

ECONOMIC DEVELOPMENT DIVISION SERVICE PLAN 2003/2004

FINAL REPORT (MARCH 2004)

SERVICE DESCRIPTION

The Division is responsible for Economic Development activities such as encouraging inward investment, providing support to businesses, promoting the availability of sites and premises; developing partnerships and working with a wide range of organisations to promote regeneration of the area; Tourism promotion and development; Asset and Estate Management including strategic management activities, the efficient management of the Council's land and non housing properties, and disposal of any surplus assets; and Footpath Management, ensuring that the district's 350 miles of public rights of way are walkable and well maintained.

THE YEAR IN CONTEXT

Tourism: One of the major issues with which we have had to contend over the last 12 months has been the proposals for a new structure for the delivery of tourism within the East Midlands. This has included the establishment of Destination Management Partnerships (DMPs) at a county level. In Derbyshire a series of proposals have been considered, but a final solution has yet to be agreed. This authority wants to involve itself fully within Derbyshire yet retain its partnership working within the National Forest and this is proving difficult to achieve consensus upon. We have endeavoured to be as involved as possible in the negotiations and discussions on these changes. Despite this uncertainty, partnership working within the National Forest and across the county has continued to develop.

Economic Development: With the appointment of a new Economic Development Assistant in March 2003, we have been more pro-active in a number of areas, including the development of more co-ordinated service delivery with other partners, such as Business Link, emda and other sector representatives. There has been a healthy take-up of the Environmental Improvement Scheme for industrial site frontages with over £22,000 of the £60,000 now committed, and numerous sites improved. An extensive range of statistical information has been collated, whilst numerous sector initiatives have been pursued. We have co-ordinated bids to the Derby & Derbyshire Economic Partnership and have been working with both the DDEP and the LSP as they find their feet.

Footpath Management: Several diversions have been negotiated, whilst maintaining a vigorous programme of enforcement. Walks leaflets have been updated and re-designed, to include new walks with interpretive material.

Strategic Asset Management: The Council's Asset Management Plan, submitted in July 2003, has been assessed as 'good' by Government Office for East Midlands, the highest score, meaning that no further plans need be submitted. Substantial progress has been made on delivering the actions contained in the Asset Management Best Value Improvement Plan. Disability Access audits have been undertaken on all buildings with public access and funding obtained for the first phase of improvements. A survey of the Civic Offices has been undertaken to determine existing and future space requirements and work is underway to implement the required changes.

Estate Management: A high level of occupancy of the Council's commercial portfolio has been maintained, whilst several properties have been sold. Work has commenced on dealing with long outstanding operational management issues such as leases of Village Halls, land at rear of Bass's Crescent, cemetery extensions etc, whilst a very wide range of land and property enquiries and issues have been resolved. The vacant sheltered housing complexes at Smallthorne Place and Bass's Crescent have been marketed and bids received.

ACHIEVEMENTS

Best Value Review	<ul style="list-style-type: none"> • Work continuing on delivery of Asset Management Review Improvement Plan
Performance Management	<ul style="list-style-type: none"> • Local property PI's developed and submitted with 2003 AMP. National pPI's reviewed and updated • Continue involvement with Benchmarking clubs
Funding	<ul style="list-style-type: none"> • Co-ordination of bids to the DDEP • Submission of Expressions of Interest for Footpath leaflet development, and Feasibility Study for 'Swadlincote Regeneration Route'.
E Government	<ul style="list-style-type: none"> • Tourism Destination Management System populated with data
Property Transfer	<ul style="list-style-type: none"> • Numerous disposals undertaken including 14-16 Wellwood Road, 18 Bridge Street, Residential development land at Alma Road, 46-48 Grove Steet etc • Disposal of surplus Public Toilets, sheltered housing complexes and vacant land progressed
Business Support	<ul style="list-style-type: none"> • Marketing of Environmental Improvement Scheme commenced - high degree of interest achieved. • Register of available sites & premises updated • Improved working relationship with Business Link & emda • Links developed with sector representatives such as Connect UK (Creative Industries)
Statistics	<ul style="list-style-type: none"> • Developing a database of statistical information for internal and external enquiries
Community Enterprise	<ul style="list-style-type: none"> • Money Spider Credit Union registration with FSA completed
Tourism Promotion	<ul style="list-style-type: none"> • Successful lobbying of emda re draft strategy - National Forest is now one of the 'special projects' within the strategy • New arrangements developed for annual visitor guides publication - significant saving of staff time • Working with emda & Derbyshire LA's to develop a Destination Management Organisation structure for the County • Populating Destination Management System (DMS) with data relevant to South Derbyshire (attractions, accommodation, events)
Footpath Management	<ul style="list-style-type: none"> • Successful outcome achieved for controversial footpath diversion
Asset Management	<ul style="list-style-type: none"> • Annual Asset Management Plan produced - assessed as 'good' by GOEM • Committee responsibilities reviewed • DDA audits undertaken
Estate Management	<ul style="list-style-type: none"> • 95% occupancy rate for commercial portfolio • Numerous lettings and sales completed • Work commenced on sorting out Village Hall leases • Professional advice provided to Members, officers and the public

UNFINISHED TASKS

ACTION	EXPLANATION
E-Government	<ul style="list-style-type: none"> • Implement Countryside Access Management System - County Council not installed system to date due to staff sickness

2003/2004 PERFORMANCE INDICATORS

Best Value Indicator	2002/03 (actual)	2003/04 (target)	2003/04 (actual)
156 - % of buildings open to the public in which all public areas are suitable and accessible to disabled people	60%	60%	60%
180a (i) - Energy consumption/sq m of local authority operational property, compared with comparable buildings in the UK as a whole - Electricity	67%	67%	67%
180a (i) - Energy consumption/sq m of local authority operational property, compared with comparable buildings in the UK as a whole - Fossil fuels	30%	30%	30%
National Property Performance Indicators			
Note: These figures are provided on an annual basis for the ODPM as part of the AMP process, although they do not evaluate them. In practise we have not updated them each year as the figures are unlikely to vary much and take a considerable amount of time to calculate. The intention is to review them prior to submission in July 2004.			
% gross internal floor-space in condition categories A - D (A is good, D is bad)	Figures based on 2001 survey		See note 1
A	9%	9%	9%
B	80%	91%	80%
C	11%	0%	11%
D	0%	0%	0%
Backlog of maintenance by cost expressed as a % in priority levels 1 - 3 and by value (1 is a high priority, 3 is low)	Figures based on 2001 survey		See note 1
1	£7050 (4%)	£0	£7050 (4%)
2	£14,935 (8%)	£0	£14,935 (8%)
3	£160,235 (88%)	£100,235 (100%)	£160,235 (88%)
Overall average internal rate of return (IRR) for each of the following portfolios (a) Industrial, (b) Retail and (c) Agricultural investment	(a) 7.4% (b) 11.1% (c) n/a	(a) 7.4% (b) 11.1% (c) n/a	(a) 7.4% (b) 11.1% (c) n/a
Total annual management costs per sq. m (GIA) for the property portfolio (only covers strategic management costs)	£2.50	£2.50	£2.50
Revenue running cost per sq. m. for Civic Offices & (Depot)			
Repairs & maintenance costs per sq.m GIA	£5.22 (£2.69)	£5.22 (£2.69)	£5.22 (£2.69)
Energy costs per sq.m GIA	£4.80 (£2.98)	£4.80 (£2.98)	£4.80 (£2.98)
Water costs per sq.m GIA	£0.65 (£1.87)	£0.65 (£1.87)	£0.65 (£1.87)
CO2 emissions in tonnes per sq m	£0.073(0.049)	£0.073(0.049)	£0.073(0.049)
% of projects where outturn falls within +/- 5% of the estimated outturn, expressed as a % of the total number of projects completed in the financial year	60%	100%	100%
% of projects falling within +5% of the estimated timescale, expressed as a % of the total number of projects completed in that financial year	50%	100%	100%
Local property indicators			
Number of lettable commercial units provided by the Council	70	69	67
Number of units occupied as % of total	94% (target was 80%)	95%	92%
Income received for commercial units as a % of under or over performance to target level income level for the year	5% additional income (target was 0%)	0%	0%
No of Facilities whose management has been devolved to the community on long term leases	2	6	2
No of partners located in Council buildings	6	6	6

No of formal consultation exercises with stakeholders per annum	11 between 2000 and 2002	2	0
No of actual changes costed and considered as % of changes requested through consultation exercises	100%	100%	N/a
% of tourism enquiries dealt with within 4 working days	95%	95%	95%
Number of media items	No target	12	50

Note 1: The intention was to undertake the highest priority repair works to the Council's public buildings in 2003-04. However, on reviewing the condition survey undertaken in 2001, there was concern that insufficient information was available and that the accuracy of the survey could not be relied upon. A new survey is therefore to be commissioned and the highest priority works identified in that survey undertaken. The 2003/04 target also assumed that the work identified for the Village Halls would be undertaken during the year. However, negotiations are still ongoing on each village hall and therefore the works will be deferred to this next financial year.

