Planning	1,043,910	-	1,043,910
Technical Services	712,300	-	712,300
Total Committee Costs	1,912,270	-	1,912,270

Capital Expenditure

7.2 The capital programme includes the following items in 2001/2 which are included in divisional service plans.

Provide new Play Equipment and Safety Surfacing	£30,000
Plant Refurbishment – Green bank Leisure Centre	£20,000

7.3 A number of major schemes are under development which will be significantly funded by external partnership finance but may require money from the Council's capital programme

Scheme	Total cost	Timescale	Council Contribution
Etwall Leisure Centre	£3m	2004	£250k
Maurice Lea Park Refurbishment	£500k	2002	£10k p.a. Revenue from 2007
Sharpe's Pottery Resource Centre	£1m	2001/2	Capital already made Revenue £20k p.a. from 2002

FINANCE & IT DEPARTMENT

DEPARTMENTAL PLAN 2002

1. SERVICE DESCRIPTION

1.1 The Department is managed by the Chief Finance Officer, who is the Councils statutory Section 151 Officer. This means he has overall responsibility for advising the Council on all finance matters and in particular a financial strategy, which ensures the Council keeps its spending within available resources. In addition he must also ensure that proper arrangements are in place to protect against fraud and financial irregularity.

1.2 The department provides a range of general administrative finance and IT support services across the Council. It is divided into four main divisions as follows:

Financial Services

☐ **Accountancy Services** – maintaining the Council's accounts, monitoring council spending to ensure it remains within budget, budget preparation plus provision of general financial advice to budget holders.

☐ **Exchequer Services** – payments (staff and creditors) and income collection (general debts) plus financial advice on risk management, treasury management and VAT matters.

Revenues Services

☐ **Tax Collection** – maintain Council Tax accounts and recover sums outstanding for both Council Tax and National Non Domestic Rate.

☐ **Benefit Administration** – administration of housing benefits across the district

☐ **Cash Office** – collection and processing of cash payments received at Council Offices plus administration of Concessionary Fares scheme.

Internal Audit

☐ Review core controls in key financial systems and across all other council activities in line with the audit plan. Investigate fraud/financial irregularity. Enforce and keep under review financial regulations.

IT & Customer Services

- **IT Services** – implement council IT strategy. Maintain and develop existing IT systems, including council web-site. Maintain council network and hardware, software that staff operate on that network. Advice on enhancing the use of IT.
- **Customer Services** – secretarial support, post handling, general administrative support to all staff. Internal Printing unit and central reception desk.

Other Services (miscellaneous budgets managed by Finance & IT

- **Outside organisations** – concurrent functions provided by parish councils, grant to Trident Housing Associations, Meals on Wheels contract with County Council.
- **Corporate Management** – central costs e.g. corporate management team

1.3 Most Services are provided to a wide range of internal customers. In the case of revenues and benefits all customers are external. Indeed this service has the most external customers of any service delivered by the Council.

1.4 The table below shows the strategies for which this department is responsible.

Strategy	*	Date	Review Period	Next Review
Financial Strategy	D	Aug 2001	Annual	July 2002
Capital Strategy	S	July 2001	Annual	July 2002
Anti-fraud and corruption strategy – including prosecution policy	D	Mar 2001	2 Years	Mar 2003
Treasury Management Policy Statement	S	Aug 2001	Annual	Aug 2002
Financial Regulations	S	Dec 2001	3 Years	Dec 2004
IT Strategy	D	Jan 2001	Annual	Jan 2002
Implementing E-Government (IEG) Statement	S	July 2001	Annual	July 2002

* denotes whether plan is Statutory (S) or Discretionary (D)

1.5 In addition to the above strategies, this department also prepares and co-ordinates the annual council capital and revenue budgets. The Internal Audit Section also produces an Audit Plan on an annual basis.

2. PURPOSE

Guiding Principles

2.1 In its Corporate Plan the Council sets out a range of overarching guiding principles. The following paragraph gives examples of how the Finance and IT Department will contribute to these guiding principles in a number of ways as follows:-

❖ Ensuring that people can understand easily the financial consequences of decisions that are being taken

❖ Using the budget process and area committees to raise the awareness of the residents of South Derbyshire about the Council's finances and choices available to it.

❖ Ensuring financial plans are sustainable

❖ Working with our staff to examine new ways of delivering our services within Best Value reviews that are underway, including working with other partners to deliver our services

❖ Treating Benefit claimants fairly and processing their claims within 14 days

❖ Looking at new ways to make our services more accessible to people through the use of IT.

❖ Exploring new ways of working in partnership with external organisations and other local councils to enhance the services that we provide.

❖ Looking at ways to ensure that staff within Finance & IT feel involved in contributing to the direction of the service they deliver and that they receive feedback from their manager on their own and their teams progress.

