

CURRENT SERVICE PROVISION

1.0 Recruitment & Selection

- 1.1 We advise Chief Officers and Managers on the development and maintenance of the Council's recruitment and appointment procedures, including advice on advertisements and selection processes. We provide supporting information and standard documents through the Council's IT Intranet - Public Folders, for departments to use.
- 1.2 Departments produce Job Descriptions, Person Specifications, and Advertisements, with advice and support from us as required. We place all recruitment advertisements, in the media, and on the council's web site. We agree advert placing and rates, and complete all related invoice processing for payment etc.
- 1.3 Departments co-ordinate their own distribution and receipt of applicant packs, send out invites to interview, and requests for references using standard documents provided by us. We work closely with Central Services staff to ensure they are kept informed of new vacancies by regularly updating the central database.
- 1.4 We undertake Equal Opportunities monitoring of recruitment processes, with reporting procedures to committee due to commence shortly.
- 1.5 We provide advice and co-ordinate (but do not complete) personnel administration that is provided by departments in respect of appointments, terminations and variations to conditions of service (i.e. completion of yellow forms etc.)
- 1.6 We currently attend and support shortlisting meetings, and selection interviews as required and provide Psychometric Testing where appropriate. We provide all contracts of employment and necessary variations. We also provide an induction checklist and probationary procedure and support the induction process.
- 1.7 We also co-ordinate work experience placements for schools, and have co-ordinated and supported the recruitment and selection of Independent Members to the Council.

2.0 Professional Support

- 2.1 We provide advice, training and support to management relating to disciplinary, grievance, harassment, capability, equal opportunities, redundancy, redeployment, and general issues relating to terms and conditions of employment, from preparation stages, to training and support for and attendance at internal hearings and external employment tribunals etc as required. Legal & Member Services

however, support member appeal panels, and present the Council's case at Tribunal.

- 2.2 It is essential therefore that officers keep themselves up-to-date in developments relating to changes through legislation, government policy, National Joint Negotiating Bodies, codes of professional good practice.
- 2.3 There is also a similar support service provided in terms of absence management, stress management, employee welfare and ill health dismissals. We started to provide absence reports from July 2001. We assist managers in conducting return to work interviews where required and assist with home visits, and absence management interviews. We arrange for in-service and pre-employment medicals to be provided through an external provider. We have also provided counselling support for employees on an ad hoc basis through external independent counsellors. We currently issue all ill health dismissal letters, and report to committee on ill health retirements seeking approval. We are a member of the Health & Safety Committee, and support policy development in this area.
- 2.4 We also provide Personnel & Development advice to Members of the Council.

3.0 **Employee Relations**

- 3.1 We work closely with trade union representatives on developing and maintaining good employee relations, and developing related policies to assist with this. We have a key role in the Joint Negotiating Group and Joint Consultative Committee. For the JNG we organise the meetings, attend as members of the group, and produce reports, agendas, minutes and undertake negotiations. At the JCC we attend as members, produce many of the key reports, and consult upon them.
- 3.2 We provide support to consultation exercises of employees and trade union representatives and deal with a whole range of more general issues and enquiries raised by employees and their representatives.
- 3.3 We produce the bi-monthly staff newsletter 'Inside Out', which is aimed to keep employees informed of developments within the authority. This includes collating and writing articles, producing the desktop publishing display layout, and ensuring sufficient copies are produced and distributed to all employees.

4.0 **Employee Development**

- 4.1 We establish and implement a corporate training and development policy and the annual corporate training plan for the Council. This encourages the use of training as an essential management tool, where it is integral to meet service plans and corporate objectives.

- 4.2 Training needs have for the first time this year been identified through the implementation of the new Employee Performance and Development Review Scheme. This requires an increased role for Personnel in the management of this training, provision of corporate plan to meet needs identified, along with support being provided to management. Managers are required to undertake the review meetings and produce individual training plans for each of their employees using standard documents and procedures. We will maintain training records, and evaluate effectiveness of training. This information will be used to assist in forward planning for future years.
- 4.3 Where possible training leading to relevant NVQ's is being encouraged. Progression towards Investors in People is a target for the authority, for which the work currently being undertaken will form a substantial building block towards achievement.
- 4.4 We are a direct provider of training. Professional support is also provided to the Legal & Members Services Manager in the identification of training needs and provision of Members training and development.
- 4.5 There are a range of in-house courses that are run by the Employee Development Officer in the Council's Training Room, to meet the needs identified through the PDR process and based on corporate and statutory priorities. Additionally this year this has been extended through the Open Learning Centre, to widen employee participation. This provides opportunities through open learning programmes, using IT packages, and on-line educational courses, through 'Learn Direct', in a range of subject areas.
- 4.6 Following the reorganisation in June 2000 we have responsibility for all IT training for both members and employees. Existing achievements in this area are being developed through the open learning centre, to widen participation.

