

Budget Head	Total Budget	Income	Net Budget	Service Area
BB6	1,110,710	28,990	1,081,720	Refuse Collection - charges
BB7	169,250	79,680	89,570	Recycling - credits
BB8	68,070	29,610	38,460	Composting - Promotional Expenses
BE2	81,360	110	81,250	Public Conveniences
BE4	4,440	-	4,440	Emptying of Pails
BG6	36,230	-	36,230	Parish Council Sweeping - legthsman
BH1	52,160	-	52,160	Land Drainage
BH2	7,940	-	7,940	Flood Prevention
BJ1	480	-	480	Public Clocks
BJ2	1,620	-	1,620	Roadside Seats
BJ3	29,640	-	29,640	District Boundary & Street Nameplates - supplies & services
BJ4	29,430	-	29,430	Litter Bins - repair & purchase
BJ5	39,780	-	39,780	Bus Shelters - repairs
BJ6	600	-	600	Dropped Curbs
BL8	256,980	213,110	43,870	Highways Agency
BL9	250	-	250	New Roads & Street Works Act
BN4	-	-	-	Sewerage Agency
BR1	106,660	2,050	104,610	Car Parks
BR2	206,370	-	206,370	Street Cleansing
BR3	12,650	11,390	1,260	Cleansing Contract Control
BT7	98,220	30,680	67,540	Cemeteries
BV1	330	-	330	Bretby Crematorium
DF4	360	-	360	GIAs - Church Gresley
FA2	62,240	-	62,240	Swadlincote Woodlands
FB8	463,200	39,550	423,650	Parks
FD1	7,150	1,820	5,330	Allotments
FE2	25,170	1,940	23,230	Melbourne Leisure Centre
FE8	13,150	-	13,150	Village Halls
FF5	320,400	37,090	283,310	Green Bank Leisure Centre
FF9	65,590	-	65,590	Etwell Leisure Centre
FH1	14,450	3,310	11,140	Festival of Leisure

FH2	DS - TS	114,950	4,260	110,690	Maintenance of Open Spaces
FX4	DS - TS	283,520	283,520	-	Etwell Leisure Centre - JMC
FX5	DS - TS	7,530	8,620	- 1,090	Etwell Leisure Centre - Squash Courts
HA1	DS - TS	41,190	47,050	- 5,860	Markets
HC1	DS - TS	102,500	81,710	20,790	Town Centre Redevelopment
HF1	DS - TS	23,260	-	23,260	Omnibus Station
IA1	DS - TS	24,560	5,030	19,530	Swadlincote Town Hall
		3,882,390	909,520	2,972,870	Total Committee Budgets - Technical Services
RJY	DS - TS	706,890	-	706,890	Technical Services
SCJ	DS - TS	5,410	-	5,410	Plan Printer
		712,300	-	712,300	Total Central Support Budgets - Technical Services

CLEANSING THE ENVIRONMENT - ACTION PLAN

9.0

1. Required Outcome - To reduce the amount of waste produced per household

Action 1.1 Develop and implement Waste Minimisation Plan

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Prepare initial plan for South Derbyshire, with short term, low cost measures	October 2002	Plan produced with costed proposals	nil	RO	Include home composting in conjunction with 5.5
• Develop and implement joint approaches to waste with the South Eastern Derbyshire sub group	October 2003	Plan produced and costed proposals. <i>Target of upper quartile performance (BYPI 84) by 2006</i>	To be established	TSM / RO	

Action 1.2 Monitor domestic waste arisings to support waste minimisation

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Monitor levels of domestic waste arisings	March 2002	Commence monitoring	nil	SE(R and C)	feed results into action one under 1.1
• Sample content of domestic bins in high producing areas	March 2002	Sampling commenced		SE(R and C)	feed results into action one under 1.1

Action 1.3 Enforce policy of resisting side refuse and requiring refuse to be contained in closed bin

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Include visual checks in routine performance monitoring	October 2001	Checks undertaken	nil	SE (R and C)	
• Publicise and promote policy on freighters on Website with other corporate publicity	October 2001 October 2001 by March 2002	leaflets in use included included		SM DSM DSM	consult IT and CS manager consult with P and BV Manager and PO