Key Aims

2.2 The Departmental will work towards all of the Key Aims but the main ones to be addressed by this department are as follows:-

❖ To manage resources efficiently and effectively.

❖ To secure continuous improvements in the quality and efficiency of services provided by the council.

2.3 The specific purpose will vary according to the service provided across the department but there are a number of clear themes that run across all the services delivered within Finance and IT. These are as follows:-

❖ **To raise awareness and commitment to sound financial management** – this means ensuring all members and staff have the information and training they need to plan financially for the service they provide and to monitor financial performance against these plans.

❖ **To ensure excellent levels of probity/accountability** – to ensure that members and staff are audit-aware and maintain effective systems/procedures to prevent fraud and financial irregularity.

❖ **To administer financial transaction efficiently and effectively** – this includes paying benefits accurately and speedily as well as maintaining good levels of debt collection for council tax, NNDR and general debts.

❖ **To harness the opportunities provided by IT to deliver improved services to local residents** – this means seeking opportunities to deliver services in different ways through e-government and ensuring existing IT systems work effectively and are appropriate to the needs of staff and customers alike.

❖ **To provide efficient and appropriate administrative support** – this means ensuring that administration adds value to the work that it is supporting.

3.   OPPORTUNITIES AND CHALLENGES

3.1   The key opportunities and challenges facing the Finance and IT Department are set out below.   More specific issues will be listed in individual service plans produced by each division.

3.2   The key challenges which will affect all divisions to a greater or lesser extent are as follows:-

❖ **Community Planning** – this will create a greater focus on meeting the needs of customers and for our services to demonstrate that they achieve this.   Best Value and associated performance management indicators will increase the need to provide audited statistical information that demonstrates that this is being achieved.

❖ **Council Finances** – the Council has limited resources. We need to make sure that they are used most effectively and appropriately by having sound systems to manage and monitor council finances.   In addition we must ensure that administration is kept to a minimum so that resources are focussed on the delivery of services to the public.

❖ **New Code of Audit Practice** – signals central government's continued commitment to securing the highest standards of probity within local government. This also links closely to the role of internal audit in helping to monitor the procedures in place within the council to achieve these high standards.

❖ **E-government** – offers the opportunity and prospect of government funding to change the way we deliver services to our customers using IT.   At the same time the targets for achieving e-government are extremely challenging.

❖ **Risk Management** – we need to look at ways to minimise risk and implement recommendations made by the District Auditor in this area.

❖ **Single Status** – Finance Staff will advise on the implementation of single status and identify how any costs stemming from its implementation can be met from within limited council resources

❖ **Other ways of delivering services** – we need to be open to other ways of delivering services if this means lower costs and a better service. This does not always have to be outsourcing but could involve closer working/partnerships with other councils so that we can share knowledge and expertise. This also includes considering the adoption of **Egan Principles**, which set out another approach to working with contractors in delivering council services.

3.3   The opportunities that flow from the above challenges are as follows:-

❖ **A wider range of options** – the above challenge do bring opportunities to deliver services in a different and innovative way to meet better the needs of local residents.

❖ **Greater flexibility across the Council to consider alternative methods of delivery** – few of the challenges above can be addressed if decision makers are unwilling to consider and accept alternative ways of delivering services.

4.0 BEST VALUE

4.1 The majority of the services provide within Finance and IT are due to be reviewed as part of the year 2 best value programme. The cross-cutting review of Financial Management and Control Commenced in Year 1. The relevant reviews are as follows:-

Review	Start Date	End Date
Cash Collection Services	Completed	
Financial Management & Control	Completed	
Financial Services	May 2001	Sept 2002
Customer & Support Services	Sept 2001	March 2002
E-Government	April 2002	March 2003

Cash Collection Services

4.2 This review was completed in January 2001 and the action plan has now been implemented fully. The introduction of credit and debit cards payments was the last action to be implemented. This will widen the opportunities available to collect council income.

Financial Management & Control

4.3 This review was completed in July 2001. This report looked a the processes and procedures that needed to be in place within the Council to deliver sound financial management.

4.4 In essence the review recommended a revised approach to service and financial planning which is reflected in the revised process for creating service plans and is being implemented currently.

4.5 In addition the review makes a number of proposals for strengthening monitoring arrangements with the assistance of a new Financial Information System.