5.0 Policy Development

- 5.1 We continually develop and review policies and strategies to ensure the Council meets its statutory requirements and achieves good employee relations, including consultation /negotiation with the trade unions on a whole range of issues i.e. pay and benefits, downsizing exercises, organisational reviews /restructures, employee development, absence management etc.
- 5.2 We are also required to ensure equal opportunities in employment practice are maintained. There have been a substantial number of employment policies developed and approved by Council over recent years that we are continuing to support in their implementation, with others still identified as high priority in terms of development. The provision of the new Employee Handbook this year, is the initial

reference point for all these documents, and every employee should hold a copy. Full policy documents are all stored on public folders.

6.0 Human Resource Data Management

- 6.1 A wide range of management information is provided in terms of establishment data, employee data, pay / grading & benefits data, and equalities information etc. This management information is used to enable the Council make informed decisions.
- 6.2 The use of CHRIS (computerised HR records system) is now being utilised to far greater benefit than in previous years. Our intention is to widen access to this as soon as possible. The aim is to provide managers with access to basic data held on their employees.
- 6.3 Payroll input basic employee data, and all payroll, pension, and sickness related data. Personnel input all other Personnel and Development related data. Personnel & Development staff produce relevant management reports.

7.0 Pay & Grading (Single Status Job Evaluation)

- 7.1 We currently market test grades of posts as requested by management when reviewing services and in response to individual grading applications, under the new Temporary Regrading Procedure, developed this year.
- 7.2 However, in addition to this is a significant project that the team will have a key role in, is the progression of the implementation of the Single Status Job Evaluation Scheme. A Steering Group has now been set up, and a project plan drafted, to prepare and plan to evaluate the grade of every post in the authority, to develop suitable new pay structures and consider associated issues such as employee bonus schemes, and benefits. The estimated implementation date of a new pay structure being 1 April 2004.

8.0 Corporate Activities

- 8.1 Organisational restructuring exercises and support to managing changes identified in Best Value Reviews form a significant part of the service's workload. This covers areas such as employee/trade union consultation, organisation design research, market testing of pay and grades, implementation of new structures, redundancy selection, redeployment of employees etc., revising terms and conditions of employment. We provide estimates for redundancy calculations, and request Pension estimates from Derbyshire County Council as required, and process all VER's/VR's and Compulsory Redundancies. We are also responsible for authorisation of VER/VR pension related invoices.

- 8.2 The authority undertook a significant whole organisation review in 2000, which required significant resources from the team during the year, and is embarking on a Reprioritisation and Refocusing whole organisation review over the forthcoming and future years.
- 8.3 Additionally, there are a number of year 1 and 2 Best Value Reviews to support also. The Employee Development Officer, is also responsible for training on Best Value, and is one of 3 corporate officers required to run focus groups for the authority.
- 8.4 The Division has members on various corporate groups such as: -
- ❖ Corporate Health & Safety Committee
 - ❖ Joint Negotiating Group
 - ❖ Joint Consultative Committee
 - ❖ Best Value Officer Corporate Working Group
 - ❖ Payroll/Personnel Group
 - ❖ ITAG
 - ❖ Cleansing the Environment BV Review
 - ❖ Sheltered Housing BV Review
 - ❖ Housing Management BV Review
 - ❖ Single Status Steering Group
 - ❖ Divisional Managers Group
- 8.5 We also have members on various external groups such as: -
- ❖ East Midlands LGA Personnel Network
 - ❖ East Midlands LGA Training & Development Network
 - ❖ East Midlands LGA Single Status Job Evaluation User Group
 - ❖ Derbyshire Racial Equality Forum
 - ❖ Derbyshire Personnel Officers Group
 - ❖ CHRIS User Group Network
 - ❖ SOCPO East Midlands - Regional Secretary

CURRENT & PROSPECTIVE LEGISLATION
IMPACTING ON THE SERVICE

1. **Human Rights Act 1998**
 - Put “convention rights” from the European Convention on Human Rights into UK law, which affects the way we treat our employees.
 - It was effective week commencing 2nd October 2000
 - Some work has been done already with the review of Disciplinary & Grievance Procedures, and introduction of Absence Management, and Recruitment Guidance.

2. **The Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000**
 - Known as the “LBP Regs”, and took effect on 24th October 2000
 - They set rules on monitoring or recording communications without consent and monitoring
 - The Chief Finance Officer has already done some work by the recent introduction of the Use of telephones and mobiles – a guide for users.

3. **Data Protection Act 1998**
 - Implemented 1st March 2000 following EU Directive
 - Applies to handling/storing personal computerised and manual personal files
 - Transitional periods meant Act did not apply to most manual record systems until October 2001. A recent major overhaul of all personal files has been undertaken, with one central file being held for each employee by Personnel & Development.

