



South  
Derbyshire  
District Council



# Service Plan 2020/21

Chief Executive's Directorate

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All information presented in this Service Plan was correct at the time of publication.

# Introduction

## The Corporate Plan

The Corporate Plan 2020-2024 sets out the values and vision for South Derbyshire and defines the Council's priorities for delivering services.

The three key priorities are: Our Environment, Our People, Our Future. The plan seeks to ensure that the District remains a great place to live, visit and invest.

The Corporate Plan does not cover everything the Council does, but instead focuses on the issues that are most important to residents, on national priorities set by the Government and on the opportunities and challenges resulting from the changing social, economic and environmental aspects of the District.

As well as enabling effective monitoring and leading our performance management, it links the Council's strategic priorities and objectives directly to the activities of each service area through annual Service Plans. A plan is produced for each of the three Directorates; Chief Executive's, Corporate Resources and Service Delivery.

Covering the 2020-2021 financial year, the Service Plans (updated annually) align current delivery arrangements with changing patterns of demand, making the most effective use of available and future resources.

## Our Values

Our Values provide a benchmark for behaviour across our organisation and underpin everything that we do, including how we work with others. They are a golden thread throughout everything we do.

Our Values are as follows:

Together we will:

### Take pride in our place

We will promote responsible behaviour and are committed to creating a more sustainable District.

### Have respect for everyone

We will listen, be honest and act with integrity at all times.

### Achieve excellence in all we do

We will take pride in our District, always striving for continuous improvement.

## The importance of service planning

Delivery of public services occurs in an increasingly dynamic environment, with high community expectations, Government priorities and technological advances.

While the budgetary setting is constrained, there are ever-increasing pressures and demands to do more with less. In this context, it is essential that services are well planned, with the capability to evolve in order to meet community needs.

This allows the Council to identify requirements and associated enabling services such as technology, workforce, funding, capital infrastructure and information management.

## Performance Management Framework

The Performance Management Framework sets out what is measured and the progress the Council is making towards the achievement of its Corporate Plan aims.

Council resources are aligned and focused in priority areas to deliver maximum value for people, partners and businesses. The Council proactively identifies and manages any risks that might affect service delivery through regularly reviewing performance and taking action where required.

The Performance Management Framework consists of three levels. The Corporate Plan sits at the top and seeks to ensure that our District is a great place to live, visit and invest.

Outcomes and measures to deliver against the key priorities of the Corporate Plan are defined in Service Plans and the third level is the individual objectives and targets of employees.

Everyone has a shared responsibility for delivery of the Corporate Plan. The Performance Dashboard details the key priorities, outcomes and actions for the year. These measures are reported on a quarterly basis to help monitor and manage performance effectively and on an on-going basis.

## Managing risks

The Council's Risk Management Strategy sets out a consistent and robust framework for managing risks at a corporate level. From this, service risk registers are managed, monitored and reviewed on a regular basis to provide operational governance and control around the delivery of services.

## Monitoring and review

This Service Plan will be monitored on a quarterly basis as part of the Council's Performance Management Framework and will be used throughout the year to monitor service delivery.

## Key aims

All priorities and activities undertaken by the Corporate Resources Directorate complement the collective vision 'to ensure that our District remains a great place to live, visit and invest.'

Through the Service Plan, all corporate action plans and performance measures for the Directorate contribute to the corporate themes of:

***Our Environment** - Keeping a clean, green District for future generations*

***Our People** - Working with communities and meeting the future needs of the District*

***Our Future** - Growing our District and our skills base*

The Council has a strong understanding of its customers' needs and the directorate performs well across a range of key measures. However, the Council, through its employees, constantly strives to develop and improve its services for the benefit of its customers.

The strategic aims for the Directorate are outlined in each service area.