DEPARTMENTAL PLAN – FINANCE & IT

Corporate Key Tasks

Ref	Critical Success Factor	Finance & IT Contribution	Target	Division
A1	Put In Place Arrangement for Good Corporate Governance	❖ Monitor adherence to member and officer code of practice ❖ Monitor adherence to financial regulations		Audit
B1	Implement new Departmental and Service Planning Framework	❖ Service Plans to be in place for all Divisions	Nov 2001	All
C1	Improve Morale	In addition to other suggestions set out within this action plan ❖ CMT to consider ways of raising morale and showing staff that they are valued ❖ Ensure feedback on team and individual performance provided to all staff within Finance & IT on a regular basis	Nov 2001 April 2002	All
C2	Improve communication	❖ Ensure a system of regular monthly team meetings for Finance & IT staff ❖ Explore other ways to involve staff in service planning	March 2002 March 2002	All
C4	Establish training and development plans for employees & members	❖ All staff within Finance & IT to have a training & development plan	March 2002	All
D2	Develop & Implement proposal for e-government	❖ Implement year 1 IEG action plan ❖ Review and update IEG statement	July 02 July 02	ITCS
D3	Consolidate Arrangements for sound financial management	❖ Implement proposals within Best Value Review – Financial Management & Control ❖ Implement new Financial Information System	March 2003 March 2003	FS
D4	Develop Strategic Approach to procurement – Egan Principles	❖ Establish corporate group to review procurement strategy incorporating Egan principles ❖ Implement new procurement strategy	Nov 20002 March 2003	FS Audit

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DEPARTMENTAL PLAN – FINANCE & IT

Ref	Critical Success Factor	Finance & IT Contribution	Target	Division
E1	Implement Programme of Best Value Reviews	❖ Finance Services ❖ Customer & Support Services ❖ E-Government	Sept 02 Mar 02 Mar 03	FS/RB ITCS ITCS
E2	Develop Strategy to manage Business Risks	❖ Implement recommendations stemming from DA review of risk	July 02	FS Audit
E5	Establish Trading Accounts for relevant service areas	❖ Extend use of trading accounts	Sept 02	FS
E6	Revise Financial Regulations	❖ Produce revised regulation for member approval	Dec 01	Audit
F1	Make full use of citizens panel	❖ Consider use of citizens panel as part of Best Value Review process	Mar 02	All
F2	Monitor and Review Complaints	❖ Provide half yearly reports on level of complaints ❖ Look at ways to expand feedback from customers	Ongoing Mar 02	ITCS
F4	Improve on current levels of customer satisfaction	❖ Continue production of monthly finance briefing and collection and monitoring of service indicators	Ongoing	All
G2	Implement Absence Management Policy	❖ Reduce overall level of absence within department as a whole.	Ongoing	All
H2	Develop and Implement Codes of Conduct for employees and members	❖ Review proposed revisions to codes ❖ Review success of implementation of codes	Aug 02 Dec 02	Audit
L2	Improve Performance	❖ Ensure monitoring of national indicators/targets	Ongoing	All
L3	Close the Accounts	❖ Prepare statement of accounts for approval within statutory deadline ❖ Secure unqualified opinion on the accounts	August 2002 Dec 02	FS
L6	Financial Strategy	❖ Keep financial strategy under review in the light of service plans	Ongoing	FS

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DEPARTMENTAL PLAN – FINANCE & IT

Departmental Key Tasks

	Task	Improvement Targets	Target	Division
FS	Revenue Budgets implemented in accordance with statutory timescale	❖ Introduce new scrutiny arrangements ❖ Review arrangements for prioritising revenue bids ❖ Enable greater public consultation via area meetings	Mar 02 Nov 02 Feb 02	
FS	Capital Budgets implemented in accordance with statutory timescale	❖ Agree process for prioritising capital bids	Mar 02	
FS	Closure of Accounts in accordance with statutory timescales	❖ Review existing action plan and produce new plan for closure of accounts ❖ Deadline for closure of accounts	Feb 02 July 02	
FS	Treasury Management Strategy statement	❖ Keep under review review opportunities to reduce overall borrowing costs	Ongoing	
FS	Financial Strategy	❖ Look at ways of developing financial projections using information stemming from service plans	Aug 02	
FS	Capital Strategy	❖ Consult partners/stakeholders on prioritisation methods for capital schemes ❖ Work with Corporate Property Manager to develop a disposal strategy ❖ Update capital strategy in accordance with national guidelines	Sept 01 Jan 02 July 02	
FS	Financial Monitoring	❖ Produce monthly finance briefing ❖ Develop existing monitoring arrangements as set out in Best Value review for Financial Management & Control ❖ Implement new Financial Information System	Ongoing Mar 02 April 03	
FS	Creditor Payments – achieve payments within statutory 30 day period.	❖ Explore implementation of BACS payments for creditors	April 03	
FS	Payroll	❖ Look at ways to reduce the number of weekly paid staff ❖ Implement recommendations from Best Value Review	Aug 02 Aug 02	
FS	Sundry Debtors	❖ Review arrangements for collecting sundry debts with a view to reducing the time taken to collect debts.	Dec 02	
IA	Audit Plan - implement internal audit plan and carry out audit work accordingly	❖ Routine Duties – look at ways to transfer/delete existing routine duties to enable more time to be devoted to audit work ❖ Complete all managed audits by end March 2002	Ongoing Mar 03	
IA	Best Value (corporate) –	❖ look at ways for internal audit to add value to the best value process e.g. pre-inspection audit checks	Mar 02	

