

7.23 One of the biggest challenges that we face is to rebuild the organisation and to improve the morale of employees. Councillors and employees will need to work together to promote an organisational culture that is open and inclusive, where there is trust and acceptance of challenge and where innovation and team working are encouraged.

Looking ahead

7.24 Key tasks over the next 18 months include:

- improving morale
- improving communication with employees (both corporately and at the service level) and seeking their views on a regular basis
- implementing changes to the organisational structure, where necessary
- revising the existing code of conduct for employees (in the light of the new ethical framework for local government) and developing a protocol covering employee/member relationships
- working to conclude a Single Status Agreement with employee representatives and commencing the Single Status Job Evaluation Scheme. (The challenge will be to ensure that this is handled without further adverse effects on staff morale and council financial resources.)
- ensuring that employees and their representatives are involved in all Best Value Reviews and that employees at all levels are involved in shaping services
- developing management competencies
- developing 'family friendly' employment policies (e.g. job share, part time working, working from home, career breaks etc.)
- strengthening policies for the promotion of equal opportunities in employment
- promoting health and safety in the workplace

Support for Councillors

7.31 Councillors will also need to be helped to obtain the necessary skills and competencies to manage a 'modern' local authority. We propose to develop a training and development programme covering general issues (such as awareness of new national policy initiatives) and specific skills (e.g. IT, chairing meetings, dealing with the media etc)

Capital Assets

7.32 The current value of the Council's capital assets (in the form of industrial units, shops, parks, leisure facilities, houses etc.) is about £XXmillion. The largest element is our housing stock with an estimated value of £ZZmillion. These valuable resources also need to be managed efficiently and effectively.

7.33 We have in place a number of mechanisms to help us to do this - the Capital Strategy and the Asset Management Plan (mentioned earlier) and the Housing Revenue Account (HRA) Business Plan which is concerned solely with the Council's housing stock.

- 7.34 The HRA Business Plan notes that whilst the Council has not previously considered its options for the future management and maintenance of its housing stock, there is now a recognition that like most Councils, we have to look at how best we can deliver our housing services in the future, particularly to fund required improvements and meet tenant aspirations. We are now investigating and exploring the different options.
- 7.35 In a similar vein, there is recognition in the Asset Management Plan of the need to develop a Corporate Property Strategy, including formal procedures for identifying surplus or underused property.
- 7.36 The Depot (at Swadlincote) and the Civic Offices raise specific issues that will need to be resolved over the lifetime of this Plan.
- 7.37 Earlier this year, the Council decided that it was minded to dispose of the Depot site in order to realise its capital value and facilitate redevelopment. The services currently delivered from the site include refuse, cleansing and various forms of maintenance.
- 7.38 A project team has been established to progress this complex initiative with the aim of making the site available for sale in 2003. The terms of reference for the team are: *'to arrange for the disposal of the depot site in a way that ensures that service delivery is not prejudiced during and after the disposal and with an outcome which maximise the capital receipt and minimises on going revenue costs..'*
- 7.39 For the Civic Offices, the main issues are around use of surplus space and problems created by over-heating and poor ventilation. These issues are now being addressed.

Information Technology (IT)

- 7.40 The Council is committed to making effective use of new technology. We will keep under review our IT Strategy to ensure that information and communications technology continues to bring positive benefits to the organisation.
- 7.41 We have recently produced our first Implementing Electronic Government (IEG) Statement, which identifies how we will move forward to deliver e-government. Key objectives include:
- to provide the local community with an effective and useful web portal for Council services, local information and exchange of ideas
 - to identify how services can be 're-engineered' to provide our customers with better, more joined up services
 - to improve the quality of management and other information
 - to develop joint working and partnership arrangements with other organisations in Derbyshire

SECTION 8: OUR PROPOSALS - FACTORS CRITICAL TO OUR SUCCESS

Introduction

- 8.1 The final sections of the Plan set out our proposals for managing the business over the next 18 months, the actions we will take and the implications for service provision.
- 8.2 This section focuses on the things that must be done to help the organisation to move forward and start delivering our vision for the future. We will use the term 'critical success factors' to convey the importance of these proposals.

Critical success factors

- 8.3 The factors that will be critical to the success of the organisation have emerged through the following processes:
- consultation with key stakeholders (employees, managers, trade union representatives, *councillors and partner organisations*)
 - an analysis of organisational strengths and areas for improvement. (We paid particular attention to the Business Improvement Matrix of the EFQM Excellence Model which can be used not only to work out where an organisation is at the moment but also to form a judgement about what needs to be done to achieve its vision for the future)
 - a review of the opportunities and challenges that we face
 - consideration of the resources that are available to us
- 8.4 Interestingly, this work demonstrated a large measure of agreement about the things that we have to do as a matter of priority.
- 8.5 These proposals are set out in Table 8.1, listed against the main criteria of the EFQM Excellence Model.
- 8.6 Table 8.2 sets out the 'key milestones' by which we will monitor progress. It also identifies the relevant Policy Committee and member of the Corporate Management Team that is accountable for the implementation of each proposal.
- 8.7 The next section outlines our service proposals.