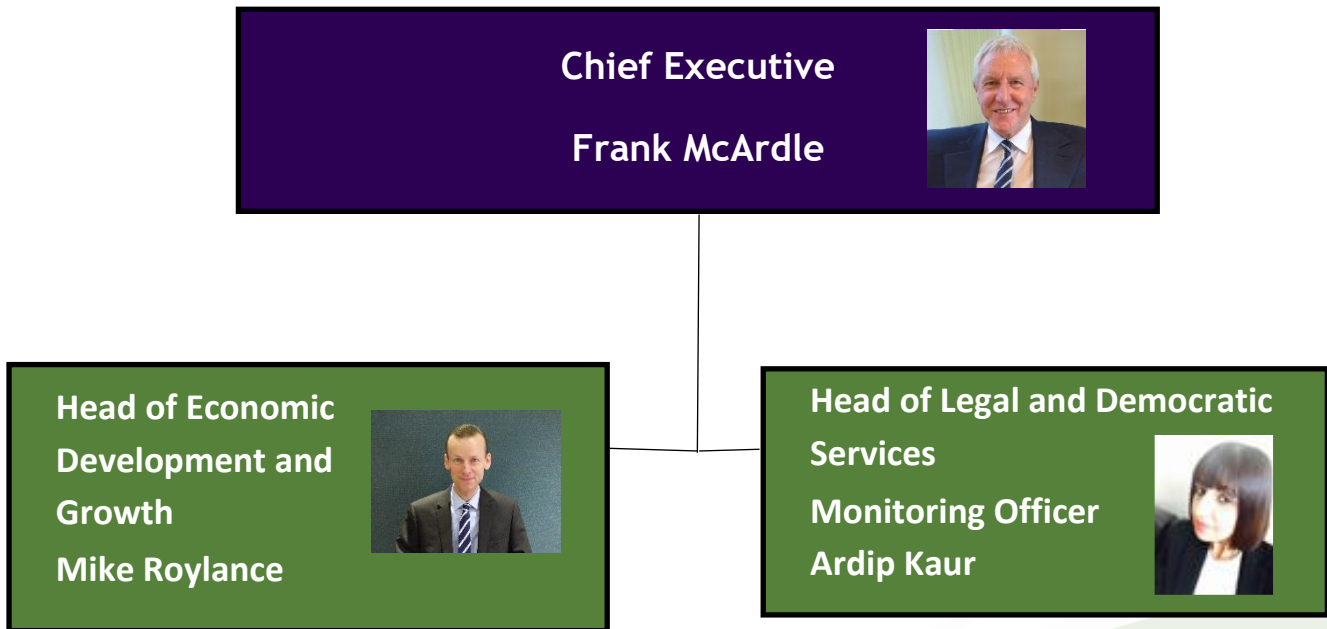
# Equality, Diversity and Inclusion

Equality matters to the Council, if we are to ensure the District remains a great place to live, visit and invest. At the heart of the Council's approach is fair treatment and equal opportunity for all. Working with residents, Elected Members and partners the Council will jointly develop its objectives and actions to ensure the Equality Duty is adhered to and building on a culture of equality and diversity within the Council fair and accessible services will be provided to residents of and visitors to the District.

The Council will also demonstrate commitment to equality, diversity and inclusion by publishing the Corporate Equalities and Safeguarding Annual Report which highlights what has been done to meet the Equality Duty (part of the Equality Act 2010) and how the Council has continued to play its part in helping to make society fairer by tackling discrimination and providing equality for all.

# Service structure

The structure of the Chief Executive's Directorate, showing each service area, is shown below:



# Service operations

The Chief Executive's Directorate plays a key role in meeting our strategic objectives for supporting Our Environment, Our People, Our Future.

The department is made up of six service areas:

- Legal Services
- Democratic Services
- Elections
- Licensing
- Economic Development
- Land Charges

The Directorate focuses on the core functions of Legal Services, critical to the operation of the entire organisation; Economic Development, which is vital to the sustained stability and growth of the District and the quality of life for those who live and work within it; democracy, both through Democratic Services and Elections, and Licensing, which governs and monitors everything from public houses and events to pet shops and scrap yards.

The directorate provides a wide range of services to internal and external customers, including Elected Members, officers, the electorate, businesses, partners, central Government, all levels of local Government and the general public.

## Functions of the Monitoring Officer

The Head of Legal and Democratic Services is also appointed to carry out the statutory role of Monitoring Officer in accordance with the Local Government and Housing Act 1989 and Local Government Act 2000.