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DEPARTMENTAL PLAN – FINANCE & IT

REF	Task	Improvements proposed	Target	Division
IA	Council Tax Billing – ensure prompt and accurate despatch of bills	❖ Examine alternative methods of billing ❖ Implement new Government proposals	Jan 03 Mar 02	
RB	Council Tax Recovery – maintain existing recovery rates and improve recovery of previous years debt	❖ Further develop monitoring mechanisms ❖ Introduce telephone recovery	Jan 02 Jan 02	
RB	Benefits Administration – maintain good processing times	❖ Implement proposals stemming from Best Value Review	April 02	
RB	Benefit Fraud Inspectorate –	❖ review existing benefits procedure in preparation for future B.F.I. visit	June 02	
RB	Benefit Fraud Investigation – prepare for changes in procedures.	❖ Prepare half-yearly reports on work of team for review by Finance & Management Committee	Sept 02	
RB	Cash Office – implement debit/credit card payments.	❖ Extend debit and credit card payments across council services	Nov 02	
ITC	IT Strategy	❖ Review and revise existing IT Strategy	Jan 02	
ITC	Mainframe – review arrangements for replacement systems/mainframe currently on the MDIS platform in advance of the end of the agreement in July 2003	❖ Review replacement path of all system on MDIS path	April 02	
ITC	Implement new IT systems – subject to availability of funds e.g. FIS.	❖ Financial Information System ❖ Revenues & Benefits System	April 03 April 03	
ITC	Best Value Review Customer Services	❖ Implement proposals stemming from Best Value Review	April 03	

6. PERFORMANCE INDICATORS AND TARGETS

6.1   The Corporate Plan sets out National Performance Indicators for the Council as a whole. The Finance & IT Department is responsible for a number of these indicators.

6.2   Otherwise Finance & IT services do not have a wide coverage of performance indicators and this is being addressed by working with other Derbyshire Authorities to exchange performance indicators at a local level for Finance Services. Similar arrangements are also being made for Revenue Services.

7. STAFFING STRUCTURE & WORK ORGANISATION

7.1   The Divisional Management Structure for Finance and IT is set out in Annex B.

7.2   Much of the work carried out within Finance & IT relies on specialist staff.

7.3   In view of the size of individual teams it is often only possible for one member of staff within each team to have the required specialist knowledge.

7.4   This can create problems when that expertise is lost permanently through staff turnover or indeed temporarily due to absence or sickness.

7.5   Some of the partnership arrangements mentioned above are considered to be a way of addressing this issue.

7.6   To be effective the department relies on being able to work with staff across the council.

8. EXPENDITURE

Revenue Spending

8.1   Annex C details the revenue spending controlled by the Finance & IT Department. This is split between committee expenditure and central expenditure, which is recharged to committees. The summarised information is shown in the table below.

Committee Spending

FINANCE & IT	Gross Spending	Income	Net Spending
Central Costs	990,270	45,960	944,310
Finance Services	210,680	56,540	154,320
Internal Audit	58,690	31,090	27,600
IT & Customer Services	350	-	350
Revenues & Benefits	7,773,740	6,012,650	1,761,090
Total Committee Costs	9,033,910	6,146,240	2,887,670

Central Departmental Costs – recharged to committees

FINANCE & IT	Gross Spending	Income	Net Spending
Central Costs	483,550	-	483,550
Finance Services	650,390	-	650,390
Internal Audit	121,810	-	121,810
IT & Customer Services	1,467,800	640	1,467,160
Revenues & Benefits	934,330	-	934,330
Total Committee Costs	3,657,880	640	3,657,240

Capital Expenditure

8.2   The capital programme includes provision for a replacement Financial Information System in 2002/3.

COMMUNITY SERVICES DEPARTMENT
SERVICE SUMMARY 2001/02

1. Service Description

1.1 The Head of Community Services manages the Department.

1.2 The Department provides a range of front line and partnership based services. It is divided into three main divisions as follows:

Housing Services

❑ **Building Maintenance Unit** - repairing, maintaining and improving the Council's housing stock and civic buildings, including the Housing DSO.

❑ **Housing Allocations, Advice and Liaison Unit** - providing housing advice, managing the Council's housing register, managing rent arrears and tenancy conditions, dealing with homelessness, managing the Council's permanent gypsy site, tenant participation.

❑ **Sheltered Housing Unit** - providing 24 hour a day, 365 days per year emergency response and community based support to older and disabled people in the Council's Sheltered Housing and in the private sector. Central communication point for the Council's emergency out of hours service and monitoring of alarms in civic buildings.