Table 8.1 - CRITICAL SUCCESS FACTORS (ENABLING CRITERIA)	
Criterion	Proposals
<i>Leadership</i>	<ul style="list-style-type: none"> • Put in place arrangements for good Corporate Governance (as defined by the Audit Commission) • Monitor and revise (if necessary) the new political management arrangements • Develop management competencies
<i>Policy and Strategy</i>	<ul style="list-style-type: none"> • Implement the new Departmental and Service Planning framework (as outlined in Section 9 of this Plan) • Develop the South Derbyshire Community Strategy • Review number and scope of existing service related plans and strategies • Strengthen guidance on the 4Cs (compare, consult, challenge and compete) • Adopt new South Derbyshire Local Plan
<i>People</i>	<ul style="list-style-type: none"> • Improve morale • Improve communication with employees • Support and promote team working • Establish training and development plans for employees and members • Promote health and safety in the workplace • Make changes (as required) to the organisational structure • Improve working conditions in the Civic Offices
<i>Partnerships and Resources</i>	<ul style="list-style-type: none"> • Establish a Local Strategic Partnership to develop and implement the Community Strategy • Develop and implement proposals for e-government • Consolidate and improve arrangements for sound financial management • Develop a strategic approach to the procurement of goods and services that includes the adoption of 'Egan' principles • Develop a Corporate Property Strategy • Develop a strategic approach to the future management and maintenance of the Council's housing stock • Progress disposal of Swadlincote Depot
<i>Processes</i>	<ul style="list-style-type: none"> • Continue to implement the programme of Best Value Reviews • Develop a strategy for identifying and managing business risks • Continue to develop arrangements for performance management • Review the existing consultation strategy • Establish trading accounts for relevant service areas • Revise the Financial Regulations and Standing Orders • Become a 'greener' organisation

Table 8.1 - CRITICAL SUCCESS FACTORS (RESULTS CRITERIA)	
Criterion	Proposals
<i>Customer Results</i>	<ul style="list-style-type: none"> • Make full and effective use of the South Derbyshire Citizens Panel • Monitor and review complaints to the Council both generally and also in relation to 'serviced delivery failures' • Promote a 'right first time' ethos within the organisation • Improve on current levels of customer satisfaction (as demonstrated by the Best Value user satisfaction surveys)
<i>People Results</i>	<ul style="list-style-type: none"> • Establish arrangements to monitor employee satisfaction on a regular basis • Produce regular management reports on sickness absence • Produce management reports on the outcome of 'exit interviews' when employees leave the authority
<i>Society Results</i>	<ul style="list-style-type: none"> • Redefine the role of the Public Relations Officer to become more 'proactive' in relation to press/media coverage • Develop and implement Codes of Conduct for members and employees and establish a protocol covering member/employee relations • Develop and implement policies to promote equal opportunities
<i>Key Performance Results</i>	<ul style="list-style-type: none"> • Achieve at least 50% of the targets set for Best Value and Audit Commission performance indicators • Improve performance in the areas where the Government has set national standards and targets • Close the Accounts within the statutory deadline and obtain a satisfactory and unqualified report on the Statement of Accounts • Obtain a satisfactory and unqualified report on the Best Value Performance Plan • Secure better grades from the Government Office in the assessment of the Housing Strategy and HRA Business Plan • Maintain a sustainable financial strategy which is linked to the Corporate and Service Planning process

SECTION 9: SERVICE PROPOSALS

Introduction

9.1 This section of the Plan describes in more detail our approach to the management and provision of services. The process is supported by *Departmental* and *Service Plans*.

Departmental Plans

9.2 The role of Departmental Plans is to:

- act as a mechanism for the delivery of the 'critical success factors' and other key tasks identified at the corporate level
- provide a framework for individual Service Plans

9.3 Four Departmental Plans have been prepared and these are set out at Appendix D. Table 9.1 (below) summarises the coverage of each Plan.