LESSONS LEARNED

Anything to share with the rest of the organisation in terms of what went well/didn't go so well/would do differently next time etc.

The time taken to obtain offers for the vacant sheltered housing complexes at Bass's Crescent and Smallthorne Place has taken much longer than needed. This was because the initial committee resolution lacked clarity as to its' intent, and following this, the instructions provided to this division for marketing/obtaining of offers were also ambiguous. It is important to ensure that clear instructions are provided at all stages of the process.

PERSONNEL AND DEVELOPMENT DIVISION

SERVICE PLAN 2003/2004 FINAL REPORT (APRIL 2004)

1. SERVICE DESCRIPTION

The Division professional advice and support in the following areas;

Personnel Services – employee relations, recruitment & selection, pay & grading (including Single Status and Job Evaluation), equal opportunities in employment, policy development i.e. absence management, stress management, discipline, grievance, harassment, support to the Best Value Process, support to health and safety of employees, employee welfare and occupational health, corporate activities and the provision of management information.

Training & Development – all aspects of Training & Development, including Investors in People and provision of direct training for employees and members, provision and implementation of the annual corporate training plan, monitoring of the employee performance and development review process, managing E-Learning, IT Training and development of the Open Learning Centre.

2. THE YEAR IN CONTEXT

The majority of the service related challenges faced by the Division have been the significant corporate related ones, arising out of the Corporate Plan. The Corporate Plan gives a clear acknowledgement that the Council's employees and the essential role they play in service provision are recognised as being a valuable asset. The plan also identifies the importance of managing all our resources efficiently and effectively, including our employees.

The Division has been able to meet a number of these challenges over the year that is a reflection on the efforts of the Team despite having to recruit two new employees during the year. Over the past 12 months work has been focused on;

- Reducing sickness absence levels through working with managers in line with the Council's Absence Management Policy and producing management information
- Progressing work on single status and job evaluation
- Establishing training and development plans for employees and members and developing the current PDR scheme
- Achieving the Investors in People standard
- Supporting and advising on the Senior Management Review that is due to be completed at the end of April 2004.
- Implementing a number of new employment policies to reflect changes in employment legislation and best practice
- Completion of the Best Value review of Human Resources Management and subsequent action plan
- Providing a range of training activities identified from PDR's or Corporate Plan
- Developing initial work on a management development programme
- Supporting organisational development through advising on revised structures, market testing posts and consultation with employees and their representatives.

PERSONNEL AND DEVELOPMENT DIVISION

3. ACHIEVEMENTS

The Key Tasks as set out in the approved service plan that were completed are detailed below.

ACTION	OUTCOMES
Corporate Key Tasks	
1.0 Establish training and development plans for employees and members	<ul style="list-style-type: none"> ◆ Corporate Training Programme produced ◆ New Council members have received induction programme and commenced work with Modern Member Development Programme with EMRLGA
2.0 Implement Programme of Best Value Reviews	<ul style="list-style-type: none"> ◆ Human Resource Management Review Final Report approved with ongoing action plan.
3.0 Reduce Sickness Absence Levels	<ul style="list-style-type: none"> ◆ Absence Management Policy reviewed and implemented, changes communicated, and manager training completed ◆ Production of bi-monthly management reports on levels and reasons ◆ Estimated BVPI to be upper quartile
5.0 Improving Morale	<ul style="list-style-type: none"> ◆ IIP achieved ◆ Family friendly policies introduced ◆ Employee forum held
5.0 Single Status Working Group (identified as separate item)	<ul style="list-style-type: none"> ◆ Moderation and appeals procedure complete ◆ Benchmark sample proposed ◆ Local conventions drafted <p>Note – work suspended as agreed by Working group</p>
6.0 Develop and implement employment policies for the promotion of equal opportunities	<ul style="list-style-type: none"> ◆ Contributed to corporate Equality Plan and Diversity Action Group
7.0 Development of management competencies	<ul style="list-style-type: none"> ◆ Final version of competencies agreed <p>Note – work suspended due to Senior Management review</p>
8.0 Ensure we can recruit and retain key employees	<ul style="list-style-type: none"> ◆ Senior management review to be completed in April 2004 ◆ Support for number of restructures and other employment issues
10.0 Develop and implement codes of conduct for employees and establish protocol covering member/employee relations	<ul style="list-style-type: none"> ◆ Support provided to L&DS Manager. Codes of conduct and protocol finalised and implemented

PERSONNEL AND DEVELOPMENT DIVISION

13.0 Support and promote team working	<ul style="list-style-type: none"> ◆ Promoted improved communication within work teams through weekly core briefing meetings and quarterly divisional meetings ◆ Leadership and Team Building courses provided as part of Corporate Training Plan
14.0 Improve communications with employees	<ul style="list-style-type: none"> ◆ Team briefing survey complete ◆ CMT and employee meetings arranged
16.0 Preparing for Council's Comprehensive Performance Assessment	<ul style="list-style-type: none"> ◆ CPA Assessment with Div. Managers using EFQM model completed
Service Development Tasks	
2.0 Employment Act 2002	<ul style="list-style-type: none"> ◆ Package on Flexible employment practices adopted
4.0 Race Relations (Amendment) Act 2000	<ul style="list-style-type: none"> ◆ Annual reporting of management information in line with Council race Equality Scheme
Ongoing Key Tasks	
3.0 Criminal Records Bureau (Disclosure)	<ul style="list-style-type: none"> ◆ Adoption of written policy and associated actions complete.

4. UNFINISHED TASKS

Although the majority of the activities listed in the service plan have been progressed and completed a couple of key projects have been affected following the resignation of two employees. Actions to progress both of these are covered in the 2004/07 Service plan.

ACTION	EXPLANATION
IIP action plan	Need to keep under review action plan to ensure accreditation re-obtained in Oct 2004.
Single Status – Job Evaluation	The Single Status Working Group on 13/10/03 agreed that the work should be suspended to enable further consideration of the job evaluation scheme and resources available to complete the work.

5. 2003/2004 PERFORMANCE INDICATORS

BVPI No.	Title	Actual 2003/04	Target 2004/05	Target 2005/06	Target 2006/07
11a	The percentage of top 5% of earners that are women	16.67%	22%	22%	27%
11b	% of top earners from black & ethnic minority communities	0.0%	5.5%	5.5%	11%
12	No. of working days lost due to sickness	8.95 days	8.5 days	8.0 days	8.0 days

PERSONNEL AND DEVELOPMENT DIVISION

14	% of employees retiring early excluding ill health retirements	0.00%	0.3%	0.3%	0.3%
15	% of employees retiring early due to ill health	0.35%	0.3%	0.3%	0.3%
16a	% of employees who are disabled	3.48%	3.8%	4.2%	4.5%
17a	% of employees who are from ethnic minority communities	0.32%	0.9 %	1.2%	1.5%

In the main, the trend of all indicators is positive and moving towards upper quartile performance for District Councils in 2002/03 with a significant improvement being made with BVPI12. However, further action is required in all areas to continue this trend and in the case of BV11b and 17a to improve current performance. Details of action being taken include;

BV11a & 11b & 16a & 17a - Compliance with the Corporate Equality Plan and Race Equality Scheme will raise the profile of the Council as an employer for all groups of people within the Community. In addition, the introduction of a Human Resources Strategy and associated actions will identify areas for further development

BV12 – Ongoing monitoring will be undertaken to address any areas of concern and support provided for managers by way of advice and information to enable the effective management of ill health.

BV14 & 15 – Adherence to current policy will be maintained and consideration of actions other than retirement will be considered where appropriate.