❑ **Resources and Special Projects Unit** - co-ordinating the Council's work on the Housing Strategy, partnerships and enabling, managing the rent account, carrying out the Housing Needs Survey.

Environmental Health

❑ **Commercial Services Unit** - Regulating standards of food and health and safety at commercial premises, Corporate Health and Safety service for the council, Taxi and Public Entertainment licensing administration and enforcement, dealing with abandoned vehicles, controlling infectious and communicable disease and animal licensing administration and enforcement.

❑ **Environmental Protection** - Regulating standards of public health nuisance, monitoring and controlling air quality, identifying and dealing with contaminated land, managing the Council's` short stay gypsy site, delivering pest control and dog warden services, animal welfare and day to day management of the Council's emergency planning arrangements.

❑ **Private Sector Housing** - improving housing in the private sector by the administration of renovation, home repair and disabled facilities grants, enforcing housing conditions in the private rented sector and providing energy advice and grants. Licensing of mobile homes.

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Community and Leisure Development

- **Crime and Disorder** - administering the C&D Partnership, co-ordinating actions across partners agencies and supporting the Council's work in relation to C&D.

- **Community and Voluntary Sector Support** - managing and developing the delivery of services through grant aid to the voluntary sector; supporting community based service development by providing advice on sources of funding ; developing projects and capacity training for community groups.

- **Community and Social Regeneration** - managing the delivery of the SRB 2 programme and co-ordination of SRB 6.5 and other funding bids.

- **Environmental Education** - delivery of the SRB2 project and development of the Rolls Royce partnership.

- **Sports Development** - delivery of the Council's work as a partner in the Derbyshire and Peak Park Sports Forum, supporting the development of a sporting infrastructure for young people and the Summer Playscheme.

- **Health Improvement** - general health promotion and specific responsibility for GP Exercise Referral schemes, including developing the NOF "Walking the Way to Health" project.

- **Cultural Regeneration** - support of partnership arrangements in Town Centre entertainment, touring theatre, arts development, public arts and youth inclusion media projects.

- **Rosliston Forestry Centre** - development of the site, establishment of new management arrangements and development of the multi agency partnership.

1.3 The services of the Department are provided to a wide range of external customers. In addition all three divisions provide some service to internal customers, such as Corporate Health and Safety, maintenance and management of civic buildings, and advice/support on funding applications and opportunities to internal customers.

1.4 The table below shows the strategies and key plans for which the department is responsible

Strategy		Date	Review Period	Next Review
Housing Strategy	S	July 2000	Three years	July 2003
Housing Revenue Account Business Plan	S	July 2001	Annual	July 2002
Private Sector Renewal Strategy	D	April 2000	Bi-annually	Oct 2001
Empty Homes Strategy	D	Feb 2001	Annually	Feb 2002

Strategy		Date	Review Period	Next Review
Home Energy Conservation Act Strategy and Affordable Warmth Strategy	S	2001	Annually	2002
Corporate Health and Safety Policy	S	2000	Annually	2001
SDDC Emergency Plan	S	2000	Annually	Sept 2001
Crime and Disorder Strategy	S	April 1999	Three years	April 2002
Air Quality Review and Assessment	S	2000	Three Years	2003
Contaminated Land Strategy	S	2001	Annually	2002
Cultural Strategy	S	By April 2002	Three years	April 2005
Food Law Enforcement Service Plan	S	2001	Annually	2002
Dog Fouling Strategy	D	2001	Bi-annually	2002
Leisure Strategy	D	1999		2004
Tenant Participation Strategy	S	2000		2003

- denotes whether statutory (S) or discretionary (D)

1.5   In addition the Department co-ordinates and leads the Council's contributions to the following external partnership strategies:

- ❖ Health Improvement Programme
- ❖ Supporting People Strategy
- ❖ Community Legal Services

2.   Purpose

2.1   In its Corporate Plan the Council sets out a range of overarching guiding principles. The following paragraph gives examples of how the Community Services department contributes to these guiding principles :

- Supporting community participation and involvement by our work with community and voluntary groups and tenants organisations
- Working with staff and tenants to examine new ways of working and delivering services, including working with partners to deliver services
- Influencing partners priorities
- Developing clear and transparent policies and working procedures so that decsiosn on legal action or service provision are based on fair and objective information
- Treating people in housing need fairly and with dignity
- Keeping people informed about how their request for service will be dealt with, how they can help the council deal with their problems and how things are progressing
- Using the committee and area committee processes to raise the awareness of residents of south Derbyshire about things that affect their quality of life

KEY AIMS

2.2 The Community Services Department will work towards all of the key aims but the main ones to be addressed by the Department are as follows:-