Table 9.1: DEPARTMENTAL PLANS		
Department	Service Areas	Departmental Head
Chief Executive's	<ul style="list-style-type: none"> • Legal and Members' Services • Personnel and Development • Economic Development 	Chief Executive
Development Services	<ul style="list-style-type: none"> • Planning Services • Technical Services • Policy and Best Value 	Deputy Chief Executive and Head of Development Services
Community Services	<ul style="list-style-type: none"> • Housing Services • Environmental Health • Community and Leisure Development 	Head of Community Services
Finance and IT	<ul style="list-style-type: none"> • Financial Services • Revenue Services • Internal Audit • IT and Customer Services 	Chief Finance Officer

Service Plans

9.4 Service Plans are now being developed by Divisional Managers for their service areas. The emphasis will be on the contribution that particular actions/tasks will make to the achievement of the Council's key aims

9.5 The Plans will set out clearly the standards of service that our customers can reasonably expect to receive from us. (For support services, the focus will be on 'internal' customers.)

9.6 For the services that by law we are required to provide ('statutory services'), the level of provision will be based on a 'risk assessment' that will also include comparison with the approach taken by neighbouring Councils. The provision of

'discretionary' services will reflect priorities identified in agreed strategies and plans and the availability of resources to support them.

- 9.7 Looking to the future, Best Value Reviews and the development of a strategic approach to procurement will clarify whether services will continue to be delivered 'in house' or through partnership arrangements with other Councils, the private sector or voluntary sector organisations.
- 9.8 The Community Priorities (set out in Section 3 of this Plan) will provide a focus for all activities and managers will need to apply them creatively to their service areas. To recap, these are:
- *the provision of high quality, value for money services*
 - *community involvement in decision making*
 - *the protection and promotion of the environment*
- 9.9 Service Plans will have also an important role in relation to performance management.
- 9.10 For some service areas, the Government and/or the Audit Commission have stipulated a set of performance indicators. In other cases, performance indicators may have been established through Best Value Reviews. For services not included within these categories, there be a requirement to set at least 5 local indicators of performance covering, for example, reliability, responsiveness, cost/efficiency, user satisfaction etc.
- 9.11 In terms of targets, the priority for the Council as a whole will be to secure improvements (or maintain the required level) in those areas where the Government has set national standards/targets. These cover:
- payment of invoices
 - collection of income
 - managing employees
 - electronic service delivery
 - re-let times for Council homes
 - household waste (recycling and composting)
 - crime (domestic burglaries, violent crime and vehicle crime)
 - processing planning applications
- 9.12 For other Best Value and Audit Commission performance indicators, the aim will be to be achieve improvements across the board. However, improvements may not be possible within the timescale of the Corporate Plan for every indicator. There may be various reasons for this including factors outside our control and the need for a significant input of additional resources. In these cases, the objective will be to arrest any further decline and to consolidate performance.
- 9.13 Looking ahead, we would expect to see the setting of more challenging targets as part of Best Value Improvement Plans. As a minimum, targets will need to comply with the guidance contained in DETR Circular 10/99 and outlined in Section 6 of this Plan.

9.14 In general, new service developments will have to be funded from existing resources. The onus, therefore, will be on managers to use the resources currently allocated to them efficiently and effectively.

9.15 Service Plans will also incorporate proposals for capital investment. These will be developed in the light of guidance contained in the Capital Strategy.

Employee Review and Development Scheme

9.16 Service Plans, in turn, will be used to set objectives and targets for individual employees as part of the Employee Review and Development Scheme.

SECTION 10: MONITORING AND REVIEWING THE PLAN

Monitoring the Plan

- 10.1 The implementation of the Plan will be monitored on a quarterly basis by the Corporate Management Team assisted by Divisional Managers.
- 10.2 Particular attention will be given to progress against the key milestones for the issues that have been identified as 'critical success factors'.
- 10.3 The Chief Executive will provide quarterly monitoring reports to the Finance and Management Committee and to the Corporate Scrutiny Committee as required.
- 10.4 Employees will be informed of progress through team meetings and 'Inside Out' (the employee newsletter).

Reviewing the Plan

- 10.5 The Plan will be formally reviewed in about 18 months time to ensure that it continues to be relevant in the light of national and regional developments and perhaps more importantly, that it reflects the emerging South Derbyshire Community Strategy.

APPENDIX A

APPENDIX B

VISION STATEMENT, CORPORATE OBJECTIVES AND PRIORITIES

Vision Statement

'to be a top performing Council which cares, gives quality, value for money services and promotes quality of life'

Corporate Objectives

- to provide leadership to the community involving all citizens in decision making.
- to promote the sustainable economic and community development of South Derbyshire addressing social exclusion and equality of opportunity.
- to protect and promote a sustainable environment.
- to identify and address the transport needs of the District.
- to secure high quality, value for money services.
- to promote the availability and understanding of Council services amongst all sections of the community.
- to work in partnership with organisations in the public, private and voluntary sectors to promote the safety and welfare and quality of life of the community.
- to train and develop all our employees in order to achieve these objectives for the people of South Derbyshire.