4. **Consultation Document – Towards Equal Pay for Women**
 - Consultation ended February 2001; changes are anticipated to the Equal Pay Act 1970, and tribunal rules and procedures. These are expected within a year.
 - Proposals for speeding up equal pay claims
 - Additional proposals to train union representatives to assist in employer pay reviews.

5. **Race Relations (Amendment) Act 2000**
 - Phased introduction from July 2001 – specific duties to have been complied with by May 2002 which extend requirements on equalities monitoring, and the promotion of positive equality actions in employment.
 - There are wider implications for service managers that need to be addressed in terms of their service delivery.
 - There are also new Generic Equalities Standards due to be released imminently which will provide revised guidance on the

wider equalities requirements from organisations. These will eventually replace the CRE Standards.

6. **Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000**
 - Regulations came into force on 15 July 2000
 - Aim is to ensure that part-time workers are treated no less favourably in their employment conditions than comparable full timers, unless this is justified on objective grounds
 - Pro-rata treatment must be provided where appropriate
 - DTI - Law and Best Practice provides a detailed Guide for Employers and Part-timers and is split into:
 - Compliance Guidance
 - Best Practice Guidance (widening access to part-time work/making part-time work more accessible)

7. **Fixed Term Employees (prevention of Less Favourable Treatment) Regulations 2001 –**
 - Aim is to prevent less favourable treatment through the terms of the contract
 - Consultation conducted on draft regulations – implementation was due July 2001. This deadline has been extended in UK, and is likely to be an additional year before implementation.
 - Also to prevent abuse arising from successive renewals
 - This will mean the removal of the redundancy waiver

8. **Criminal Records Bureau - Disclosure**
 - A new central organisation which will allow prospective employees to ask for certification of "record" / disclosure of criminal background
 - Individual prospective employees apply and pay
 - 3 levels of disclosure – the two highest levels require authorised employer countersignature. This will mean a review of recruitment procedures.
 - Opportunity to provide an umbrella service to local voluntary organisations

9. **Green Paper – Work and Parents Competitiveness and Choice**
 - New rules due to come into force 2003
 - Maternity leave – increased
 - Paternity leave – two week's paid leave for fathers with more than 26 weeks employment at notification week
 - Adoption leave – 26 weeks paid adoption leave for employees with more than 26 weeks services at the time they notify their intention to take leave

10. **Sex Discrimination (Indirect Discrimination & Burden of Proof) Regs 2001**
 - These change the definition of indirect discrimination in connection with sex discrimination only.
 - Burden of proof shifts to the respondent to prove there has been no such discrimination.

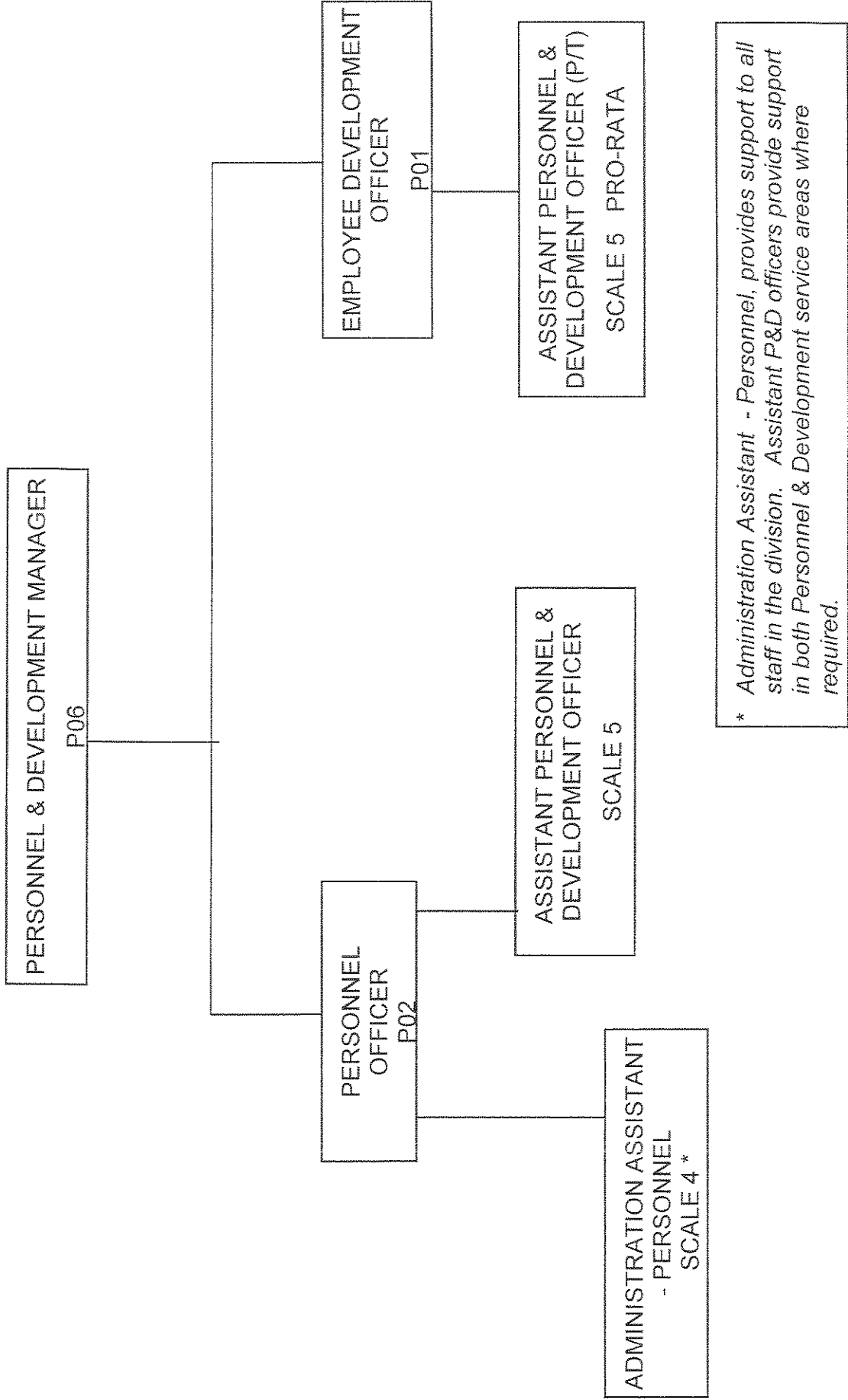
11. **European Directives on Discrimination**