Action 1.4 Increase home composting

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Maximise home compost sales in partnership with private sector supplier	April 2002 and ongoing	Target of 500 Bins sold p.a.	Within revenue budget	RO	over 1000 bins sold in April 01 Include in Recycling Plan revision
• Provide after sales training to maximise usage	April 2002	Training in place	Within revenue budget	RO	
• Develop joint approaches to home composting with the South Eastern Derbyshire sub group	October 2003		To be established	TSM / RO	Copy good practice elsewhere e.g. Bromley

Action 1.5 Review wheelie bin size issue policy

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Review policy as part of waste minimisation plan	October 2002		To be established	TSM / RO	With 1.1

2. Required Outcome - Reduce the cost per household of refuse collection

Action 2.1 Improve employee attendance levels

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Implement absence management policy	October 2001	Training received	nil	DSM	Corporate procedure published June 2001
	November 2001	Set reduction targets on implementation	nil	DSM	Milestones compatible with overall government target for 2004/05

Action 2.2 Reduce clinical waste collection costs

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Review charging policy	September 2002	Review completed		DCE / TSM	Report to Members
• Minimise amount of clinical waste incinerated in conjunction with Integrated Waste Management Group and C.H. Services Trust	March 2002	Reduced No's of collections and reduced volumes incinerated		DSM	ongoing Derbyshire Integrated Waste Management sub group action

Action 2.3 Maximise Trade Waste Income

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Improve service to existing customers	October 2001	Improving annually customer satisfaction level	(being evaluated)	DSM	Set target to improve levels of satisfaction
• Market Service to new customers	October 2001 and ongoing		(being evaluated)	DSM	

Action 2.4 Reduce vehicle damage at tip

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
<ul style="list-style-type: none"> Maintain checks on tip conditions Ensure tip operator provides agreed level of service 	Ongoing			SE (R and C)	
<ul style="list-style-type: none"> Monitor with DCC to review action plan progress 				SM	Concerns recognised by DCC as part of stakeholder consultation

Action 2.5 Reduce vehicle maintenance / procurement costs

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
<ul style="list-style-type: none"> Review vehicle replacement strategy / leases 	March 2002 and every 2 years	Review undertaken	nil	DSM	<i>Strategy to include commitment to reduce emissions and mileages</i>
<ul style="list-style-type: none"> Consider partnerships / contract hire as part of corporate plan for disposal of the depot 	April 2002	New arrangements in place April 2003	To be established	TSM / DSM	Report to Members. Will require input from Legal Services Manager

Action 2.6 Review central services and high on-costs

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
<ul style="list-style-type: none"> Negotiate service levels, costs and services provided from central departments 	March 2002	Establishment of Service Level Agreement	nil	TSM	Year 2 Review of Central Services

Action 2.7 Improve cost effectiveness and productivity of recycling bring sites

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Remove least productive sites	June 2002	Reduce unit costs	within revenue budget	RO	Need to identify options to transfer existing leased bins
• Identify alternative means of servicing remaining sites	June 2002	Means identified	Potential cost savings	DSM	

Action 2.8 Continually assess competitiveness of the Service

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Obtain external advice on comparability of unit rates for direct service operations	August 2001	Obtain report	within revenue budget	DSM	Set improvement target. <i>Review means of procuring services if advice received is adverse</i>
• Update advice every two years		Obtain report	£1200	DSM	In conjunction with 7.1

3. Required Outcome - Improve response time to fly tipping and reduce incidence

Action 3.1 Establish a rapid response hit squad

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Purchase vehicle / equipment and recruit / train staff	December 2001	Hit Squad operational	£40,000 p.a. (within existing budgets)	SM	In conjunction with 4.1 and 8.1
• Establish Freephone to facilitate reporting from public and staff	December 2001	Response time to flytipping within national upper quartile by March 2003	£2,000		

Action 3.2 Develop and implement a flytipping plan with the Environment Agency and Parish Councils

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Plan may include physical deterrents training to enforce prosecution patrolling sites information / publicity	Complete pilot scheme by April 2003	Reduced incidence of flytipping Prosecutions Positive publicity	To be established	DSM	Consult with EA, PC's and Legal Services Manager
	Full plan to be active by April 2004, subject to results of pilot		To be established	DSM	