Priorities

- the provision of high quality value for money services
- community involvement in decision making
- the protection and promotion of the environment

APPENDIX C

DEPARTMENTAL PLANS

CHIEF EXECUTIVE'S DEPARTMENT

SERVICE SUMMARY 2001/02

1. SERVICE DESCRIPTION

- 1.1 The Department is managed by the Chief Executive, who is the Council's Head of Paid Service and is responsible for all staff across the authority. He also has the specific responsibility for managing the Chief Executive's Department.
- 1.2 This department provides a range of general administrative and support functions to members and direct services across the Council.

Legal & Members Services

- **Electoral Registration** – maintain rolling register and administer parish, district, county and parliamentary elections.
- **Democratic Services** – the management and administration of the Council committee process. It also includes support for the civic role of the Council and in particular the Chair.
- **Legal Services** – to advise the Council on all legal matters e.g. contractual arrangements, employment matters and to represent the Council in the courts. This includes responsibility for ensuring that Standing Orders of the Council are followed.
- **Land Charges** – undertake searches on request for residents of the district, when they purchase a new property. A fee is charged for this service.

Personnel & Development

- **Personnel Services** – professional support & advice, employee relations, recruitment & selection, pay & grading, equal opportunities in employment, policy development i.e. absence management, stress management, discipline, grievance, harassment procedures, support to the Best Value Process, support to health and safety of employees, employee welfare and occupational health.
- **Training & Development** – professional support and advice on all aspects of Training & Development, and provision of direct training for employees and members. The provision and implementation of the annual corporate training plan, monitoring of the employee performance and development review process. Managing IT Training needs, and development of the Open Learning Centre. Corporate working and production of the staff newsletter.

Economic Development

- **Economic Development** – provide information and advice to businesses on relocating/expanding in South Derbyshire. Promote the District as a Tourism destination. Identify opportunities to generate funds for the district (e.g. S.R.B. bids)
- **Estate Management** – management of Council commercial property portfolio. Undertake valuations of council property assets.

- 1.3 The department delivers services to a broad mix of customers – both internal and external.
- 1.4 The Department is responsible for the following strategies

Strategy	Date	Review Period	Next Review
Economic Development Strategy	2000	5 years	2005
Asset Management Plan	July 2001	Annually	July 2002
Tourism Strategy	2001	5 years	2006
Council Constitution	June 2001	Ongoing	April 2002
Council Standing Orders		Ongoing	April 2002
Working towards Investors in People	1994	Ongoing	March 2003
Corporate Training Plan	May 2001	Annually	May 2002

- 1.5 In addition to the above strategies, this department also prepares and co-ordinates a whole range of corporate Personnel policies and procedures. These include Grievance Procedure, Disciplinary Procedure, Relocation Scheme, Employees Code of Conduct, Employee Performance Development and Review, Equal Opportunities in employment, Training and Development Policy, Stress Management Policy, Probationary Policy, Whistleblowing Policy, Redundancy Selection Policy, Redeployment Policy & Procedure, Protection of Earnings Policy, Sickness Absence Management Policy, Temporary Regrading Procedure, and Recruitment Guidance. These are reviewed on an ongoing basis as legislation and corporate aims impact upon their content.

2. PURPOSE

Guiding Principles

- 2.1 In its Corporate Plan the Council sets out a range of overarching guiding principles, examples of the Chief Executives Department contributions will include: -
- ❖ providing a reliable and responsive level of administrative and professional advice and support to all our internal and external customers.
 - ❖ developing partnerships within other authorities and the private sector to ensure that the most efficient and effective methods of service provision are achieved through best practice.
 - ❖ through the modernisation of local government, and application of open and transparent decision making, ensure that the Council is accountable to the people of South Derbyshire for our decisions.
 - ❖ through the development and management of effective personnel policies we will treat people fairly and promote equality of opportunity in employment.
 - ❖ continuing to develop the Council's progress towards the standards outlined by the Investor in People award; valuing our employees and the essential role they play in service provision.

2

Key Aims

- 2.2 The Council has a number of key aims but the main ones to be addressed by this department are outlined below. The specific purpose will vary according to the service provided across the department but there are some themes that run across all the services delivered within Chief Executives, for example: -
- ❖ **To manage resources efficiently and effectively** – to continue to support the implementation and monitoring of the Employee Development Review process, ensuring that all employees have individual development plans related to service development plans.
 - ❖ **To secure continuous improvements in the quality and efficiency of services provided by the council** – through working with our staff to examine new ways of delivering our services within Best Value reviews that are underway, and by being open and responsive to change.
 - ❖ **To support business development and inward investment** – for example through the effective management of the economic development strategy.
 - ❖ **To listen to and represent the people of South Derbyshire in county, regional, and national arenas** – through the application of a modernised local government structure.
 - ❖ **To support the development of the National Forest** – at every opportunity.
 - ❖ **To provide efficient and appropriate professional and administrative support** – this means ensuring that professional and administrative support adds value to the services that it is supporting, and is responsive to the changing needs of our internal and external customers.