They are expected late 2001. One will be an anti-discrimination directive relating to religion/belief, race/ethnic origin, and sexual orientation, which may require a review of policies in 2003. The other will relate to harassment issues and will need to be considered.

12. **Working Time Regulations** – These changes are effective from 25 October 2001, and relate to the annual leave entitlements. These are now accrued from day one, and can be taken from day one, in relation to the statutory 20 days. This will need a review of entitlements to casual / temporary employees, and on when leave can be taken and paid up.

13. **TUPE Regulations** – Due in 2002, these are anticipated to make changes to existing entitlements, and we will need to be aware of changes and work within as required.

PERSONNEL & DEVELOPMENT DIVISION
STRUCTURE CHART



* Administration Assistant - Personnel, provides support to all staff in the division. Assistant P&D officers provide support in both Personnel & Development service areas where required.

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

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.

ECONOMIC DEVELOPMENT DIVISION

- An economic downturn could lead to more businesses requiring greater assistance, a larger number of void units, increased requirement for promotional resources etc
- An over supply of industrial units resulting in higher void rates
- Achieving an appropriate balance between maximising income from property and assisting local businesses in their development
- Achieving an appropriate level of central administrative support for the various initiatives on which we are working.

Opportunities

3.4 The key opportunities are as follows:-

- Developing more co-ordinated service delivery with other partners e.g
 - County Council in respect of inward investment, tourism, funding opportunities etc
 - Small Business Service, on a range of business support issues
 - EMDA, in promoting economic development opportunities
 - Other local authorities, in Tourism promotion across the National Forest area, and in developing funding opportunities - strength through co-operation
- Improving the way assets are managed e.g
 - Developing a corporate property strategy
 - Reviewing in-house management responsibilities
 - Achieving improving awareness of who deals with what
 - Measuring and benchmarking performance
 - Consultation with asset users
 - Reviewing Member involvement and decision making
- Developing a better corporate approach to dealing with issues e.g
 - With Building Maintenance section on valuations, repairs and maintenance
 - With Legal on Landlord and Tenant issues
 - With a number of other divisions in respect of Asset Management
 - With Planning and Technical Services in respect of Town Centre Regeneration
- Achieving better use of resources e.g sharing of depot and Civic Office accommodation with other organisations to reduce our overheads
- Through the Best Value process, highlighting areas which can be improved

4.0 BEST VALUE

4.1 The tables below show how and when the services provided by this Division will be reviewed as part of the Best Value Process

Completed Reviews

Review Title	Completed	Services Covered

Reviews Underway

Review Title	Completion Date	Services Covered
Asset Management	March 2002	Asset and Estate Management

ECONOMIC DEVELOPMENT DIVISION

Reviews to be commenced

Review Title	Start Date (yr)	Services Covered
Tourism	3	Tourism - note that although the review is scheduled for year 3, we firmly believe that it should be dealt with as part of Economic Development in year 4.
Economic Development	4	Economic Development