The Monitoring Officer's responsibilities include:

- Maintaining the Constitution
- Ensuring lawfulness and fair decision-making and specifically the Council, its Officers and Elected Members maintain the highest standards of conduct at all times
- Maintaining the Registers of Disclosable Pecuniary Interests for Elected Members
- Receiving/determining Elected Member Code of Conduct complaints
- Proper Officer for access to information
- Providing advice and assistance on matters such as illegality, maladministration, Elected Member conduct, registers of interest, declarations of interest at meetings, Constitution
- Corporate governance

# Economic Development & Growth

The Economic Development & Growth service is responsible for:

- Workforce Development support for businesses - working with businesses to meet their workforce needs, raising skills levels and productivity.
- Social Mobility - equipping young people with the skills and resources to realise their potential, promoting entrepreneurship and matching their aspirations with knowledge of the local economy.
- Employability - addressing employability barriers, such as work-readiness, and the accessibility of work and training (including the Work Club and ALICE projects).
- Accessibility - seeking improvements to access and connectivity, both transport links, sustainable transport modes and services, and superfast broadband and mobile telephone coverage.
- Business Support - providing business support, advice and signposting including to financial, exporting, innovation and other assistance (including the South Derbyshire Business Advice Service).
- Inward Investment - attracting new inward investment, plus reinvestment by existing businesses, including by promoting the District and vacant land and property, and supporting investors (including Invest in Derbyshire).
- Visitor Information - promoting the attractions of South Derbyshire and the National Forest to both residents and potential visitors (including Swadlincote Tourist Information Centre).
- Visitor Destination - supporting the development of the visitor offer of South Derbyshire and marketing the area as a destination to potential visitors, working with Marketing Peak District & Derbyshire and the National Forest Company.
- Town Centre Vitality - attracting shoppers and visitors to the town centres and supporting the activities of event and market organisers (including Swadlincote Market).

## Key aims

The Economic Development and Growth service leads on the implementation of the Economic Development Strategy for South Derbyshire. The Strategy's ambitions for 2016-2020 are as follows:

### **BUSINESS: Business support, access to finance and innovation**

- To attract new inward investment, plus reinvestment by existing businesses.
- To provide business support, advice and signposting (including financial, exporting, innovation and other assistance).
- To promote the development of the area's key sectors, such as manufacturing and tourism.

### **SKILLS: Recruitment, employment and skills**

- To work with businesses to meet their workforce needs, raising skill levels and productivity.
- To address employability barriers, such as work-readiness, and the accessibility of work and training.
- To equip young people with the skills and resources to realise their potential, promoting entrepreneurship and matching their aspirations with knowledge of the local economy.



## INFRASTRUCTURE: Infrastructure for economic growth

- To provide a range of employment sites and premises and pursue associated infrastructure improvements.
- To seek improvements to access and connectivity - both transport links, sustainable travel modes and services, and superfast broadband and mobile telephone coverage.
- To support vibrant town centres as commercial, community and service centres.

The Council has adopted a new Corporate Plan for 2020-2024. The Economic Development and Growth service has a key role in contributing to the achievement of a number of the aims, in particular:

- Enhance the appeal of Swadlincote town centre as a place to visit.
- Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education.
- Attract and retain skilled jobs in the District.
- Support unemployed residents back into work.
- Encourage and support business development and new investment in the District.

# Performance

Our Environment		
Keeping a clean, green District for future generations		
Key Aim	Outcome	Service Measure
E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	7% reduction in the 'grey' miles travelled in delivering the service compared to 2018/19 baseline
		Measure and compare grey miles travelled by all relevant staff in the service for comparison against baseline mileage
		Develop with relevant staff, appropriate actions to reduce grey mileage over the next 3 years
E3. Enhance the attractiveness of South Derbyshire	E3.1 Enhance the appeal of Swadlincote town centre as a place to visit.	Percentage of ground floor commercial units that are vacant
		Footfall: Average number of people per 10 minutes between 10am-1pm in the busiest footfall location for a Market Day and a Non-Market Day
		Total number of market stalls
Our People		
Working with communities and meeting the future needs of the District		
Key Aim	Outcome	Service Measure
P2. Supporting and safeguarding the most vulnerable.	P2.4 Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education.	Educational attainment performance - Average Attainment 8 Score
		Percentage of youth unemployment (16-24yrs)
		Percentage of the working age population qualified to Level 4 and above
		Number of pupils undertaking 'purposeful and impact measured' employer interventions by year group in secondary schools (D2N2 EAN)
Our Future		
Growing our District and our skills base		
F1. Develop skills and careers	F1.1 Attract and retain skilled jobs in the District.	Percentage Economically Active in employment (16-64) Percentage Employment by Occupation: Soc 2010 Major Group 1-3 (Professional, managers and technical) Soc 2010 Major Group 4-5 (Administration, skilled and trade) Soc 2010 Major Group 8 (Process plant and machine ops)
	F1.2 Support unemployed residents back into work.	Percentage unemployed (Claimant Count)
F2. Support economic growth and infrastructure	F2.1 Encourage and support business development and new investment in the District.	Number of businesses in the District
		Number of businesses/entrepreneurs engaged in workshops/events
		Number of visitor enquiries
		Number of SDBAS 1-2-1 advice sessions with pre-start/start-up/existing businesses
		Number of SDBAS new business starts