Action 3.3 Improve access to local tips at Derby and Burton on Trent

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Lobby relevant bodies to secure improved access to local people	October 2002	Restrictions removed or relaxed	nil	TSM	Issue acknowledged by DCC as part of stakeholder consultation

Action 3.4 Provide more civic amenity facilities

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
<ul style="list-style-type: none"> Lobby D.C.C. 	April 2005			TSM	<p>Issue acknowledged by D.C.C. as part of stakeholder consultation</p> <p>Timetable in line with renewal of waste disposal contract</p>

Action 3.5 Improve Response to Abandoned Vehicles

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
<ul style="list-style-type: none"> Hit Squad to attach notice to vehicles 	December 01	End of next working day	Incl.	TSM	
<ul style="list-style-type: none"> Develop partnership with contractor and/or neighbouring councils to remove vehicles to pound during notice period 	September 01	Arrangements implemented	TBA	EHM	

4. Required Outcome – Improve level of cleansing to areas of known concern

Action 4.1 Establish a rapid response hit squad

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Purchase vehicle / equipment and recruit / train staff	April 2002	Hit Squad operational		SM	In conjunction with 3.1 and 8.1
• Establish Freephone to facilitate reporting from public and staff	December 2001	Response time to flytipping within national upper quartile by March 2003	£2,000		

Action 4.2 Improve weed control and removal

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Ensure full compliance within existing contract	September 2001 and ongoing	Post treatment inspection to similar process as highway cleanliness		SM	
• Review weedkillers used and pilot alternatives	March 2002			SM	Consult EA and STW

Action 4.3 Develop and implement a litter action plan with local stakeholders

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Plan may include litter control zones fixed penalty notices training to enforce bin locations and adequacy information / publicity	Complete pilot scheme by April 2003	Zones introduced Fixed penalty notices issued Positive publicity	To be established	DSM	Consult with, local groups, schools, Chamber of Trade, shop owners and Legal Services Manager

	Full plan to be active by April 2004, subject to results of pilot	To be established	DSM	
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Action 4.4 Improve operation of Parish Lengthsman Scheme

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
<ul style="list-style-type: none"> • Clarify responsibilities and agree areas covered 	April 2002			SE (R and C)	
<ul style="list-style-type: none"> • Improve liaison and co-ordination of input with Council on routine cleaning 	September 2002			SM	
<ul style="list-style-type: none"> • Negotiate to enhance service 	April 2002	Set targets for improvement in the highways cleanliness PI	£20000	TSM	See also section 6.1

5. Required Outcome – Meet National Waste Targets

Action 5.1 Increase amount of waste composted

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Introduce further composting rounds to agreed programme	2003 and 2005	Statutory targets met	Staff costs £25,000 rec. for 3 yrs	RO	Additional temporary staff required

Action 5.2 Increase amount of paper recycled by kerbside scheme

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Introduce two weekly schemes to all the composting areas	January 2002	Increased target of 100 tonnes per year	nil	RO	Cheshire have agreed to consider (July 2001) letter sent in confirmation
• Develop and promote scheme including regular monitoring of take up	September 2002	Monitoring and targeted promotion commenced		RO	

Action 5.3 Ensure successful commencement of Brightstar Contract for total waste treatment

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Complete agreement with Derby City Council for waste delivery process	October 2001	Confirm anticipated extraction and recycling of 15% of material delivered		TSM	Brightstar are pursuing planning and environmental permissions
• Revise operational plan to ensure timely delivery of waste material	early 2003		cost neutral	DSM	may generate income for use by sub group on joint promotion – consult

Action 5.4 Maximise resources to fund waste management initiatives

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
<ul style="list-style-type: none"> Make bids to funding bodies ENTRUST Government funds Sponsorship 	October 2003	Monies identified	To be established	RO	In conjunction with 1.1 and 5.5 Joint action with South Eastern Sub Group

Action 5.5 Review Recycling Plan in conjunction with Derbyshire Waste Strategy and South Eastern Area Sub Group Strategy

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
<ul style="list-style-type: none"> Short term action plan to meet statutory targets for 2003 and 2005 	October 2001	Plan produced with costed proposals	To be established	RO	
<ul style="list-style-type: none"> Full plan completed and approved 	October 2003	Plan produced with costed proposals	To be established	RO	In conjunction with 1.1 Plan to be prepared in conjunction with other South Eastern Sub Area Group Plans
<ul style="list-style-type: none"> Education campaign (in conjunction with Waste Minimisation Plan -- see Action 1.1) 	April 2004	To be established but to include before and after awareness survey	To be established	RO	Plan to be prepared in conjunction with other South Eastern Sub Area Group Plans