6. LESSONS LEARNED

- How important the effort and commitment of staff is in changing times, in order to achieve new targets and still deliver on-going tasks.
- The need to ensure that responsibility for undertaking operational management of employees should be the responsibility of the line manager with support and advice being provided from the Team.
- Ensuring that the organisation is aware of the work of the Team and its value especially when a focus is being placed on strategic issues rather than more visible front line support.
- Recognition that the Team has to clarify its capacity to deliver targets and seek further support where required.
- Opportunity to build knowledge and experience within the Team through a continuous process of internal review and learning.

LEGAL & DEMOCRATIC SERVICES DIVISION SERVICE PLAN 2003/2004

FINAL REPORT (MARCH 2004)

SERVICE DESCRIPTION

The Division is responsible for:-

- **Legal Services** - To advise the Council on all legal matters e.g. contractual arrangements, housing, planning, environmental health, conveyancing, employment matters and to represent the Council in courts and tribunals. It also advises on human rights issues, the provision of information to Members, Officers and the public and ensuring that the Constitution is adhered to by Members and Officers and kept up to date.
- **Democratic Services** - The management and administration of the committee process, including support for the Chief Executive, Members and the civic functions of the Council, particularly the Chair.
- **The Elections Service** - Maintains and updates the register of electors annually and on a rolling basis and administers Parish, District, County, Parliamentary and European elections and referenda.
- **Land Charges** - Ensures that the Local Land Charges Register is maintained and provides searches on payment of a fee for residents of the District when they purchase new property.
- **Public Relations** - To oversee the public and media relation functions of the Council.

THE YEAR IN CONTEXT

The main challenges faced by the Division were:-

- **Members' Training** - The need for a structured training programme following the 2003 Elections was recognised and is being progressed in line with Members' requirements.
- **Customer Satisfaction** - Service departments are to be consulted through focus groups and questionnaires to assess the level of support required.
- **Independent Remuneration Panel** - The appointment of a new Panel was necessary to make recommendations on the level of Members' Allowances by the end of the year, following the resignation of the previous Panel and introduction of new Regulations.

The main opportunities faced were:-

- **Ethical Framework** - Section 66 Regulations relating to local determinations have recently been introduced and we are currently in the process of working with neighbouring authorities to produce a joint procedure for hearings which can be implemented county-wide. Consultation on further Regulations relating to the investigation of alleged breaches of the Code of Conduct by Members is currently being undertaken. These Regulations will require such investigations to be conducted by the Monitoring Officer or her nominated representative.
- **Regional Assemblies** - A referendum may be necessary on an elected assembly for the region.
- **Transfer of Liquor Licensing** - This function is to be transferred from the Magistrates' Courts, which will increase the Division's workload considerably due to the high number of public houses, restaurants and off-licences which are currently outside the Council's control. Objections to premises and personal licences will need to be determined by Licensing Panels which will be serviced and legally advised by the Division.
- **Comprehensive Performance Assessment (CPA)** - The continuous development, revision and implementation of the Action Plan to prepare for the Assessment in the new year.
- **Land Charges** - National Land Information Service (NLIS) – the need to transfer all land and property information and registrations onto a national database to provide, by electronic means, a one-stop shop for conveyancing transactions.

ACHIEVEMENTS

Over the past 12 months, the Division's main achievements have been:-

ACTION	OUTCOMES
E-government	The Division has made a significant contribution to the development of the Council's website involving the availability of agendas and Minutes. The Minute Retrieval System has also been made available throughout the Council.
Elections and Electoral Administration	The annual canvass of over 30,000 properties started in August, with the personal canvass of properties taking place in October and the Register being published on 1st December. New legislation relating to opt-out of electors has been implemented, involving the publication of two versions of the Register instead of the one version previously required. A successful appointment was made to the post of Elections and Admin Assistant in August 2003.
District Council Elections	The successful undertaking of the 2003 Elections which resulted in the appointment of 36 Members to the Council
Debt Recovery	A review of current sundry debt cases has been completed, with appropriate action being undertaken to pursue outstanding matters.
Prosecutions	Successful prosecutions were carried out for a number of offences, including health and safety, environmental health and planning enforcement.
Ombudsman	There have been no complaints over the past 12 months resulting in a finding of maladministration by the Council.
Internal Communications	Weekly production of the Core Brief document.
Implementation of Absence Management Policy	The Division's sickness absence for the year is below the government target for absence.
Members' Induction Programme	4 informative induction sessions introducing Members to the workings of the Council were organised within the days following the Elections
Training for Members	All Members have attended a specific training session on the Planning function. This has been followed by an invitation to attend a variety of courses on the Modern Members Development Programme, run by the East Midlands Regional Local Government Association. Further training courses identified by Members have also been conducted in relation to Equalities and Diversity, Finance and the transfer of the Liquor Licensing function.
New Ethical Framework	Training on the Members' Code of Conduct, Personal and Prejudicial Interests, Dispensations, the Register of Interests and the quasi-judicial role relating to Regulatory Committees has been provided to all Members. The Monitoring Officer has also provided two separate training sessions for Parish Councillors, which included a discussion on her role and the District Council's Standards Committee in relation to the Code of Conduct, Personal and Prejudicial Interests, together with the Register of Gifts and Hospitality.
Arrangements for Good Corporate Governance	All Members have signed the Declaration of Office, undertaking to observe the Code of Conduct and have completed and reviewed their Register of Interests. <u>Employee Code of Conduct</u> – this Code was produced four years ago and following the introduction of modernising legislation and the CPA regime, it was deemed necessary to review, communicate, implement and monitor the Code. This has involved consideration both by Unions and Members and the revised Code is available on Public Folders. <u>Member/Employee Protocol</u> – The Council did not have a written Protocol, however, the introduction of the modernisation legislation and the CPA regime deemed it necessary that such a Protocol should be produced, communicated, implemented and monitored. The Protocol has been approved by Members and training has been provided. A copy is available on Public Folders and it forms part of the Constitution. <u>Telecommunications Policy</u> – Currently being reviewed and revised to accommodate the new telephone network and changes in legislation relating to mobile phones

Standards Committee	The Standards Committee recommended to Full Council which agreed that an Independent Member should chair the Committee and the Constitution has now been amended to reflect this. The profile of the Standards Committee has been raised recently by the production of a leaflet explaining its duties. This has been circulated to the Media, Parish Councils, Area Meetings and placed on the Council's website, as well as being highlighted in the Core Brief.
Constitution	The Constitution has been reviewed in light of Member and Employee changes to the Council since its introduction in 2001. A copy of the updated Constitution has been circulated to all Members and is available on Public Folders
Independent Remuneration Panel	A new Panel was appointed which made recommendations to Council before the end of the year in relation to the Members' Allowance Scheme. These recommendations were wholly accepted by the Council, subject to the availability of financial resources.
Land Charges – National Best Value Performance Indicator	During the year 2003/04, the Council have completed all searches within the 10 working day period. This is the first time 100% has been achieved within recent years and is a testament to the hard work and dedication of the Land Charges, Environmental Health and Planning Sections.
Public Relations	The recent appointment of the Elections and Administrative Assistant has provided the Public Relations Officer with additional capacity to undertake the initial drafting of essential Corporate Strategies, including a draft Communications and Public Relations Strategy which are being considered by the Corporate Management Team.
Democratic Services	The servicing of an increasing number of meetings, following the introduction of Alternative Arrangements, has represented an additional workload in the Section. This has led to a new post being approved with the successful applicant commencing employment in April 2004.
VDU Workstation Assessments	The Division has benefited from an assessment by the Health & Safety Officer of the VDU workstations. This has resulted in equipment being purchased to improve the working environment of employees in the Division.
Local Strategic Partnership	Formed to represent the public, private, community and voluntary sectors and involve them in the choices about services, local priorities and the preparation of a Community Strategy. The Constitution has been prepared in consultation with Legal Services and from October the LSP has been serviced by Democratic Services.

UNFINISHED TASKS

The following table outlines tasks that were not delivered during the year, along with an explanation:-

ACTION	EXPLANATION
Departmental and Service Planning Framework	Customer Satisfaction Questionnaires to service users for Legal, Democratic Services, Public Relations and Land Charges will be followed up by use of Focus Groups and regular update meetings to improve on current service delivery.
Legal Services – Right to Buy Function	A review of the current Right to Buy procedure, part of which is currently undertaken by external Solicitors, is to be undertaken. It is anticipated that the function will be returned in-house provided there are adequate staffing resources.