- To safeguard and enhance the natural and built environment
- To address the needs of South Derbyshire residents for good quality homes, of a variety of tenures, located in well planned and safe environments
- To promote the health, (security and wellbeing) and welfare of all sections of the community, including access to leisure and cultural activities
- To secure continuous improvements in the quality and efficiency of services provided by the council
- To listen to and represent the people of South Derbyshire in County, Regional and National arenas
- To support the enjoyment of the National Forest and its enjoyment by residents and visitors

2.3 The specific purpose will vary according to the services provided across the department but there are a number of clear themes that run across all the services delivered within Community Services. These are as follows: -

- ❖ **To protect and improve the quality of life and the environment for people living, working and visiting South Derbyshire by regulating commercial standards, direct service provision, policy development and by working in partnership with others**

- ❖ **To provide effective and appropriate housing advice, enabling and direct housing services to meet the housing needs of the district**

- ❖ **To develop effective partnership working as a way of delivering services differently and more efficiently**

3. **Opportunities and Challenges**

3.1 The key opportunities and challenges facing the Community Services Department. More specific issues will be listed in individual service plans produced by each division.

3.2 The key challenges which will affect all Divisions to a greater or lesser extent are as follows: -

- ❖ **Community Strategies and Local Strategic Partnerships** - this will create a greater focus on working in effective partnerships to identify and meet the needs of the community and for our services to demonstrate that they achieve this. We will need to develop and build on existing partnerships and consultation/involvement work in determining future partnership and community planning arrangements.

❖ **Increasing regulation and direction from Central Government** - new legislation and increasing external scrutiny of regulatory services by national agencies and the convergence of rents and performance management arrangements with Registered Social Landlords set clear targets and timetables for change.

❖ **E-government** - the need to change the way we deliver services to our customers using IT whilst recognising the challenges of social exclusion.

❖ **Other ways of delivering services** - the need to be open to other ways of delivering services if this means lower costs and a better service. This does not always have to be outsourcing but could involve closer working/partnerships with other agencies and Councils so that we can share knowledge and expertise. This also includes considering the adoption of EGAN Principles, which set out another approach to working with contractors in delivering council services

❖ **Crime and Disorder** - we are now required by law to consider the C&D implications of all of our activities and to mainstream C&D as part of the Council's core business

❖ **Supporting People** - we are required to work as part of a countywide partnership to develop commissioning arrangements to deliver the new Supporting People programme from April 2003 and to reshape the Sheltered Housing service in line with Supporting People

3.3   The opportunities that flow from the above challenges are as follows: -

❖ **A wider range of options** - the above challenge do bring opportunities to deliver services in a different and innovative way to meet better the needs of local residents.

❖ **Greater flexibility amongst Members to consider alternative methods of delivery** - few of the challenges above can be addressed if Members are unwilling to consider and accept alternative ways of delivering services.

❖ **Greater focus on community priorities and the need for integration of working** if we are to deliver a Community Strategy.

4.0   **Best Value**

4.1   A major cross service review of the Council's Housing Services will be started in September 2001 in readiness for inspection from September 2002. This review will build on the work of the Sheltered Housing and the Warden Service review and the early work on a review of the Council's Strategic Housing role from year one.

4.2 Services provided through the Community and Leisure Development Division will be considered as part of the wider reviews of Leisure and Heritage and Community Planning.

4.3 The review timetable is as follows:-

Review	Start Date	End Date
Sheltered Housing and the Warden Service	Pilot review	Completed
Housing Services	Sept 2001	Sept 2002
Cleansing the Environment (Dog Warden service)	Pilot review	Sept 2002
Asset Management (civic buildings maintenance)	April 2001	April 2003 ?
Environmental Health	April 2002	March 2003
Leisure and Heritage	April 2002	March 2003
Tourism (community and social regeneration)	April 2002	March 2003
Community Planning (Crime and Disorder, Community Partnership)	April 2003	March 2004

Sheltered Housing and Warden Services

This review was completed in January 2001 and inspected in February 2001. The Inspectors concluded that the servcie was "poor and unlikely to improve" based on the Action Plan that was produced following the review.

A further improvement plan has been agreed and an associated staffing review have been carried out to deliver the necessary servcice improvements

Cleansing the Environment (Dog Warden Servcie)

This review was completed in October 2001 and includes actions to improve enforcement and working practices for the Dog Warden servcie