ECONOMIC DEVELOPMENT DIVISION

5.0 KEY TASKS 2002/03
Corporate Key Tasks

Corporate Key Task	Action	Timescale	Key Aim
Develop the South Derbyshire Community Strategy	Contribute to this process	Oct 2002	1
Establish a Local Strategic Partnership to develop and implement the Community Strategy	Assist with this process	To be agreed	7
Progress disposal of Swadlincote depot	Assist with this process	March 2003	6
Continue to implement the programme of Best Value Reviews	Oversee implementation stage of Asset Management review.	April 02 - March 03 April 02	5
Continue to develop arrangements for performance management	Commence Tourism Review or preparation for review (see note under section 4)	April 03	5
	Continue preparation for Economic Development review	Dec 01	
Continue to develop arrangements for performance management	Pull together info for AMP PIs.	Quarterly assessment	5
	Continue to monitor Economic Development PIs in advance of BV review	April 02 Every 2 months	
Continue to develop arrangements for performance management	Commence Tourism benchmarking	Nov 01 questionnaire and subsequent as appropriate	5
	Continue benchmarking arrangements - - Ec Dev benchmarking group - AMP benchmarking group		
Make full and effective use of the South Derbyshire Citizens Panel	Use the Panel for consultation purposes for the AMP		

ECONOMIC DEVELOPMENT DIVISION

Departmental Key Tasks

Departmental Key Task	Action	Timescale	Key Aim
Service Plans to be in place for all Divisions Improve on current levels of customer satisfaction	Complete this plan Consult with service users to determine their level of satisfaction and what can be done to improve the service (some consultation already undertaken) Review responses and effect the desired improvements where achievable	Nov 2001 Sept 02 Mar 03	5 5
All staff to have received a PDR interview and have an individual training and development plan Reduce overall level of absence within department as a whole	PDR's to be completed for all staff Implement absence management procedures	March 2002 Following training in Nov 01	
To make key performance management and financial management information available on a regular basis	Quarterly Asset Management reports to Members	May 02 Aug 02 Nov 02 Feb 03	6
Implementation of E-government in service delivery	Work with IT to get more info onto the Council's website. Continue to pursue the proposals for a Tourism Destination Management System point in Swadlincote	Mar 02	5
Improving communication with employees corporately at service level	Hold regular staff meetings One to one meetings with individual staff	Bi-monthly Fortnightly/ monthly as appropriate	
Take responsibility in assisting with improving morale of staff	Good communication / openness / discussion of working difficulties & pressures / reviewing training needs / ensuring staff know what is expected of them and what their priorities are	Ongoing	
Promote a right first time ethos	Ensure that what we communicate to our customers is accurate and appropriate and that we fully understand our customers needs	Ongoing	
Ensure service delivery is compliant with corporate equality guidance	Work to updated guidance, when available	To be confirmed	
To implement actions arising from the Asset Management Best Value Review	The implementation plan has not been drawn up but will probably cover issues such as: Developing a corporate property strategy Investigating property sharing opportunities Examining options for providing incentives to Civic Office occupiers to reduce running costs Reviewing repairs & maintenance service for non-housing property Fully considering alternative delivery options for asset services Reviewing Member involvement in asset matters / committee structure as it relates to property	Commencing April 02	6

ECONOMIC DEVELOPMENT DIVISION

Service/Ongoing Key Tasks

Service Key Task	Action	Timescale	Key Aim
Work with the Small Business Service to provide advice and support to new and existing businesses and manage the 'spoke' office at George Holmes Business Centre	Establish a service level agreement with the SBS	April 02	1
Operate George Holmes Business Centre as a managed workspace offering a range of services to tenants and other local businesses	Raise awareness of services available through additional promotional material	April 02	1
Promote concept of Community Enterprise e.g Credit Union, Farmers Markets, Food Economy etc	Review take up and views of services offered Work with the proposed South Derbyshire Credit Union steering group to see the Credit Union up and running Work with DCC & others to develop Food Economy initiatives	Sept 02 April 02	1 1
Work with EMDA, HETB, DTOG, National Forest and other relevant fora, provide good quality literature, and, where appropriate, advertise, to promote the area's potential for inward investment, tourism and leisure related activities	Seek to form a partnership to jointly promote the National Forest areas, enabling more rapid development of The National Forest as a sub-regional destination and 'brand'	Sept 02 Ongoing	1 4 & 8
(Note that many of the actions here are ongoing and not therefore listed. The recently produced Tourism Strategy has highlighted a number of issues which are being progressed during the year but are too numerous to list here)	If joint literature is not possible, produce South Derbyshire Visitor guide Undertake Tourism advertising	Dec 02	4 & 8
	Distribution of the 2002 "Events" guide (produced Jan 2002) will continue until the end of that calendar year. <u>Either</u> , it will then be replaced by a joint leaflet for the wider South Derbyshire/East Staffordshire/North West Leicestershire area, <u>or</u> a district-wide "Events" leaflet for 2003 will be produced.	Jan 03	4 & 8
	The ever popular combined walks booklet will continue to be produced, though it may need to be redesigned to reflect the developing sub-regional brand of The National Forest.	Distribution ongoing. New events guide ready for Jan 2003	4 & 8
	Commission Tourism Economic Impact Assessment from HETB, it being 3 years since the last. (Timing will depend on capacity at HETB).	Distribution ongoing. New version ready early 2003	4 & 8
	Consider the opportunities for promotion of the district as they arise	July 2002	4 & 8
		Ongoing	4 & 8