2003/2004 PERFORMANCE INDICATORS

The table below shows the Best Value and Local Performance Indicators that relate to the services provided within this Division:-

No.	INDICATOR	Actual 2002/03	Target 2003/04	Actual 2003/04
	Best Value Performance Indicators			
	% of standard searches carried out in 10 working days	76	98	100
	Local Performance Indicators			
	Democratic Services			
L.1	% of agendas despatched 5 clear days before meeting	100	100	100
L.2	% of decisions that are recorded accurately in Minutes	99	100	99
L.3	To provide public notice of all Council Meetings and make available agendas for the public	100	100	100
L.4	% of decision/action sheets issued within deadlines	95	100	100
L.5	To make Tree Preservation Orders within 5 working days of receipt	90	95	95
L.6	% of events where the Chair arrives punctually	100	100	100
L.7	% of civic invitations responded to within 5 working days	95	95	95
	Elections and Electoral Administration			
L.8	% of households returning the Electoral Registration Form	99	100	99
L.9	Compliance with prescribed election timetables	N/A	100	100
L.10	User satisfaction – lack of election petitions/complaints	N/A	Nil	Nil
	Legal Services			
L.11	% of draft contracts sent out within 15 working days of receipt of proper detailed instructions	85	90	90
L.12	% of draft shop leases sent out to prospective tenants or their solicitors within 15 working days of receipt of proper detailed instructions	85	90	90
L.13	Within 25 working days of receipt of an initial instructing memorandum requesting the initiation of prosecution proceedings, to confirm to the instructing officer that their instructions are adequate or to advise what further information or action is required	85	90	75
L.14	% of written communications responded to within 10 working days	97	97	85
	Public Relations			
L.	Increase press/media coverage of the services/functions undertaken by the Council to average 4 press releases per week while bearing in mind that preventing adverse publicity cannot always be measured	4	5	6

EMERGING ISSUES

Absences in the Legal & Democratic Services Division

The Division comprises of 5 highly specialised work areas, staffed by dedicated, professionally qualified officers. Due to our current levels of staffing, if an officer is absent, then the Division struggles to continue to provide the high level of service necessary in these areas. This has been most apparent in the last year in relation to the Legal Department, which has suffered from long periods of absence due to illness and a vacancy. It has not currently been possible to successfully recruit a sufficiently experienced officer which has resulted in the necessity to reprioritise and reorganise duties to ensure the continued delivery of the service. It is, therefore, necessary to continually review how such specialised areas can be sufficiently staffed to ensure the service is constantly available.

FINANCE SERVICES DIVISION

SERVICE PLAN 2003/2004 FINAL REPORT (APRIL 2004)

1. SERVICE DESCRIPTION

The Division provides Accountancy and Exchequer Services for the Council. This covers statutory financial management and reporting, together with the provision of internal support to other Divisions and Services throughout the Council. This includes the provision of financial information for Members and Corporate Management for decision-making purposes.

2. THE YEAR IN CONTEXT

The major piece of work that the Division dealt with during the year was the Phase 1 implementation of the new Financial Management System. The new General Ledger, Creditor Payments and Sundry Debtor modules went live in April 2004. This has been done in conjunction with Derbyshire Dales District Council, for which South Derbyshire is acting as the host/client authority.

The new Corporate Purchase Ordering module that was originally planned to be part of the Phase 1 implementation will now form part of Phase 2. This phase will provide the tools for the development of Web capabilities and E-procurement and work is planned to commence in the summer.

The new systems will provide a fundamental change for the Council, in terms of business processing and this is the next challenge for the Division. The system is currently being bedded in and will be rolled out across the Council over the coming weeks and months. The implementation is just the start, and all staff involved in the implementation deserve much credit for delivering this first phase very much on time and within budget.

Whilst this significant change has been on-going the Division has met its statutory targets regarding setting the budget and council tax for 2004/05. In addition, it must not be forgotten that the Division again brought forward the closure of the Statement of Accounts and achieved an unqualified opinion on those Accounts.

On this point, the Council's External Auditors awarded maximum marks in the Comprehensive Performance Assessment process for the timeliness and the quality of financial statements. This again is an excellent reflection on staff in the Division who all contributed to this target throughout the year.

Finally, during the year, the Division also undertook a project to research and analyse the implications of repaying the Council's outstanding debt with the Government. This resulted in the Council approving the repayment of debt in February 2004.

FINANCE SERVICES DIVISION

3. ACHIEVEMENTS

The Key Tasks as set out in the approved service plan that were completed are detailed below.

ACTION	OUTCOMES
<p>FS 1 – Revenue and Capital Budgets implemented in accordance with statutory time scale.</p>	<p>Completed – Developments included:</p> <ul style="list-style-type: none"> • Revising the “Scoring System” for prioritising bids for new revenue spending and capital investment in conjunction with Corporate Scrutiny Committee. • More detailed information provided to Policy Committees for consideration when scrutinising budget proposals for current services.
<p>FS 2 – Closure of Accounts in accordance with statutory time scale.</p>	<ul style="list-style-type: none"> • Completed – the main development being achievement of an earlier deadline for closure (July 2003).
<p>FS 3 – Review Treasury Management Policy</p>	<ul style="list-style-type: none"> • Repayment of Government debt resulting in significant on-going savings for the Council. • Fully adopting Code of Practice to include Treasury Management Standards within the Council’s Financial Procedure Rules. This included updating the Council’s approved lending list to ensure security and liquidity for short-term deposits.
<p>FS 5 – Developing Financial (Budget) Monitoring</p>	<ul style="list-style-type: none"> • All services and budgets now part of corporate monitoring system. • New document covering Council’s medium-term financial strategy and spending plans published. • Member’s Finance Briefing re-introduced.
<p>FS 6/7 – Implementation of Financial Management System</p>	<p>Phase 1 implemented – initial developments as follows:</p> <ul style="list-style-type: none"> • New accounting coding structure

FINANCE SERVICES DIVISION

	<p>introduced.</p> <ul style="list-style-type: none"> • Payment to suppliers by BACS. • Collection of sundry debts by Direct Debit.
<p>FS 9 – Complete Best Value Review form 2002/03</p>	<ul style="list-style-type: none"> • Development plan and local performance indicators approved in July 2003. These have been included in the Division's plan for 2004 to 2007.

4. UNFINISHED TASKS

Unfortunately, some tasks became a casualty of implementing the financial management system. Although progress was made during the year, some outstanding work is required as detailed below.

ACTION	EXPLANATION
<p>FS 4 – Developing Risk Management and Insurance arrangements</p>	<ul style="list-style-type: none"> • Risk analysis is now incorporated into the corporate plan, individual service plans and the Council's medium term financial strategy. However, work still required on progressing overall strategy for risk. In particular reviewing arrangements to address the Council's key risks as identified in its approved Risk Matrix. This is now a key task in next year's plan (FS 8). • In addition, work with the Council's insurers to work up a strategy to reduce loss ratios was put back from January to April 2004. This has now commenced and is reflected in another key task in next year's plan (FS 10).
<p>FS 8 – Reviewing Strategy for Collection of Sundry Debts</p>	<ul style="list-style-type: none"> • In particular, a review of arrangements and developing more joint working across other Divisions was not progressed. This is now a key task in next year's plan (FS 6).

FINANCE SERVICES DIVISION

5. 2003/2004 PERFORMANCE INDICATORS

INDICATOR	2002/03 (actual)	2003/04 (target)	2003/04 (actual)
BVPI 8 – the percentage of undisputed invoices for commercial goods and services, which were paid by the Council within 30 days of such, invoices being received in the Council.	92.20%	97.5%	92.62%

Although the Division is responsible for co-ordinating the payment of invoices, it is reliant upon the co-operation of all other Divisions to process invoices to the payment stage, as quickly as possible.

This BVPI is one of the Council's Corporate Health indicators. The Government target is 100% and clearly the Council is still performing well below this. This was also highlighted in the Comprehensive Performance Assessment.