Ref	Critical Success Factor	Community Services Contribution	Target	Division
A3	Develop management competencies	Use PDR process to identify and meet individual management development needs across Department	March 2002	All
B1	Implement the new Departmental and Service Planning framework	Service plans to be in place for all Divisions	Nov 2001	All
B2	Develop the SD Community Strategy	Work alongside the Policy and BV Manager to develop framework for Community Strategy and engage community in drawing up the Strategy	Sept 2002	C&LD
B3	Review number and scope of existing service related plans and strategies	Identify and streamline key plans and strategies so that they complement the Corporate Plan	April 2002	All
C1	Improve morale	Increase involvement of frontline staff in servcie planning and servcie improvements	Ongoing	
		Improve feedback mechanisms to staff and operational teams	Ongoing	
C2	Improve communication with employees	Introduce Team briefings/meetings on a regular basis	April 2002	All
C3	Support and promote team working	Increase and support opportunities for team working	Ongoing	All
C4	Establish training and development plans for all employees	All staff to have a training and development plan	March 2002	All
C5	Promote health and safety in the workplace	Implement Safety Policy and provide a health and safety advisory service	Ongoing	EH
C7	Improve working conditions in the public offices	Implement improvements in civic building maintenance	Ongoing	Hsg
D1	Establish a LSP to develop and implement the Community Strategy	Work alongside the Policy and BV Manager to set up and support LSP	Sept 2002	C&LD
D2	Develop and implement proposals for E Government	Work alongside ITCS to identify and implement service specific proposals as part of IEG action plan	Ongoing	All
D4	Develop a strategic approach to the procurement of goods and service that includes the adoption of EGAN principles	Identify and implement opportunities for alternative procurement methods, ie partnering	September 2002	Hsg

Ref	Critical Success Factor	Community Services Contribution	Target	Division
D5	Develop a Corporate Property strategy	Work with ED Mgr to incorporate building maintenance issues into strategy	April 2002	Hsg
D6	Develop a strategic approach to the future management and maintenance of the Council's housing stock	Work with Members and TACT to develop the HRA Business Plan and agree future investment strategy	September 2002	Hsg
D7	Progress disposal of Swadlincote depot	Identify and put in place alternative arrangements for delivering housing repairs service	September 2002	Hsg
E1	Continue to implement BV reviews	Housing Services	Sept 2002	Hsg and EH
E3	Continue to develop arrangements for performance management	Implement local reporting/monitoring of Pis and monitoring of performance within operational teams	April 2002	All
E5	Establish Trading Accounts for relevant service areas	Set up Sheltered Housing Trading Account	April 2002	Hsg
F2	Monitor and review complaints and "service delivery failures"	Set up ways to record/understnd information on service delivery failures	April 2002	All
F3	Promote a "right first time" ethos	Implement programme of customer care training	December 2001	All
F4	Improve on current levels of customer satisfaction	Implement programme of customer care training	December 2001	All
G2	Implement Absence Management policy	Reduce overall level of absence in Department	Ongoing	All
I1	Achieve at least 50% of the targets set for BV and AC PI`s	Implement local reporting/monitoring of Pis and monitoring of performance within operational teams	April 2003	All
I5	Secure better grades from GOEM in the assessment of the Housing Strategy and HRA Business Plan	Implement actions from Housing Strategy and work with Members and TACT to develop the HRA Business Plan and agree future investment strategy	December 2002	Hsg and EH

Ref	Ongoing Key Task	Improvements Proposed	Target	Division
	Improving Service Delivery	• analyse and use key performance and financial management information to identify and support delivery of key improvement targets so that at least 50% of the targets set for Best Value and Audit Commission performance indictors • publish quarterly performance to staff, Members and tenants • seek ideas for service improvements as part of BVR	April 2003	All
	Customer Care	• set up performance management systems which increase staff accountability and drive service improvements, including customer care. • monitor and review complaints and "service delivery failures" • carry out a programme of customer care training for Housing staff	April 2002	Hsg
	Sheltered Housing	• restructure the SH service • set up a trading account in preparation for Supporting People • produce procedural manual for SH and CCU service • obtain COP for SH	April 2002 April 2002 Sept 2002 Feb 2003	Hsg
	Supporting People	• co-ordinate Council's work in preparation for SP • disaggregate housing budgets • prepare shadow SP strategy in conjunction with DCC	Ongoing April 2002 Summer 2002	Hsg
	HRA Business Plan	• work with Members and tenants to agree a strategic approach to the future management and maintenance of the housing stock	Sept 2002	Hsg

Ref	Ongoing Key Task	Improvements Proposed	Target	Division
	Housing Rent Review	• calculate new rents • purchase appropriate software for rent system • agree timetable for introducing rent reforms	April 2002	Hsg
	Best Value	• undertake a review of Housing Services • undertake a review of Asset Management • undertake a review of Leisure and Heritage • undertake a review of EH • Undertake a review of Tourism (community & social regeneration)	Sept 2002 April 2003 March 2003 March 2003 March 2003	All
	Housing Investment Programme	• implement action plan from Hsg Strategy 2001	April 2002	Hsg and EH
	Partnership	• set up an appropriate strategic Housing Partnership	January 2002	Hsg
	Building Maintenance	• organise workshop for managers and local contractors on partnering arrangements • put in place arrangements for building maintenance services which include the adoption of EGAN principles and which will progress the disposal of Swadlincote depot	April 2002 September 2002	Hsg
	Housing Grants	• refine performance management arrangements • spend 95% or more of the allocated Private Sector Renewal Capital Programme	April 2002	EH
	EH Regulatory services	• agree a risk based inspection programme and sampling/surveillance regime	April 2002	EH
	Quality assurance	• introduce operational procedures for EH services	April 2002	EH
	Contaminated Land	• implement the Contaminated Land strategy and action plan	Ongoing	EH