3. OPPORTUNITIES AND CHALLENGES

- 3.1 The key opportunities and challenges facing the Chief Executive's 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.
 - ❖ **Modernisation** – the new arrangements are due to come into force in July 2001. Work still needs to be done to monitor how these arrangements work in practice and identify any changes that remain to be made in the light of experience of the new structure. A key challenge will be to develop the role of

scrutiny across council activities so that it meets the needs of members without over-stretching already limited council resources and impacting on service delivery.

- ❖ **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.
- ❖ **Single Status Job Evaluation** – the Council has signalled its commitment to start this process. The challenge will be to ensure that this is handled without further adverse effects on staff morale and council financial resources.
- ❖ **Raising Staff Morale** – there is a clear need to develop staff so that they are equipped to perform changing roles and to address a key issue of absence management.
- ❖ **Economic Development** – the delivery and operation of a detailed Asset Management plan is a key task with significant financial implications for the future income of this Council.

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

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

4.0 BEST VALUE

4.1 The services provided within the Chief Executive's Department are to be reviewed as part of the year 2 best value programme, through to year 5. The cross-cutting review of Asset Management is in Year 2. The relevant reviews are as follows:

Review	Start Date	End Date
Human Resource Management	April 2001	March 2002
Asset Management	April 2001	March 2002
Tourism	April 2002	March 2003
Democratic Renewal	April 2003	March 2004
Economic Development	April 2003	March 2004
Legal Services	April 2004	March 2005

Corporate Key Tasks

Ref	Critical Success Factor	Chief Executives Contribution	Target	Division
	Put In Place Arrangements for Good Corporate Governance	<ul style="list-style-type: none"> ❖ Revising the existing codes of conduct for employees and members, in light of the new ethical framework for local government, and provide professional support in their implementation. ❖ Develop a protocol covering employee/member relationships ❖ Monitor & revise (if necessary) the new political management arrangements 	1/4/02	L&MS / P&D
	Implement new Departmental and Service Planning Framework	<ul style="list-style-type: none"> ❖ Service Plans to be in place for all Divisions ❖ Improve on current levels of customer satisfaction 	Nov 2001 Ongoing	All
	Establish training and development plans for employees & members	<ul style="list-style-type: none"> ❖ All staff within Chief Executives to have received a PDR interview and have an individual training & development plan ❖ Corporate Training Plan ❖ Support and promote team working ❖ Development of management competencies ❖ Implementation ❖ Modern member development programme ❖ Implementation 	March 2002 May 2002 Ongoing May 2002 Ongoing May 2002 Ongoing	All P&D P&D P&D P&D P&D / L&MS

Implement Programme of Best Value Reviews	<ul style="list-style-type: none"> ❖ Human Resource Management ❖ Asset Management 	April 2002	P&D ED
Implement Absence Management Policy	<ul style="list-style-type: none"> ❖ Reduce overall level of absence within department as a whole. ❖ Provide regular management reports and support to assist implementation corporately 	March 2003 Ongoing	ALL P&D
Managing Service Delivery	<ul style="list-style-type: none"> ❖ To make key performance management and financial management information available on a regular basis. 	Ongoing	ALL
E-government	<ul style="list-style-type: none"> ❖ Implementation of E-government in service delivery 	March 2003	All
Organisational Change	<ul style="list-style-type: none"> ❖ To assist with the implementation of changes to organisational structure. 	Ongoing	P&D

	<p>Improving Morale</p> <ul style="list-style-type: none"> ❖ Improving communication with employees corporately & at service level ❖ Establish arrangements to monitor employee satisfaction on a regular basis ❖ Development of family friendly employment policies and improved working conditions for employees ❖ Produce management reports on the outcome of exit interviews when employees leave the authority ❖ Ongoing Implementation of the Single Status Job Evaluation Scheme without further effects on staff morale and council financial resources ❖ Working to conclude a Single status agreement ❖ To take responsibility in assisting with improving of morale of staff ❖ Promote a right first time ethos 	<p>Ongoing</p> <p>Ongoing</p> <p>January 2003</p> <p>Sept 2002</p> <p>Ongoing</p> <p>Approx. 2 years</p> <p>Approx. 2 years.</p> <p>Ongoing</p> <p>Ongoing</p>	<p>P&D</p> <p>All</p> <p>P&D</p> <p>P&D</p> <p>P&D</p> <p>P&D</p> <p>P&D</p> <p>All</p> <p>All</p>
<p>Ensuring people are treated fairly and equally</p>	<ul style="list-style-type: none"> ❖ Strengthening policies for promotion of equal opportunities in employment ❖ Ensuring service delivery is compliant with corporate equality guidance. 	<p>March 2002</p>	<p>P&D</p>
<p>Property Management</p>	<ul style="list-style-type: none"> ❖ Develop a Corporate Property Strategy 	<p>Jan 2002</p>	<p>ED</p>
<p>Public Relations</p>	<ul style="list-style-type: none"> ❖ Redefine the role of the Public Relations Officer to become more pro-active in relation to press/media coverage 	<p>Oct 2001</p>	<p>L&MS</p>