Action 5.6 Develop proposals for introducing a kerbside dry recyclables collection scheme

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
<ul style="list-style-type: none"> Develop schemes with private sector and neighbouring authorities 	March 2002	To be established	£5000 available for pilot to commence 2002 - 03	RO	Initial discussions already held with two recyclers

6. Required Outcome - Improved performance on emptying litter bins

Action 6.1 Review bin provision and placement with parish councils

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Review and revise position and provision of bins	April 2002	Develop proposals	nil	SE (R and C)	Undertake in conjunction with 4.4 and 8.2
	September 2002	Implement proposals subject to finance available	£5000	SE (R and C)	Intention to site where most needed and where space will be most effectively used Explore potential for sponsorship of some bins
	April 2003	Complete full implementation	To be established	SE (R and C)	Seek finance for 2003 / 04 subject to review findings
• Consider option for parish councils to empty litter bins	April 2002	Improvement in local PI to specified requirement	To be established, but funded from 4.4	DSM	Undertake with 4.4

7. Required Outcome - Improve the quality of grass cutting to highway verges and public open space (POS)

Action 7.1 Increase number of cuts

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Increase number of cuts on Council owned areas (POS) and highways grass (D.C.C.)	April 2002		£30,000	TSM	Increase cuts to 12 per annum
• Lobby D.C.C. to meet full costs of 12 cuts per annum to highways grass	Nov 2001			TSM	Issue discussed with D.C.C. as part of stakeholder consultation
• Obtain external advice on comparability of unit rates	August 2001		Within revenue budget	DSM	
• Update advice every two years				DSM	In conjunction with 2.8

Action 7.2 Review cutting methods

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Develop options for improving quality of grass cutting by additional cylinder mowing	September 2002	Report to Members	To be established	DSM	

Action 7.3 Introduce Performance Monitoring

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Introduce monitoring system similar to Refuse and Cleansing operations	April 2002	System operational		SE (R and C)	

8. Required Outcome - Reduce amount of dog fouling in public places and address cost effectiveness of dog service

Action 8.1 Employ a rapid response hit squad

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Purchase vehicle / equipment and recruit / train staff	April 2002	Hit Squad operational		SM	In conjunction with 3.1 and 4.1
• Establish Freephone to facilitate reporting from public and staff	December 2001	Response time to flytipping within national upper quartile by March 2003	£2,000		

Action 8.2 Review Dog Fouling Strategy and Implementation Plan

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Improve performance on enforcement	October 2001	Report to Members including targets for improvements especially in relation to the fixed penalty notice scheme		EHM	Strategy will include review of whether other service delivery mechanisms may improve performance. (Fixed penalty notice scheme introduced July 2001)
• Review and revise position and provision of bins	April 2002	Review complete		EHM	Undertake in conjunction with 4.4 and 6.1 in consultation with parish councils

9. Required Outcome - Improve waste management performance by developing existing and new partnerships

Action 9.1 Maximise effectiveness of existing partnerships

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Improve dialogue and set targets with existing partners	December 2001	Develop agreed measures for improvement		TSM/RO	Main partners include Cheshire, Berrymans, Biffa

Action 9.2 Develop new partnerships with private sector and neighbouring authorities

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Develop new partnerships	ongoing	Implementation of joint schemes	To be established	TSM/RO	Potential private partners have been identified. Initial consideration of partnerships with East Staffordshire, North West Leicestershire and Lichfield already undertaken
					<i>Develop new partnerships with private sector, neighbouring authorities and the voluntary sectors</i>

Action 9.3 Work in partnership with other authorities in Derbyshire in undertaking Joint Waste Management Best Value Review

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
• Develop Best Value sub group proposals with Integrated Waste Management Group	October 2001			TSM	Integrated Waste management Group agreed sub group objectives in July 2001