The performance for 2002/03 was worse than 2001/02 (at 94%). During last year, a meeting was arranged and attended by people involved in processing invoices across the Council. One of the main problems seemed to be tracing all invoices as they come into the organisation and tracking the status of invoices within individual Divisions.

Therefore, the use of a separate PO Box was implemented in January 2004, which is directing most invoices into a central point in the Council for better co-ordination. Invoices are now electronically recorded on the new financial system when received, and sent out/received back for authorisation.

This should be enhanced by the second phase of the new financial system. This will allow electronic workflow, which will help to track invoices to determine where they are within the organisation at anyone time. It will also negate to a large extent the need to send actual paper copies out to other Divisions.

Performance is monitored regularly throughout the year and information sent to other Divisions detailing invoices that did not meet the 30-day limit. Again, this should be enhanced by the new financial system and will continue to be reviewed on a regular basis.

6. LESSONS LEARNED

- How important the effort and commitment of staff is in changing times, in order to achieve new targets and still deliver on-going tasks.
- When implementing new systems, to ensure that the provider knows the basic requirements of the Council and delivers their services accordingly.

**REVENUE DIVISION
SERVICE PLAN 2003/2004**

FINAL REPORT (MARCH 2004)

SERVICE DESCRIPTION

The Division is responsible for the collection and recovery of Council Tax and the National Non-Domestic Rate, the administration of the Housing and Council Tax Benefit Scheme along with the provision of remittance processing facilities and the administration of the Concessionary Fares Scheme.

THE YEAR IN CONTEXT

The following items reflect the main achievements during 2003/04:

- Work has progressed, albeit at a slower pace than anticipated, on the introduction of the replacement Revenues and Benefits computer system.
- Membership of the Joint Committee for Revenue and Benefit service provision (to introduce modern computer systems provided through a partnership between local authorities and the service providers) has proved a strong asset during the difficulties that have been experienced with the implementation of these systems.
- The continuing elimination of the benefit backlog and the high performance is a direct result of the joint approach taken by members, management, staff and claimants. We continue to offer a high level of service to our claimants with complete applications being dealt within very short timescales.
- The benefit service was subject to the Benefit Fraud Inspectorate review as part of the CPA process. It was found that the Benefit Service is providing a fair performance and the proven capacity to improve was assessed as fair towards good.
- The benefit service leaflets have been developed further in partnership with other authorities and have been awarded the Plain English approved logo.
- The use of debit/credit card payments throughout the authority has continued to increase and a fully automated "touch-tone" system has been introduced.
- A fraud awareness campaign has been undertaken using advertisements on local buses.
- Preparation has been made for the issue of the "Gold Card" concessionary fares passes.
- The maintenance of performance indicators giving favourable comparison with top performing councils.

ACHIEVEMENTS

ACTION	OUTCOMES
<i>Corporate Key Tasks</i>	
Develop a more outward looking focus for the organisation by forging links with local, regional and national networks	Joint working with the Derbyshire Revenues and Benefits Consortium. Joint working with other Derbyshire and neighbouring authorities to produce information leaflets.
Improve Morale	The introduction of the new computer systems should improve the service that is offered to the customer, thus laying the foundations for a service staff members can be proud of. These systems, once introduced, should give staff more control over the workload. They also incorporate "help screens" which will assist in training issues.

Improve Communication	Team Briefings and staff meetings take place each week.
Support and promote team working	Regular staff briefings have involved the staff in the shaping of the future of the service.
Establish training and development plans for employees Work towards investors in people accreditation	All staff within Revenue Services have a training and development plan.
Reduce levels of sickness absence	The sickness absence management policy has been fully implemented
Improve Performance in areas where government has set national targets	Revenue Services performs at, or above, the top quartile in most areas
<i>Departmental Key Tasks</i>	
<i>Revenues and Benefits</i>	
Revenues & Benefits General	Revenue Services performs at, or above, the top quartile in all areas. Existing processing and recovery performance has been maintained. Keeping up to date with new legislation/regulations affecting service to ensure that the legislation is administered correctly and customers are given correct information. The Benefit Information Leaflets have been awarded the Plain English approved logo.
Revenues & Benefits System	Implementation date for Revenues and Benefit System under review by regular meetings of the Project Board. Work to implementation for new system is ongoing Liasing with other consortium members to look at how the new system will enable closer and more consistent working.
Council Tax Billing – ensure prompt and accurate despatch of bills	Despatch of Council Tax Bills was on time.
Council Tax Recovery – maintain existing recovery rates and improve recovery of previous years debt	Existing recovery levels maintained and improved. Recovery enhanced by using bankruptcy/committal provisions as appropriate
Benefits Administration – maintain good processing times	Existing processing times maintained.
Benefits Administration – changes in legislation	Implemented the changes to benefit legislation (tax credits, pension credits, etc)
Benefits Standards	Work took pace to assess how the Council's service measures to the benefits standards issued by the DWP. Working with other councils to look at ways the Council can increase the number of standards it achieves.
Benefit Fraud Investigation – prepare for changes in procedures.	Half-yearly reports on work of team prepared for review by Finance & Management Committee. Fraud awareness campaign undertaken using advertisements on local buses.

Cash Office	The Debit and credit card payments system continues to deal with an increasing number of payments and enhanced by the introduction of "Touch-tone" facilities.
Concessionary Fares	Processing applications (including the extension of the scheme to include men over 60) and preparing for the new issue of "Gold Card" passes.
<i>Service Key Tasks</i>	
Maintain Performance in all areas	The monitoring of national and local indicators is carried out on a weekly/monthly/quarterly/annual basis as appropriate
Training and development plans for employees	Regular monitoring to keep plans up to date
Subsidy Claims and Statistical Returns	Continue to complete all claims and returns within agreed timescales

UNFINISHED TASKS

ACTION	EXPLANATION
Introduction of the Revenue and Benefits computer system	Delays have been experienced with this project and it is now estimated that the system will be introduced in September 2004. This has caused a delay in the implication of some of the joint working initiatives with the other members of the Consortium.
Revenues & Benefits General	Revenue leaflets remain to be reviewed.
Council Tax Billing	On-line Council Tax Billing to be investigated on the introduction of the new computer system along with alternative methods of billing.
Council Tax Recovery	The introduction of telephone recovery has not proceeded beyond two trial sessions.
Implement proposals stemming from the Best Value Review	Most proposals in the review are dependent on the implementation of the new computer system.

2003/2004 PERFORMANCE INDICATORS

INDICATOR	2002/03 (actual)	2003/04 (target)	2003/04 (actual)
Best Value PIs			
9- Percentage Council Tax Collected in year	98.57%	98.00%	98.94%
10- Percentage NNDR collected in year	99.02%	99.00%	99.87%.
76- Fraud Strategy	Yes	Yes	Yes
78a- Average number of days to process new benefit claims	14 days	30 days	15 days
78b- Average number of days to process changes of circumstances	4 days	7 days	4 days
78c- Percentage of renewals processed on time	100%	85%	100%

79a- Accuracy of processing calculations)	98.00%	98.00%	99.00%
79b- Accuracy of processing (percentage of overpayments recovered)	Not available due to software limitations		
User Satisfaction Survey	2000/01		
80a- Access/Getting in Touch	83.4%		77.3%
80b- In the Office	85.2%		81.7%
80c- On the Phone	84.2%		75.1%
80d- The Staff	81.5%		80.8%
80e- Forms	72.7%		67.6%
80f- Speed of Service	75.0%		81.0%
80g- Overall Satisfaction	new		83.6%
Local PIs			
Average number of chargeable Council Tax dwellings per Revenue Assistant	3,850	2,750	3,900
Average number of chargeable NNDR properties per Revenue Assistant	1,125	1,125	1,125
Average time for paying new claims for Council Tax Benefit	14 days	7 days	15 days
Average time for paying new claims for Rent Rebate	14 days	7 days	14 days
Average time for paying new claims for Rent Allowance	24 days	7 days	17 days
Average time for processing changes of circumstances for Council Tax Benefit	4 days	6 days	3 days
Average time for processing changes of circumstances for Rent Rebate	5 days	6 days	3 days
Average time for processing changes of circumstances for Rent Allowance	4 days	6 days	4 days
Average number of claimants per Benefit Assistant	790	750	790
Percentage of claims not processed at the end of the year	0.90%	2.50%	2.34%
Number of transactions processed per cashier (per annum)	18,525	19,500	Est: 19,000

LESSONS LEARNED

The major area of development is the implementation of the new Revenue and Benefit computer system. This involves working with four other authorities and a private sector provider requiring a wide range of skills to achieve the desired outcome. The project has met a number of delays, and is now on course to deliver the new system in September 2004. However, there are a number of challenges yet to be met, not at least the training of staff and maintaining a service to our customers during the period of conversion. The amount of resource required to manage the project should not be under-estimated and a sharp focus on the project has to be maintained at all times. However, the work with the consortium has proved a strong asset during the difficulties that have been experienced with the implementation of these systems.