Ongoing Key Tasks

REF	Task	Improvements proposed	Target	Division
	Modernisation of Local Government – improvements to member services	<ul style="list-style-type: none"> ❖ To develop, implement and maintain modern systems, procedures and techniques to meet the administration needs of the Authority in the areas of the Civic Functions, Committee Administration and Members' Services. ❖ To implement a programme of structured training to meet members needs. ❖ To implement an effective minutes retrieval system. ❖ To produce a training plan for scrutiny members. 	<p>June 2001</p> <p>June 2001</p> <p>October 2001</p> <p>October 2001</p>	L&MS
	Land Charges	<ul style="list-style-type: none"> ❖ To ensure further efficiencies in the operation of the Local Land Charges service. ❖ To increase awareness of members of the Land Charges system. 	<p>February 2002</p> <p>February 2002</p>	L&MS
	Elections and Electoral Registration.	<ul style="list-style-type: none"> ❖ To provide increased support for Elections and Electoral Registration. 	<p>February 2002</p>	L&MS
	Legal Services	<ul style="list-style-type: none"> ❖ To effectively perform council house sales legal work from within the team. 	<p>May 2002</p>	L&MS

	Personnel Services	<ul style="list-style-type: none"> ❖ To co-ordinate personnel administration, in respect of appointments, terminations, variations to conditions of service. ❖ To advise on matters of employment law and good practice and the ongoing development and implementation of effective personnel policies. ❖ To ensure equal opportunities in employment practices ❖ To develop and maintain the Council's job evaluation system and advise on all grading issues. ❖ To establish training and development policies and procedures for the Council and encourage the use of training as a management tool. ❖ To advise on the development and maintenance of the Council's recruitment and appointment procedures including advice on advertisements and selection processes. ❖ To undertake a Best Value review for personnel and training. ❖ To undertake an effective Best Value Review of Asset Management, Civic Offices, Cleaning, Markets and Business premises. ❖ Manage and market the Council's portfolio of land. ❖ Develop and maintain constructive relationships with the Council's partners in economic development and regeneration. ❖ To further develop the Council's tourism policies and objectives. 	<p>Ongoing</p> <p>March/ April 2001 Within 6 months</p> <p>1-2 years</p> <p>April 2001</p> <p>April 2001</p> <p>April 2002</p> <p>April 2002</p> <p>Feb 2002</p> <p>Ongoing</p> <p>April 2002</p>	<p>P&D</p> <p>P&D</p> <p>P&D</p> <p>P&D</p> <p>P&D</p> <p>P&D</p> <p>P&D</p> <p>ED</p> <p>ED</p> <p>ED</p> <p>ED</p>
	Training & Development			
	Personnel & Development management			
	Asset Management			
	Economic Development			
	Tourism			

6. PERFORMANCE INDICATORS AND TARGETS

6.1 Annex A summarises the performance indicators for the Chief Executive's Department as set out in the Best Value Performance Plan.

7. STAFFING STRUCTURE

7.1 The Divisional Management Structure for the Chief Executive's Department is set out in Annex B.

7.2 In addition the structures for each of the four divisions are also provided within Annex B.

7.3 Much of the work carried out within the Chief Executive's Department relies on specialist staff.

7.4 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.

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

7.7 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 Chief Executive's 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

CHIEF EXECUTIVE'S	Gross Spending	Income	Net Spending
Legal & Member Services	844,110	310,680	533,430
Economic Development	604,580	382,940	221,640
Total Committee Costs	1,448,690	693,620	755,070

Central Departmental Costs – recharged to committees

CHIEF EXECUTIVE'S	Gross Spending	Income	Net Spending
Legal & Member Services	670,960	-	670,960
Personnel Services	1,069,820	4,070	1,065,750
Economic Development	188,630	-	188,630
Total Central Costs	1,929,410	4,070	1,925,340

Capital Expenditure

- 8.2 The capital programme does not include any schemes for the Chief Executive's Department.