10. Required Outcome – Improve management arrangements

Action 10.1 Rationalise structure of Technical Services Division

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
<ul style="list-style-type: none"> Clearly apportion responsibilities for Waste Management and Grounds Maintenance between two units 	December 2001	Report to Members	Cost neutral	TSM/DSM/FDM	Staff have indicated willingness to move to a no split structure subject to normal consultation processes. On implementation undertake staff training and amend objectives under Staff Development Scheme

Action 10.2 Clarify Member accountability for service and its development

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
<ul style="list-style-type: none"> Clarify accountability 	December 2001	Report to Members	nil	TSM	Will need to rationalise old Client Committee and DSO Executive roles
<ul style="list-style-type: none"> Report progress on implementation plan to Policy and Scrutiny Committees 	Every six months	Report to Members	nil	TSM	Subject to prospective new Service Plan reporting system

11. Required Outcome – Greater involvement with better informed Stakeholders

Action 11.1 Improve communication with Stakeholders

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
<ul style="list-style-type: none"> Prepare a Communication Plan to include the following <ul style="list-style-type: none"> Waste Minimisation Plan Recycling Plan Service information 	October 2002	Plan produced with costed proposals	To be established	TSM	<p><i>Develop customer care code setting out policy and aims</i></p> <p><i>Use suitable means (website leaflets, on council equipment etc.) use plain English and have regard to special needs</i></p>
Promotional activities					
Dialogue with partners					
Consultation with all stakeholders					<i>For views and feedback on services and to involve in service development proposals</i>
Staff involved in service delivery					

12. Required Outcome – To provide service quality that is comparable with the best targets

Action 12.1 Develop quality standards

Sub Actions	Target Date	Performance Measures	Cost	Staff responsible	Comments
<ul style="list-style-type: none"> Implement Technical Advisers Group (TAG) Quality monitoring frameworks for Refuse Collection and Street Cleansing and compare results with other users 		Comparison with other users and annual improvement targets		DSM	
<ul style="list-style-type: none"> Work with TAG to produce quality framework for Grass Cutting 	April 2002			TSM	
<ul style="list-style-type: none"> Become Members of the Tidy Britain Groups People and Places Programme 	April 2002		£2500 p.a.	TSM	
<ul style="list-style-type: none"> Develop a proposal to obtain Chartermark Status for reviewed services 	October 2002		To be established	TSM	

Staff identified within the Action Plan are as follows

RO	Recycling Officer
TSM	Technical Services Manager
SE (R and C)	Senior Engineer (Refuse and Cleansing)
SM	Services Manager
DSM	Direct Services Manager
DCE	Deputy Chief Executive
EHM	Environmental Health Manager
FDM	Facilities and Development Manager

ECONOMIC DEVELOPMENT DIVISION

ECONOMIC DEVELOPMENT DIVISION
SERVICE PLAN 2002/03

1.0 SERVICE DESCRIPTION

1.1 The Division is responsible for:-

Economic Development

- Encouraging the formation and growth of new and existing businesses and ventures, principally through support for the Small Business Service;
- Operating the George Holmes Business Centre as a managed workspace offering a range of services to tenants and other local businesses;
- Provision of good quality literature, and, where appropriate, advertising, to promote the area's potential for inward investment and tourism;
- Promoting the availability of sites and premises;
- Working with East Midlands Development Agency (EMDA) and other fora to attract inward investment;
- Developing partnerships and working with a wide range of organisations to promote regeneration of the area;
- Maximising the resources available for regeneration initiatives, including preparing funding bids;
- Promoting the concept of Community Enterprise
- Assisting with the management and Monitoring of SRB programmes and projects;
- Actioning initiatives developed within the Council's Tourism Strategy;
- Playing an active role in the Derbyshire Tourism Officers Group, the National Forest Tourism Working Group, and the proposed partnership with East Staffordshire Borough Council, North West Leicestershire District Council and the National Forest Company;
- Promotion of improvements to Swadlincote Town Centre;
- Monitoring trends in the national and local labour markets.

Asset and Estate Management

- Strategic management of the Council's assets, through preparation of an annual Asset Management Plan and implementation of actions arising from the Best Value review to improve Corporate Asset Management;
- Co-ordinating and implementing effective management of the Council's land and non-operational property;
- Establishing procedures and systems for all estate management tasks and reviewing these on a regular basis;
- Developing comprehensive records for all land and property which the Council owns or in which it holds an interest;
- Ensuring that, wherever possible, all Council owned land and property is let or sold at open market value and on the most appropriate terms;
- Identifying and efficiently disposing of any surplus assets;
- Providing a professional, helpful and efficient service for members, officers, service users and the general public.