Preparations continue to be made for the introduction of the Benefit Verification Framework and a considerable amount of work was undertaken in connection with the assessment from the Benefit Fraud Inspectorate as part of the Comprehensive Performance Assessment process.

**Internal Audit Service
SERVICE PLAN 2003/2004**

MONITORING FINAL REPORT (MARCH 2004)

SERVICE DESCRIPTION

Internal Audit is an independent appraisal function established by the management of an organisation for the review of the internal control system as a service to the organisation. This is a statutory requirement in local government.

The Council's elected members look to the Chief Finance Officer for assurance that the integrity of the Council's financial and other systems is not compromised. The service undertakes a systematic programme of audits to give that assurance.

THE YEAR IN CONTEXT

- The Authority has entered a period of substantial change and this involves the replacement of seven major computer systems within the financial sphere with others to follow. Our plans had been designed to undertake an extensive programme documenting and evaluating these systems including the interface links and resultant changes in working practices. Successive delays from our suppliers have seen our work plan amended several times.
- The new systems will commence implementation during 2004/05 but initial work was undertaken in the last quarter.
- A small local audits programme has been undertaken
- The managed audit programme was brought forward for the 2002/03 financial year and whilst we were unable to undertake all the work in the year of audit there was significant progress.
- The fraud and corruption work was completed earlier than planned.
- The core process audits, namely Main Accounting and Budgetary Control, were completed earlier than in previous years and to the satisfaction of the District Auditor.
- Comprehensive Performance Assessment has significantly influenced our work this year.

ACHIEVEMENTS

ACTION	OUTCOMES
Corporate Key Tasks	
Put In Place Arrangement for Good Corporate Governance	Financial Regulations and Procedure rules have been updated. Financial elements of Contract Procedure rules have been updated. Newly introduced codes of practice are being examined
Develop a more outward looking focus for the organisation by forging links with local, regional and national networks	The Derbyshire Audit group has established a number of initiatives in which joint working arrangements exist to develop standards and programmes for use across the County, Data Protection is one example.
Improve Communication	Team Briefings complement the weekly operational meeting
Support and promote team working	Audit naturally operates on team principles. This is supplemented by ensuring the organisations progress through CPA and other issues is linked into briefings.

Establish training and development plans for employees	Internal Audit team members have a training and development plan.
Develop and Implement Codes of Conduct for employees and members	The newly introduced codes are being examined
Improve Performance	Local Indicators are in place
Establish arrangements for reporting and monitoring progress on all external audit and inspection work	Joint working arrangements established with the District Audit. Recommendations are included in Internal Audit programmes and the follow-up procedure
Departmental Key Tasks	
Internal Audit Procedures	An Audit Manual has been produced based on the CIPFA model
Corporate Performance Assessment	As with best value Internal Audit has looked how to add value to the process. The use of audit work and expertise has assisted in identifying areas for improvement.

UNFINISHED TASKS

ACTION	EXPLANATION
Audit Plan	<p>The Audit Planning process, over the next few years, will be affected by a significant amount of change within the Authority and in particular in the financial system arena.</p> <p>To undertake the necessary documentation and evaluation of these systems and any resultant changes in working practices, it was therefore necessary to significantly restrict the local audits programme over the next two years.</p> <p>Our annual plan was developed on the basis that these systems would have commenced implementation earlier in the current year. Delays in their implementation meant our work did not commence until the last quarter.</p> <p>The plan was revised and some local audits have been undertaken.</p>

2003/2004 PERFORMANCE INDICATORS

LOCAL INDICATOR	2002/03 (actual)	2003/04 (target)	2003/04 (actual)
Net total cost of Internal Audit per audit day	£190pd	£205 pd	£194pd
External Audit Opinion of the Internal Audit function	Satisfactory	Satisfactory	Satisfactory

Percentage of the Annual Audit Plan completed in the year	90% (revised plan)	90%	88%
Percentage of agreed audit recommendations implemented	100%	100%	100%

LESSONS LEARNED

In a period of substantial change it is appropriate to have a flexible approach to planning and ensure you develop contingencies from the outset

IT DIVISION SERVICE PLAN 2003/2004

FINAL REPORT (MARCH 2004)

SERVICE DESCRIPTION

The IT Division has a corporate role providing Information Technology (IT) services to all departments within South Derbyshire District Council.

The IT Division is responsible for:

- Co-ordinating the use of IT and guiding the Council towards the corporate achievement of e-Government Targets
- Support and Maintain Council IT systems
- Maintain and Support Council Computer Infrastructure (e.g. servers, network, PC's, etc..)
- Telecommunications systems

The IT Division is very active in Partnership working (e.g. Derbyshire Partnership, Derbyshire Consortium, etc.) as this enables results to be achieved that would not be possible if we worked alone. This gives us access to a wider range of expertise and helps to spread the risk of implementing new projects.

THE YEAR IN CONTEXT

The past year has presented many challenges for the IT Division, mainly because of the target of replacing all our major IT systems over this year and the next. New eGovernment projects have been implemented via the Derbyshire Partnership. Subsequently because of the necessary resources (for people and IT) required these projects/tasks had to be prioritised and some of the lower priority items were not achieved in the year. Some projects have been delayed because of issues outside of our control (e.g. Revenues and Benefits system – note this effected all members of the Consortium). The IT division have allocated resources accordingly. Overall the year has been a success with the IT Division delivering projects on time and to budget.

The following points describe the progress, opportunities and challenges faced during the year:

- A new manager of the IT Division started part way through the year, in October 2003. The overall IT Division's work enabled Nigel Glossop to take on the role of IT Manager in an effective way, with all members of the division committed to help, explain, implement and cover as required.
- The highest priority of the IT Division is to make sure that South Derbyshire has a stable IT infrastructure and working functional helpdesk, so enabling other divisions to focus on their objectives. The infrastructure and helpdesk have again performed to a high standard and no major issues have arisen. Evidently while providing such a service peaks and troughs will occur. The user satisfaction survey indicated a good level of customer satisfaction. This survey will be repeated in June 2004.
- The IT Division promotes partnership working positively, seeing the benefits of working together with other Council's to achieve specific joint targets. Currently

South Derbyshire hold the chair of the Derbyshire IEG group and arranged a very beneficial visit from the ODPM, concerning priority services in eGovernment, which was well attended by Council staff, members and other Councils in Derbyshire. Subsequent follow on visits are planned.

- Within the Derbyshire partnership we are the lead partner in the Customer Relationship Management area.
- New telecommunications system implemented within agreed timescales.
- The Council has received national recognition through the NLPG awards.
- Enabled ePayments via our website
- Infrastructure replacement has progressed as required (e.g. replacement of servers).

All councils have been given a challenging target to make 100% of their services electronically by the end of 2005. Progress towards this target is tracked through the Implementing Electronic Government statements; our third statement was approved by the ODPM this year. The Council has concentrated on three main areas: Updating Core systems, improving IT/Telecoms infrastructure and introducing new technology. This approach has ensured that both the building blocks (i.e. Core systems and IT infrastructure) are in place to enable the Council to make effective use of technology.