Ref	Ongoing Key Task	Improvements Proposed	Target	Division
	Partnership	• set up appropriate partnership arrangements to strengthen partnership working with the Environment Agency and Economic Development	January 2002	EH
	Enforcement Action	• review and strengthen procedures and practice on prosecutions and enforcement	April 2002	EH
	Crime and Disorder	• carry out the statutory C&D audit	Oct 2001	C&LD
		• and agree a second Crime and Disorder strategy as part of the C&D partnership	April 2002	
		• implement S17 Crime and Disorder responsibilities across SDDC	April 2002	
		• train all staff, identify Divisional champions and develop a Corporate Strategy	March 2002	
	Cultural Strategy	• develop a Cultural Strategy	July 2002	C&LD
	Community Partnerships	• set up funding agreements with existing voluntary sector projects	April 2002	C&LD
	Community and Social Regeneration	• establish the Council's future role in community and social regeneration in the context of the LSP	April 2002	C&LD
	Rosliston Forestry Centre	• set up long term management arrangements which complement the Council's strategic approach to parks and open space	April 2002	C&LD
	Revenue funding applications	• set up an appraisal mechanism for the Council's revenue funding applications	March 2002	C&LD

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6.0   Performance Indicators and targets

6.1   Individual service plans include information on the performance indictors for the Community Services Department as set out in the BVPP

7.0   Staffing Structure

7.1   The Divisional Management Structure and Divisional structures for the Community Services Department is attached at annexe B

7.2   The staffing costs of the Department are met by the General Fund and the Housing Revenue Account.

8.   Work organisation

8.1   Much of the work carried out within Community Services relies on staff having a high degree of specialist and technical knowledge. In some instances because of the size of the services only one person may hold this knowledge or experience. This can create difficulties when there is staff turnover

8.2   Staff have to work with others across different disciplines and other agencies to be able to provide effective services, e.g. TLO staff in Housing need to be able to work with EH staff to deal with some public health and nuisance problems. Staff in C&LD need to work alongside staff in Housing to consider some of the C&D issues linked to work on repairs, maintenance and neighbourhood nuisance. Housing staff need to work with the CAB to sign post tenants into money advice services.

8.3   There is extensive joint working and co-operation with other agencies across the work of the Department. For example, Crime and Disorder, Fire Service, advice services, voluntary sector and community development

8.4   Administrative support is available, to a varying extent in each Division with some front line customer contact support for EH and back up administrative support for C&L Development coming from the central Support Service Unit

9.0   Expenditure

9.1   Annexe C shows the total General Fund revenue spending controlled by the Community Services Department. Summarised information is shown on the table overleaf.

Committee Spending

Community Services	Gross Spending	Income	Net Spending
Housing Services	136,680	52,680	84,000
Env Health	1,751,710 (includes private sector renewal grants as part of housing capital programme	188,360	1,563,350
C&L Development	796,260 *(where are these figures from?)*	338,320	457,940
Total Committee Costs	2,684,650	579,360	2,105290

Central Departmental Costs– Recharged to Committees

Community Services	Gross Spending	Income	Net Spending
Housing Services	1,544,610	2,850	1,541,760
Env Health	828,700	-	828,700
C&L Development	156,940	-	156,940
Total Committee Costs	2,530,250	2,850	2,527,400

Capital Expenditure

9.2   Annexe D shows the Capital Programme for the Community Services Department for 2001/2.

HOUSING INVESTMENT PROGRAMME 2001/02

£

HRA HOUSING

    IMPROVEMENTS

Adaptations to Council Homes	250,000
	250,000

    OTHER

Covenant Principal	167,000

PRIVATE SECTOR HOUSING

    GRANTS

Discretionary Renovation Grants	200,000
Empty Homes / Landlord Grants	200,000
Security Grants	10,000
Energy Efficiency Works	120,000
Home Repair Assistance	129,000
	659,000

    DISABLED FACILITIES GRANTS

Mandatory Grants	233,000

    LOANS

Home Loan	5,500

    OTHER

Home 2000 (SRB)	75,000

Total	1,389,500

Other Services Block Capital Programme

POLICY & RESOURCES

Cat 2 Lighting to Offices	14,000
Access Imps & Ramp	18,500
Depot - New Heating	3,500
	40,000

LEISURE SERVICES COMMITTEE

Rosliston Forestry Centre	20,000
	85,000