DEVELOPMENT SERVICES DEPARTMENT

DEPARTMENTAL PLAN 2002

1.0 Service Description

- 1.1 The department provides a range of statutory and non-statutory services to residents of the district as well as providing support for the corporate work of Members and employees. It is managed in 3 divisions as follows:

Planning Services

- **Local Plans** – development, monitoring and review of land use planning policies, which in turn comprise the Local Plan, a statutory framework for development in the district. The section also advises the Council on developments in the County Structure Plan and neighbouring Local Plans and provides specialist advice and support for heritage and conservation.
- **Building Control** – appraisal and monitoring of proposals for development or building work that require Building Regulation approval. Most large-scale work is won in competition with the private sector but a lot of the work involves small-scale proposals from private householders. The team also has responsibility for dangerous structures and a number of minor issues such as street naming.
- **Development Control** – processing 1200 planning application per year of which officers, within a scheme of delegation, determine approximately 80%. Informal advice is provided to developers and householders. Approximately 30 appeals against decisions are supported per year and up to 500 cases per year are investigated with a view to enforcement action. The section also provides the Public Footpath service on an agency basis for the County Council, which part funds the service.

Technical Services

- **Direct Services** – provides the Council's Refuse Collection, Street Cleansing, Grounds Maintenance and Recycling services. The section tries to keep track off and maintain a large number of council assets. These assets range from small items such as street nameplates, litter bins and roadside seats to larger items such as Swadlincote Bus Station and 20 car parks.
- **Facilities and Development** – is responsible for the management, some by contract, of a range of facilities such as Green Bank L.C., Swadlincote Market, Swadlincote Woodlands, cemeteries, parks and open spaces. The section develops bids for external funding to improve those facilities and then delivers those improvements. They also advise the Etwall JMC as well as organising our big events, The Festival of Leisure and the Christmas Lights Switch On.

Policy and Best Value

- A small team is responsible for supporting the development and implementation of corporate policies and strategies and management of the Council's approach to Best Value. The division is supporting the development of performance management and

currently collates and publishes our performance indicators. Work is starting on the development of the Community Strategy and a Corporate Plan.

- 1.2 The Head of Development Services, who is also the Deputy Chief Executive, manages the department.
- 1.3 The services are provided to a wide range of, mostly external, customers. Indeed the Street Cleansing service has the most customers of any Council service, comprising residents and businesses within the district as well as visitors to and those travelling through the district.
- 1.4 The table below shows the strategies for which the department is responsible.

Strategy	Date	Review Period	Next Review
Community Strategy *	March 2002	TBA	TBA
Best Value Performance Plan *	March 2001	Annual	March 2002
Local Plan *	Sept. 2002	10 years	2012
Heritage Strategy +	2000	TBA	TBA
Cycling and Walking Strategies +	2001	TBA	TBA
Town Centre Strategy +	2000	TBA	TBA
Recycling Plan *	2001	TBA	TBA
Waste management Strategy (South East Derbyshire Partnership) *	2000	TBA	TBA
Vehicle Replacement Strategy	1998	TBA	TBA
Leisure Strategy (part)	1998	TBA	TBA

Plans and Strategies marked * are statutory duties.

Plans and Strategies marked + will be incorporated into the Local Plan

2.0 Purpose

Guiding Principles

- 2.1 In section 3.7 of the Corporate Plan the Council set out principles which will guide everything we do and they will be incorporated into all aspects of the work of the department. Examples of how they impact on our service delivery are listed below

- Ensuring the judgements made by employees follow established Council policy
- Giving full explanations of our actions and services to customers and residents
- Consulting stakeholders before implementing significant changes
- Bring forward new ideas every year to improve all services
- Providing a consistent level of service to all our customers
- Aim to get it right first time, and if we don't, put it right as soon as possible
- Develop our recycling partnerships to significantly improve current performance
- Analyse the long term impacts of all our action
- Support the personal development of employees through the Council's scheme

Key Aims

- 2.2 To help us achieve our vision, we have also identified a number of key aims that will be used to shape what we do. These are detailed in section 3.8 of the corporate plan.
- 2.3 The specific purpose will vary according to the service provided but the following are the key service themes:-
- **To regulate development within the district** – management of a development and building control service that balances the need for development with the level of environmental protection required by the community. Good outcomes are achieved by developing a sound framework of planning policy supported by formal and informal advice to the community.
 - **To provide a cleansing and waste management service** – which meets government targets and customer expectations. Good outcomes are achieved by providing a reliable service that is working with partners towards sustainable waste management targets.
 - **To provide a range of grounds maintenance services** – including parks, public open spaces, recreation grounds and highway verges. Good outcomes are achieved by providing a reliable service that compares well with customer expectations. is developing to meet the needs of all sections of the community.
 - **To deliver the leisure services of the council** – this includes a range of services, some of which are delivered in partnership with others in the private and public sector. These include Green Bank Leisure Centre, Etwall Leisure Centre, Swadlincote Market, parks, car parks and Swadlincote Woodlands. Good outcomes are achieved by working in partnership to develop facilities that meet the growing needs of the District.
 - **To deliver a range of technical and environmental services** – these vary from the statutory ones like land drainage, street nameplates and allotments to the discretionary ones like roadside seats and bus shelters. Again, good outcomes are achieved by providing reliable services with clearly defined service standards.
 - **To support the development of community and corporate planning within a performance management framework** – work is current on the development of Corporate and Service Plans together with ongoing support for the Council's approach to Best Value. Early work has also started, in conjunction with Derbyshire County Council and other partners, on the development of a Community Strategy. Good outcomes will be achieved by incorporation of these processes into the day to day work of service delivery.