ECONOMIC DEVELOPMENT DIVISION

Develop and maintain constructive relationships with the Council's partners in economic development and regeneration	Establish or improve working relationships with SBS, DCC, the Learning & Skills Council, Southern Derbyshire Chamber and EMDA	June 02	1 & 7
Develop and support new and existing Partnerships	Work closely with SDDC colleagues to assist the establishing of an SSP and LSP	Commencing April 02	1 & 7
Maximise the resources available for economic development projects from Europe, Government sources and the private sector	In partnership with DCC, EMDA and the new SSP & LSP, improve understanding of funding sources	Sept 02	1 & 4 & 5 & 8
Oversee strategic asset management work within the Council	Produce an annual AMP, co-ordinate activities and monitor PI's	July 2002	6
Co-ordinate and implement effective management of the Council's land and property assets, including disposals where appropriate	Most actions are ongoing, in dealing with new lettings, rent reviews, lease renewals, valuations, dilapidations, land & property enquiries etc Other specific actions include: Consider issues involved in possible disposal of assets	Already started - complete by March 03	6
	Hold twice yearly tenant liaison meetings	April 02 & October 02	6
	Introduce service charges at GHBC	April 02	6
	Review lettings policy for units	April 02	6

6.0 PERFORMANCE INDICATORS AND TARGETS

Best Value Performance Indicators

6.1 The table below shows the Best Value Indicators that relate to the service provided within this division.

Best Value Indicator	Actual 99/2000	Actual 2000/01	Estimate 2001/2	Target 2002/3	Government Target 2004/5

Local Performance Indicators

6.2 The table below shows the local indicators that the Division has developed to measure its performance.

Local Indicator	Estimate 2001/2	Target 2002/3
% gross internal floor-space in condition categories A - D (A is good, D is bad)		
A	9%	
B	80%	
C	11%	
D	0%	
Backlog of maintenance by cost expressed as a % in priority levels in 1 - 4 and by value (1 is a high priority, 4 is low)		
1	£7050 (5%)	
2	£14,935 (11%)	
3	£22,635 (17%)	
4	£91,100 (67%)	
Current internal rate of return (IRR) for the portfolio expressed as an average for (a) Industrial, (b) Retail and (c) Agricultural investment property	Avail Dec	Avail Dec
Annual Management costs per sq. m.	Avail Dec	Avail Dec
(a) Total for operational property		
(b) Total for non- operational property		
Revenue running cost per sq. m. for Civic Offices	Avail Dec	Avail Dec
To measure CO ₂ emissions in tonnes of carbon dioxide per sq.m for operational property. Provide a baseline for July 2002.	Avail Dec	Avail Dec
Number of first enquiries from business start-ups and businesses with less than 10 employees dealt with by the Small Business Service	140	160
% of tourism related enquiries dealt with within 4/5 working days	100% in 5 days	100% in 4 days
Number of units void as % of total	25%	20%
% of under or over performance related to target income level	0%	0%
Asset Management Plan prepared and submitted to GOEM	July 2001	July 2002

Note that the first few indicators are those set by DETR for Asset Management Planning. Some will be monitored by other divisions.

ECONOMIC DEVELOPMENT DIVISION

7.0 STAFFING STRUCTURE AND WORK ORGANISATION

- 7.1 The Economic Development Division is part of the Chief Executives department.
- 7.2 The Division is managed by David Soanes.
- 7.3 An organisation chart is attached at Annexe A.

Work organisation

- 7.4 Economic Development and Asset/Estate Management are front-line services which rely on close working with other Divisions across the Council and with a range of external partners. For Asset/Estate Management we need to work closely with Housing, Technical Services, Planning, Community & Leisure Development, Legal and Finance. For Economic Development (including Tourism) we work closely with Technical Services, Community & Leisure Development and Planning, as well as external organisations such as EMDA, other local authorities, Community groups, National Forest Company, Heart of England Tourist Board, Business organisations etc.

8.0 OTHER RESOURCES

Revenue Expenditure

The table below shows the committee spending controlled by the Head of this Division.

Division	Gross Spending	Income	Net Spending
Total Committee Costs	604,580	382,740	221,640

Note that over £75,000 of income is also achieved on HC1 - Town Centre, but the budget is controlled by the Technical Services Manager.