ACHIEVEMENTS

ACTION	OUTCOMES
<p>Derbyshire Partnership</p> <p>IT2, IT3, IT4 and IT5 Customer Relationship Management (CRM), A to Z, Eforms and Geographical Information systems)</p>	<p>These partnership projects have been implemented successfully. But this is only the starting point as the challenge now is to start using their functionality across South Derbyshire District Council. The Customer Services department went live with their CRM system in April.</p>
<p>South Derbyshire District Council</p>	
<p>IT8 Financial Management System</p>	<p>The Agresso System went live on the 1st of April.</p>
<p>IT11 Telecoms system</p>	<p>The new Telecoms system went live in March. Detailed reports available. Moves and changes much easier (at no cost).</p>
<p>IT14 ePayments</p>	<p>ePayments went live in March (including Touch Tone phone). Payments for Council Tax now acceptable on line so reducing work in the Council.</p>
<p>IT16 Year End</p>	<p>Year End processes have been carried out successfully.</p>
<p>IT21 IT security</p>	<p>No major security issues have occurred this year. Even so security is an ongoing issues and needs to be continuously monitored.</p>
<p>Key Aims – Improving Services</p>	
<p>KA1 Achieve targets set in the 2003 IEG Statement for electronic service delivery</p>	<p>Covered in above tasks.</p>
<p>KA2 Continue to develop and implement plans for electronic service delivery</p>	<p>Covered in above tasks.</p>

UNFINISHED TASKS

ACTION	EXPLANATION
Derbyshire Partnership	
IT1 eProcurement	This project is not targeted to start till 2004/05.
South Derbyshire District Council	
IT6, IT7, IT10, IT15, IT18, IT22, IT24 Web Site – Content Management System, Document Image Processing, Planning Portal, NLPG/NLIS integration, UNIX server replacement, IT Standards manual and Business Continuity Strategy.	These projects are not targeted to start until 2004/05.
IT9 Revenues and Benefits System	The Pericles project has a new go live date of September 2004.
IT12 Planning and Building Control, Land Charges	The Oracle migrations will happen in May 2004.
IT17 Freedom of Information and Data protection	The Freedom of Information act does not commence until Jan 1 st 2005. Plans need to be put in place so we are covered for implications.
IT19 Mobile Phones	Replacement Mobile Phone strategy now in place. New mobiles will be issued in May/June 2004.
IT20 PC Audit	Audit of hardware/software needs to take place, target June/July 2004.
IT23 IT Strategy	The basics of the IT Strategy are in the IEG3 statement together with the proposed allocation of IEG funding document presented to Finance and Management on 29 th of April 2004.
SD1, SD2 Crime and Disorder, Equal Opportunities and diversity	These projects are not targeted to start until 2004/05.

2003/2004 PERFORMANCE INDICATORS

INDICATOR	2002/03 (actual)	2003/04 (target)	2003/04 (actual)
BVPI 157 (eGovernment implementation %)	21	57	54
Local Performance Indicators			
Overall Service Rating (from survey)	72%	75%	72%
Network Availability (excluding maintenance)	95%	95%	95%
Deliver IT projects on time and in budget	N/A	70%	70%

LESSONS LEARNED

Planning across the whole organisation is imperative in making projects work. As the IT Division works on a variety of projects across the organisation resources need to be planned and managed effectively. A commitment to using Project Management methodologies will save time in the long run. One of the first stages in a project is to look at the potential risks in a project, especially taking into account when delays in one area can have a knock on effect.

Partnership working has been invaluable to the Council. We would not have been able to reach our current status on projects such as CRM, A to Z and eForms if we had tried to do this on our own.

CUSTOMER SERVICES DIVISION

SERVICE PLAN 2003/2004 FINAL REPORT (APRIL 2004)

1. SERVICE DESCRIPTION

Customer Services

- Customer First Contact Centre
- Main reception and switchboard
- Word processing support
- Secretarial and administrative support for individuals and for corporate meetings
- Post distribution
- Purchasing of corporate stationery etc and invoicing
- Hot line support for Environmental services
- Customer complaints procedure
- Printing Services including, design and finishing, collation and distribution

2. THE YEAR IN CONTEXT

Over the last 12 months there has been considerable change within the Customer Services Division. The Council appointed a Customer Services Manager in August 2003 and since that time work has focussed on reviewing how the Council can improve the services that it delivers to its customers.

Customer First has been the major project for this division over the last year. This has included establishing the Member Steering Group to oversee this key project as well as making a number of presentations to members and staff to explain the concept of Customer First.

Much effort has been focussed on working with the Derbyshire Partnership to implement a new Customer Relationship Management System which will be used in future to record and manage general customer enquiries for all council services.

Work has also started to look at the Council corporate image to ensure that we provide a more consistent image to our customers. In addition the Division has examined ways to ensure that this is reflected in the printed material produced by the Council. It is pleasing to note that this year the Council 's print room achieved a profit.

In addition, the Division has still maintained focus on the day to day tasks to provide support to divisions and senior managers within the Council.

CUSTOMER SERVICES DIVISION

3. ACHIEVEMENTS

The Key Tasks as set out in the approved service plan that were completed are detailed below.

ACTION	OUTCOMES
CS1 – Contact Centre Set up	<ul style="list-style-type: none"> • Customer First Contact Centre Implemented • New Computer system in place • Staff training provided to customer services staff
CS2 - Improve on current levels of customer satisfaction	<ul style="list-style-type: none"> • Survey produced in consultation with members of Customer First Steering Group
CS3 – Monitoring of Customer Complaints	<ul style="list-style-type: none"> • Scheme for monitoring racial incidents reviewed and produced
CS4 – Printing – turnaround work in time required by customer	<ul style="list-style-type: none"> • Arrangement put in place to monitor turnaround time • Profit achieved on print room operations
CS5 – re-focussing and reprioritising of the work of the service	<ul style="list-style-type: none"> • Reception staff moved into contact centre to answer general switchboard enquiries and other enquiries • Workload of support service staff re-distributed to maximise efficiency

4. UNFINISHED TASKS

The table below shows tasks that are outstanding and proposals to complete them.

ACTION	EXPLANATION
CS3 – Monitoring of customer complaints	<ul style="list-style-type: none"> • To be commenced now that new contact centre has been implemented • Aim to expand monitoring to cover all services and requests for service (e.g. noise complaints) as well as formal complaints
CS6 – Undertake best value review of Customer Services	<ul style="list-style-type: none"> • This was postponed due to CPA preparations, which meant all best value reviews were put on hold. • Customer First project addresses many of the issues that would be highlighted in a best value review.

CUSTOMER SERVICES DIVISION

5. 2003/2004 PERFORMANCE INDICATORS

There are no Best Value Performance Indicators for the work of this division.

The introduction of a new telecoms system will enable performance indicator information to be gathered on responses to customer calls.

We will also develop further indicators in relation to Customer First and Customer Complaints.

6. LESSONS LEARNED

- There is a general feeling that we carry out our work in a certain way because “we’ve always done it that way” but implementation of the Front Office software has necessitated carrying out business process re-engineering within the environmental health services and revenues & benefits. This has proven that we can make changes to the way we do things, which in turn will provide greater efficiency and improved service.
- The Customer First project is a major cultural and organisational change that needs to be considered in everything that we do.
- Staff training is essential to the success of the Customer First project.
- Re-allocation of tasks in a logical manner, within support services has also proven to give greater efficiency.
- The print room have many services that are not being utilised either internally or externally. We need to market these services and practice tighter controls on sourcing external printing to ensure cost efficiency and a consistent image.

POLICY AND BEST VALUE DIVISION SERVICE PLAN 2003/2004

FINAL REPORT (MARCH 2004)

SERVICE DESCRIPTION

The Policy and Best Value Division is responsible for:

- Managing the delivery of the Council's Best Value programme, including the production of the annual Best Value Performance Plan
- Developing and co-ordinating the Council's performance management framework - the Corporate Plan; Service Plans; Best Value and other Performance Indicators; and helping with preparations for Comprehensive Performance Assessment (CPA) and improvement planning
- Developing and co-ordinating corporate and service policies and strategies and monitoring their implementation
- Supporting and co-ordinating arrangements for consultation - including management of the South Derbyshire Citizens' Panel
- Taking forward the Council's approach to equal opportunities and diversity issues
- Developing a Community Strategy for South Derbyshire through the Local Strategic Partnership
- Providing policy related support to the Council's Overview and Scrutiny Committees

THE YEAR IN CONTEXT

Over the past year, the Division has faced a number of significant challenges. They include:

- Establishing the South Derbyshire Local Strategic Partnership and progressing the development of the Community Strategy
- Publishing the 2003 Best Value Performance Plan and the 2004 Summary in accordance with new statutory guidance (Circular 03/03)
- Developing a new three year Corporate Plan
- Strengthening arrangements for managing and reporting on performance
- Helping the Council to prepare for Comprehensive Performance Assessment and managing arrangements for the Peer Challenge and the 'on site' inspection
- Developing a structured approach to equalities and diversity issues and ensuring that the Council complies with its legal responsibility to have a Race Equality Scheme
- Co-ordinating arrangements for consultation (including the 2003 Best Value User Satisfaction Surveys)
- Assisting the Council's Overview and Scrutiny Committees to discharge their responsibilities

Work on CPA added to the already heavy workload of this small Division (which consists of 3 members of staff). As a result, it was necessary to bring in temporary staff to provide administrative support and to take forward the equalities and diversity agenda.