1.2 The service is provided to a wide range of internal and external **customers**.

- Internal customers include Members, most other divisions
- External customers include Tenants, the general public, businesses, community/voluntary organisations, visitors, investors, other partner organisations

ECONOMIC DEVELOPMENT DIVISION

1.3 Statutory duties include

None of our services are statutory, except perhaps for the provision of the Asset Management Plan

1.4 The Service is responsible for producing/contributing to the following strategies

Strategy	*	Date Produced	Review Period	Next Review
Economic Development Strategy	D	2000	5 years	2005
Tourism Strategy	D	2001	5 years	2006
Asset Management Plan	S?	July 2001	Annual	July 2002

** Denotes whether a plan is Statutory (S) or Discretionary (D)*

2.0 PURPOSE

2.1 In its Corporate Plan the Council sets out a range of overarching guiding principles. The Economic Development division contributes to these principles in a number of ways:

- Providing a reliable and responsive level of professional advice and support to all of our internal and external customers
- Developing partnerships with other authorities and the private sector to ensure that the most efficient and effective methods of service provision are achieved through best practice
- Being open and responsive to change

2.2 The Council has a number of key aims but the main ones to be addressed by this division, together with the areas of work through which we will do this, are as follows:

- To strengthen and develop the local economy through support for business development and inward investment - through many of our Economic Development activities
- To promote the health and welfare of all sections of the community, including access to leisure and cultural activities - through various Economic Development activities, particularly those related to Tourism
- To secure continuous improvements in the quality and efficiency of services provided by the Council - through implementation of actions emanating from the Best Value Review of Asset Management
- To manage resources efficiently and effectively - through effective Asset and Estate Management
- To listen to and represent the people of South Derbyshire in county, regional and national arenas - through our involvement in a number of partnerships
- To support the development of the National Forest and its enjoyment by residents and visitors - primarily through our Tourism activities

ECONOMIC DEVELOPMENT DIVISION

3.0 OPPORTUNITIES AND CHALLENGES

3.1 The Government has introduced a range of new legislation and guidance that are already and will continue to have a significant impact on the division. This is summarised below

3.2 The **Corporate Related Challenges** are as follows:-

1. Implementing the Government's 'modernising' agenda
 - Establishing of Strategic Sub-Regional Partnerships by EMDA
 - Establishing a Local Strategic Partnership
 - Development of the Community Strategy
 - Best Value - implementing actions emanating from the Asset Management review and preparing for the Economic Development & Tourism review
 - Outworking the new power to promote the economic well-being of the area
2. Working in partnership
 - On a range of Economic Development, Tourism and possibly Asset Management issues
3. Making the best use of our resources
 - Development and implementation of the Asset Management agenda e.g.
 - Preparation of an annual AMP
 - Developing the corporate role of the AMP steering group
 - Monitoring performance of the Council's assets
 - Ongoing consultation with all asset users
 - Developing a Corporate Property Strategy
 - Achieving better corporate working on a range of issues (see below for more details)
4. Supporting the National Forest
 - Through tourism and wider partnership initiatives

3.3 The **service related challenges** are as follows:-

- Balancing increasing work pressures with limited staff resources e.g.
 - The addition of strategic asset management work has meant that less time can be devoted to economic development, particularly by the Economic Development Manager. It has also placed further pressure on the Estates Officer who must combine day to day property management duties with consideration of disposals, performance monitoring, consultation etc to assist in developing the AMP and Best Value in Asset Management.
 - As the importance of Tourism to the local economy achieves greater recognition, the range of opportunities to assist with its' development is increasing, and therefore the pressure on both staff time and budgets.
 - Since the decision that day to day valuation work should now be undertaken in-house, a number of additional unanticipated major valuation projects have materialised e.g a large number of community assets need to be valued, as do all of our assets for insurance purposes. This work is very time consuming and quite specialised in its' nature, requiring assistance from Building Surveyors/QS.
- Raising staff morale
- Achieving a wider sense of ownership of corporate Estate/Asset Management issues.