Central Departmental Costs – recharged to committees

The Council has a system of central establishment charges. This means that costs related to this division are charged first to a holding code and then recharged to committees. The table below summarises these costs which are controlled by the head of this division and then recharged to services.

Division	Gross Spending	Income	Net Spending
Total Central Support Costs	188,630		188,630

These costs are set out in more detail in Annex B

Capital Expenditure

Assets

The Division controls the Council's Commercial properties, i.e

27 units at George Holmes Business Centre plus a management and training building

14 units at Boardmans Industrial Estate

Woodville Polymer's factory on Heathcote Road

6 shops and 2 offices at the Delph Centre

Delph Wine Bar & Restaurant

Bank House

Snooker Centre

46 & 48 Grove Street

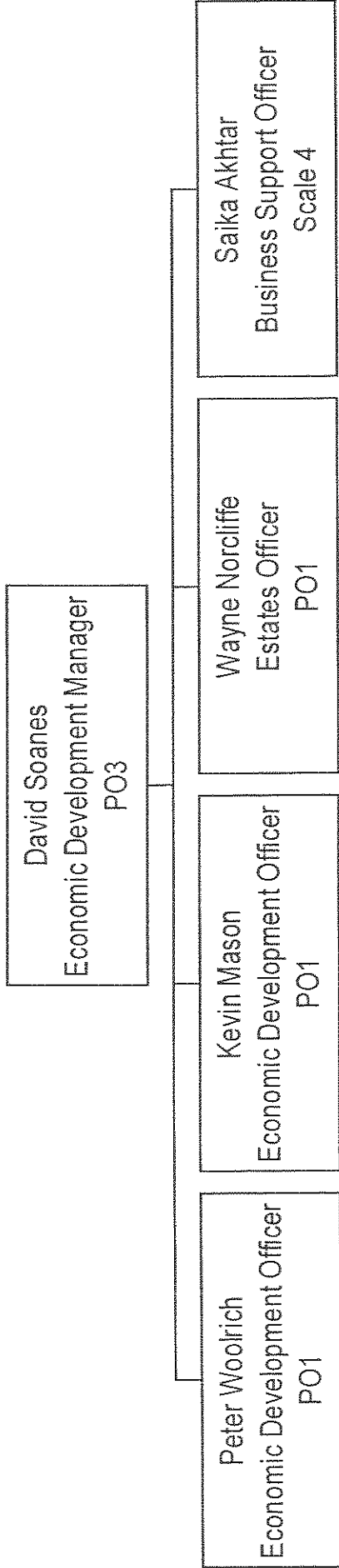
4 shops on Midland Road

Ski Centre (long lease)

It also assists with the management of Rosliston Forestry Centre and the Housing owned shops at Linton Road and Wellwood Road, as well as providing advice on other properties.

The properties are managed in line with the property objectives set out in section 1 of the Asset Management Plan.

ECONOMIC DEVELOPMENT
ORGANISATION CHART



Budget Head		Total Budget	Income	Net Budget
HB1	CE - ED	166,450	234,910	- 68,460
HB2	CE - ED	160,200	87,570	72,630
HC3	CE - ED	2,100	-	2,100
HD1	CE - ED	132,160	-	132,160
HD2	CE - ED	590	-	590
HE2	CE - ED	12,990	10,000	2,990
HG1	CE - ED	87,580	-	87,580
HG2	CE - ED	42,510	50,460	- 7,950
		604,580	382,940	221,640
RCY	CE - ED	188,630	-	188,630
		188,630	-	188,630

Service Area
Industrial Estates
Managed Workspace
Life in the Town Centre
Economic Development Promotions
Business Link
Town Centre Facelift Scheme
Estate Management
Miscellaneous Properties
Total Committee Budgets - Economic Development
Economic Development
Total Central Support Budgets - Economic Development

FINANCE SERVICES DIVISION

SERVICE PLAN 2002/03

1. SERVICE DESCRIPTION

1.1 The Division is managed by the Finance Services Manager, who is assisted by 2 Unit Managers. They are each responsible for the following service areas.

1.2 Accountancy Services

The main workload of this unit surrounds the following activities:

- Maintenance of the Council's accounts and financial records
- Maintenance of the Council's General Ledger
- Monitoring Council spending
- Co-ordinating budget preparation
- Monitoring and advising on financial settlements and on overall resources available to the Council
- Analysing and advising on developments in Government finance and accounting regulations
- Completion of statutory financial records
- General financial advice and support to members and budget managers

1.3 Exchequer Services

The main workload of this unit surrounds the following activities:

- Co-ordination and maintenance of the Council's Payroll
- Co-ordination of Creditor payments
- General debt collection
- Maintenance of the Council's bank accounts
- Treasury management including dealing with the Council's daily cash flow requirements
- Monitoring and advising on all VAT matters
- Arranging and administering the Council's Insurance requirements
- Administering Council House Mortgages
- General technical advice and support to members and budget managers

1.4 To a certain extent, the Division provides a management support function to all Council activities, all users of the Services being internal customers.