Provision for an additional permanent member of staff has now been included in the 2004 Budget.

ACHIEVEMENTS

ACTION	OUTCOME
<p>Best Value Performance Plan (BVPP) and Reviews</p>	<p>The 2003 BVPP was produced in the context of new statutory guidance, which necessitated changes to its form and contents. The Plan received an 'unqualified' report from the District Auditor.</p> <p>In March, the 2004 Plan Summary was produced as an A4 Leaflet and distributed with Council Tax demands.</p> <p>Early in 2003, the decision was taken to put the Best Value Review programme on 'hold' to allow the Council to focus its efforts on preparing for CPA.</p>
<p>Corporate Plan</p>	<p>The Division made a significant contribution to the development of the Council's new three-year Corporate Plan, which was agreed in December. The Plan brings together the Council's ambitions for South Derbyshire along with its plans and priorities for delivering local services. Arrangements for monitoring the delivery of targets and milestones are currently being established.</p>
<p>Comprehensive Performance Assessment (CPA)</p>	<p>The Division has contributed to the Council's first CPA in the following ways:</p> <ul style="list-style-type: none"> • Providing policy support to Thematic Review Teams • Contributing to the Corporate Self Assessment • Co-ordinating consultation with internal and external stakeholders • Making arrangements for the Peer Challenge • Providing progress reports to Council, the Working Panel and the Joint Negotiating Group • Making arrangements for the on site inspection and supporting the Inspectors whilst on site • Helping to respond to feedback from the Inspectors <p>Future involvement will focus on the development and delivery of the Improvement Plan.</p>
<p>Performance Management (generally)</p>	<p>Key areas of work have included:</p> <ul style="list-style-type: none"> • Developing new 'templates' for Service Plans and monitoring reports and advising on their contents • Collating outturn data for the 2002/03 Best Value Performance Indicators (BVPIs) in preparation for audit • Undertaking in-year monitoring of performance against the 2003/04 BVPIs (end September, December and March)
<p>Council Plans and Strategies</p>	<p>The Division has assisted the Corporate Scrutiny Committee to review arrangements for producing and monitoring Council plans and strategies.</p>
<p>South Derbyshire Citizens Panel</p> <p><i>NB: The Panel comprises 1,000 local residents chosen to reflect the socio-economic composition of the district as a whole.</i></p>	<p>During the year, the Panel was consulted 4 times on range of topics put forward by the Council and its partners (County Council, Police and the Primary Care Trust). Topics covered included community safety, transport, tourism, libraries, social services, safety cameras and awareness of planning guidance.</p>

ACHIEVEMENTS (Continued)

ACTION	OUTCOME
<p>Best Value User Satisfaction Surveys</p> <p><i>NB: The Council is required to carry out user satisfaction surveys as part of the 2003/2004 BVPIs. Some survey questions are addressed to a sample of local residents; others require responses from particular service users.</i></p>	<p>We have collaborated with other Councils in Derbyshire to produce and distribute questionnaires and collate responses. These arrangements have worked well and the required number of responses was comfortably achieved.</p> <p>User satisfaction surveys of the Council's Planning and Benefits services have also been undertaken; surveys of the tenants of Council homes will be completed shortly.</p> <p>The full results will be reported in the 2004 BVPP</p>
<p>South Derbyshire Local Strategic Partnership (LSP) and Community Strategy</p> <p><i>The establishment of an effective LSP and the development of a Community strategy, which reflects the needs and aspirations of all sections of the community, are important Council objectives.</i></p>	<p>The Division has helped to pursue the Council's objectives by:</p> <ul style="list-style-type: none"> • Organising a 'Forum Event' which was held in June to 'launch' the Partnership' and establish the shadow Partnership Board • Helping to develop a Constitution for the LSP and co-ordinating consultation on this • Developing a 'Project Brief' for the Community Strategy • Arranging for the first Annual General Meeting in October (which formally agreed the Constitution and establish the Partnership Board) • Supporting the work of the Partnership Board <p>Work is currently focussed on the development of a draft Community Strategy for consideration at a Forum Event in June. The strategy is being built around a vision and key themes agreed by the Board in March.</p>
<p>Equal Opportunities and Diversity</p> <p><i>* The Equality Standard for Local Government was established by the Employers Organisation, the Equal Opportunities Commission and the Disability Rights Commission. It has 5 levels covering leadership, consultation, service delivery and employment & training.</i></p>	<p>Significant progress has been made in this area and we are now at Level 1 of the Equality Standard for Local Government*. Key outcomes include:</p> <ul style="list-style-type: none"> • Corporate (officer) Equal Opportunities and Diversity Action Group established to take forward the agenda (August) • Equal Opportunities and Diversity Policy Statement approved by Finance & Management Committee (November) • Race Equality Scheme approved (December): implementation of the Year 1 Action Plan is now underway • 'Member Champion' (Cllr Isham) appointed (February) • Brief for Corporate Equalities Plan approved (February) • 'roll out' of training for members and employees (April)
<p>Support for Overview and Scrutiny Committees</p>	<p>The Division has assisted with research, drafting reports, developing work programmes, organising contributions and arranging site visits. Help is currently being provided on special projects relating to customer care and parking provision.</p>
<p>Political Management Arrangements (generally)</p>	<p>The Division has contributed to a project designed to assist policy committees to perform a more strategic, policy-orientated role. This has involved analysis of workloads, review of the scope for further delegation to officers and help with the development of work programmes. The project commenced with the Environmental & Development Services Committee.</p>

UNFINISHED TASKS

ACTION	EXPLANATION
Update/strengthen Best Value guidance on the 4Cs (compare, consult, challenge and compete)	With the suspension of the Best Value Review programme, this area of work has not been a priority. The position will be reviewed as and when a decision is taken to resume the programme (CPA Improvement Plan).
Procurement	<p>The requirement to progress other corporate priorities has meant that little progress has been made in implementing the Procurement Strategy (agreed in October 2002).</p> <p>A recent study by District Audit along with proposals to clarify roles and responsibilities (Senior Management Review) will help to ensure that the Council establishes a more structured approach during 2004.</p>
Policy Development (generally)	Other priorities have meant that it has not been possible to establish mechanisms for ensuring that new policy initiatives from Government and partner organisations are brought to the attention of Members and managers in systematic way. This is unfortunate because it is an area where the Division can 'add value' to the work of the rest of the organisation.

2003/2004 PERFORMANCE INDICATORS

Best Value Performance Indicators		2002/03 (actual)	2003/04 (target)	2003/04 (actual)
No.				
1a	Does the Council have a Community Strategy developed with a Local Strategic Partnership?	<i>New indicator</i>	NO	NO
1d	When will the strategy be in place? Are partnership arrangements in place to support the production of the strategy?	<i>New indicator</i>	December 2003/YES	December 2004/YES
2a	Equality Standard for Local Government level	<i>New indicator</i>	1	1
2b	The duty to promote race equality - checklist score	<i>New indicator</i>	No target set	35%
16b	The percentage of economically active disabled people in the authority area	13.9%	13.9%	13.9%
17b	The percentage of economically active minority ethnic community population in the authority area	2.6%	2.6%	2.6%
Local Performance Indicators				
Best Value Performance Plan - opinion by District Audit		Unqualified	Unqualified	Unqualified
Average annual response rate to the South Derbyshire Citizens' Panel		70%	75%	73%

LESSONS LEARNED

The preparation of the Corporate Plan in accordance with a Brief agreed at the outset of the process has helped in managing expectations and securing 'ownership' of the final product. This provides a model for other Council plans and strategies, especially if consultation with stakeholders is built into the development of the Brief.

In-year monitoring of BVPIs has enabled action to be taken at an early stage to ensure that data collection systems are in place and that management attention is focussed on areas where targets may not be achieved.