3.0 Opportunities and challenges

- 3.1 The key opportunities and challenges facing the Development Services Department are broadly the same as the corporate opportunities and challenges identified in section 5. More specific service related issues are listed in individual service plans produced by each division. Issues of particular relevance to the are listed below.
- **Economic Downturn** – this could lead to reductions of income in Development Control, Building Control and Trade Waste Collections with little opportunity in the short term to reduce expenditure and avoid the impact on the Council's budget.
 - **Community Strategy** – this will increasingly shape the development of our services and drive our corporate planning processes.
 - **Council Finances** – the Council has limited resources. Meeting the needs and aspirations of service users will require creativity and innovation as well as hard choices regarding current levels of service delivery.
 - **Managing Change** – our external and internal environments require us to change what we do and the way that we do it. Managing those changes will be key to our success.
 - **Risk Management** – significant change will involve taking risks and sound management of those risks will help to deliver less painful change and successful outcomes.
 - **Rapid Growth in the District** – South Derbyshire is one of the fastest growing districts in the region. Demand for most services within the Department is growing faster than the resources available.

4.0 Best Value

- 4.1 The Development Control service review has been completed and the inspection report (1 star, will not improve) has been received. The Implementation Plan will improve the scope and quality of guidance documents, improve access for representations on specific applications, improve enforcement activity and develop a revised Local Plan which balances the need for development with that for environmental protection and sustainability.
- 4.2 The "Cleansing the Environment" review which covers Refuse Collection, Waste Management, Street Cleansing, Grass Cutting and Dog Fouling has been completed and an inspection is imminent (October). The Implementation Plan will strengthen the service in order to meet National Waste Management Targets, deliver a cleaner and more attractive environment and improve the dialogue with all stakeholders.
- 4.3 An implementation plan for that review is current and relevant actions are included in the list of Key Tasks. The reviews that cover services within the department are listed in the table below.

Review	Start Date	End Date
Development Control	Completed	
Cleansing the Environment	Completed	
Cemeteries and Bretby Crematorium	Programme Under Review	
Car Parking	October 2001	March 2002
Leisure	April 2002	March 2003
Planning and Building Control	April 2002	March 2003
Community Planning	April 2003	March 2004
Technical Services	April 2004	March 2004
Corporate Planning and Communication	April 2004	March 2005

5.0 Corporate Key Tasks until March 2003

Ref.	Critical Success Factor	Development Services Contribution	Target	Division
2	Develop the South Derbyshire Community Strategy	Develop Plan for Community Strategy process Finalise Strategy	Mar 02 Mar 03	P&BV
2	Review number and scope of existing service related plans and strategies	Devise and co-ordinate process	Mar 02	P&BV
2	Strengthen Guidance on 4Cs	Produce revised guidance	Mar 02	P&BV
2	Adopt new South Derbyshire Local Plan	Draft for deposit Public Enquiry Final adoption	Jan 02 Sep 02 Apr 03	Planning
4	Develop and implement proposals for e-government	Develop and implement proposals for electronic service delivery in line with IEG strategy – annual programme	Mar 02	ALL
4	Develop a strategic approach to procurement of goods and services that includes the adoption of 'Egan' principles	Develop a procurement strategy	Mar 03	P&BV
4	Progress disposal of Swadlincote depot	Develop and implement a plan for disposal of the depot	Oct 01	DCE
5	Continue to implement the programme of Best value reviews	Support and monitor progress on Best Value through the corporate working group Deliver programmed BV reviews		DCE P&BV ALL
5	Continue to develop arrangements for performance management	Develop and support a performance management framework		DCE P&BV
5	Review the existing consultation strategy		Mar 02	P&BV
6	Make full and effective use of the South Derbyshire Citizens Panel	Maintain and develop the panel database and support its' use within the Council		P&BV
6	Promote a 'right first time' ethos in the organisation	?		DCE
6	Improve on current levels of customer satisfaction	Monitor satisfaction level in all services		ALL