1.5 However, the services provided are largely undertaken within the remit of the Chief Finance Officer's Statutory Section 151 responsibilities – to safeguard the financial affairs of the Council. Therefore, the services also provide a stewardship function to ensure that the Authority complies with

SERVICE PLAN – FINANCE SERVICES DIVISION

- Local Government Finance Acts
- Other Financial Regulations
- The Account and Audit Regulations
- Codes of Best Practice

1.6 In addition, the Division is responsible for producing/contributing to the following strategies.

<u>STRATEGY</u>	*	<u>Date</u>	<u>Review Period</u>	<u>Next Review</u>
Financial Strategy	D	Aug 2001	Annual	July 2002
Capital Strategy	G	July 2001	Annual	June 2002
Treasury Management Policy Statement	S	Aug 2001	Annual	July 2002
Business Risk Strategy	D	July 2002	To be determined	

* denotes whether strategy is Statutory (S), Discretionary (D) or Government (G)

1.7 Furthermore, the Division also prepares and co-ordinates the annual capital and revenue budgets, and the annual statement of accounts.

2. PURPOSE

2.1 The Council's Corporate Plan sets out a range of **guiding principles**, which aim to provide effective and efficient services in relation to policy development and Best Value. The Financial Services Division will contribute to this through its **key aims**, as follows:

- Ensuring that members and officers are aware of the financial consequences of decisions being taken. For example, the effect on budgets and any VAT implications.
- Raising the financial awareness via ad-hoc seminars, open days and "teach-ins" to train and develop the knowledge of members and officers.
- Using the budget process via area committees, to raise the awareness of local residents about the Council's finances and the options available to it.
- Ensuring that financial plans and proposals contained in Best Value reviews and other strategies are sustainable.
- Providing a high level of accountability by producing the annual statement of accounts and regular financial reporting.

- Administering financial transactions efficiently and effectively in accordance with Government targets (Creditor payments) and by maintaining good levels of debt collection.
- Helping to safeguard the assets and resources of the Council by providing adequate insurance (where appropriate) and co-ordinating risk management.
- Examining new ways of delivering financial services within the principles of Best Value, including analysing any opportunities for working with external organisations and other councils.
- Analysing opportunities to ease the Council's financial burden. For example, through debt rescheduling and obtaining the best interest rate possible for the Council.
- Developing the use of IT in relation to the principles of E-Government, in order to provide financial services in a more efficient and effective manner.
- Developing ways to ensure that all staff within the Division feels involved in contributing to the direction of the services they deliver, and that they receive feedback from management on their progress.

3. OPPORTUNITIES and CHALLENGES

3.1 The key opportunities and challenges facing the Division mainly arise from the recent Best Value review into Financial Management and Control at the Council. Broadly, they focus on the following:

- The implementation of a new Financial Information System to help meet the principles of E- Government, and to provide financial services more efficiently and effectively.
- Co-ordinating the implementation of a risk management strategy to develop methods of minimising risks to the Council's business.
- Developing budgetary control to ensure sound systems of financial management and to monitor the Council's limited resources.
- Embracing Best Value – over the period of this plan, a review will be undertaken covering all major services delivered by the Division.

3.2 In addition, it is anticipated that other factors will influence the work of the Division. For example:

- New Government legislation surrounding the distribution of resources and flexibility on borrowing.
- Assessing and co-ordinating any financial implications of Single Status.

4. **BEST VALUE**

4.1 As stated previously, the major services provided by the Division are subject to a Best Value review. This was originally planned to commence in May 2001, but due to a change in staff this has been delayed. Work is now programmed to **commence in November 2001, with a target end date of December 2002.**

4.2 It was stated earlier that the opportunities and challenges facing the Division mainly arise from the recent Best Value review into **Financial Management and Control**. This review was completed in July 2001. The report looked at the processes and procedures that needed to be in place within the Council to deliver sound financial management. The main items that formed the Action Plan from the review were:

- aligning financial and service planning,
- introducing a medium term financial strategy,
- developing consultation and scrutiny arrangements in budget setting,
- raising the financial awareness of Members and Officers,
- replacing the current financial management (IT) system,
- developing budget monitoring,
- updating financial regulations,
- developing the format of the Council's Statement of Accounts, and
- introducing performance indicators to measure the effectiveness of financial management.

Many of the items listed above, will require the on-going commitment of Finance Services. Infact, in many instances, Finance Services are, and will be, a major player in helping to implement this action plan.