# Legal and Democratic Services

## Legal Services

Work is undertaken in relation to a broad range of Council functions. The demands placed upon the section require officers to demonstrate a broad base of legal knowledge and a considerable degree of flexibility in their work.

### Contentious work:

- Civil litigation
- Criminal litigation
- Enforcement
- Tribunals and inquiries

### Non-contentious work:

- Conveyancing
- Contracts
- Miscellaneous agreements

### Legal advice:

- Governance
- Probity
- Compliance
- Powers and duties
- Statutory powers
- Procedure and decisions
- Civil and criminal litigation

## Democratic Services

Democratic Services is responsible for the management and administration of the Council's modernised committee process, delivering an effective and impartial decision-making mechanism for the Council, its Elected Members, officers and the public.

### The structure consists of:

- Three policy committees (Finance and Management, Housing and Community Services, Environmental and Development Services)
- Two regulatory committees (Planning and Licensing and Appeals)
- Overview and Scrutiny Committee
- Standards Committee
- Audit Sub-Committee

### There is also responsibility for the following:

- Preparation and despatch of reports, agendas and minutes for the Council and its various committees, sub-committees, working panels and other ad hoc meetings
- Arrangement of all Council and committee meetings, including the preparation of the annual cycle of meetings
- The provision of advice to ensure compliance with the Council's Constitution and the law and procedure of meetings
- Administering the Elected Member Allowances Scheme

- Ensuring access to information of agendas and minutes on the Council's website

## Elections

Areas of responsibility include the following:

- Maintain and update the Register of Electors on a rolling basis
- Administer Parish, District, County, Parliamentary, European elections and Referenda
- Carrying out a canvass of the District and compiling, publishing and maintaining a Register of Electors on 1 December each year
- Enabling the register to be updated on a continual basis
- Promoting Individual Electoral Registration (IER) in order to maximise registration
- Registering special category electors
- Processing and determining applications for absent voters

## Licensing

The Licensing section is responsible for the administration, compliance and enforcement of the following areas of legislation:

- Licensing Act 2003
- Gambling Act 2005
- Private hire licensing
- Pet shops
- Animal boarding establishments
- Dog breeding
- Zoos
- Dangerous wild animals
- Riding establishments
- Street trading
- Sex establishments
- Tattooists, electrolysis, acupuncture, semi-permanent skin colouring, piercing
- Scrap metal dealers
- House to house and street collections

## Land Charges

This unit deals with all enquiries and requests for property and land searches, both commercial and residential. The unit provides both a statutory function and direct service within a commercial market.

Local Land Charges include:

- Conditions imposed in a planning decision
- Conservation areas
- Enforcement notices
- Tree preservation orders
- Financial charges, for example for work carried out in default
- Notices served under Acts relating to buildings, waterworks, highways, housing, and planning

# Performance

Our Environment		
Keeping a clean, green District for future generations		
Key Aim	Outcome	Service Measure
<b>E2. Tackle climate change</b>	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	30% of staff in the service to be either working flexibly or travelling to work sustainably by 2021.
		Develop an action plan to enable as many staff members as possible to work flexibly or travel to work sustainably
		7% reduction in the 'grey' miles travelled in delivering the service compared to 2018/19 baseline.
		Measure and compare grey miles travelled by all relevant staff in the service for comparison against baseline mileage.
		Develop with relevant staff, appropriate actions to reduce grey mileage over the next 3 years.
Our Future		
Growing our District and our skills base		
Key Aim	Outcome	Service Measure
<b>F2. Support economic growth and infrastructure</b>	F2.1 Encourage and support business development and new investment in the District.	Increase the number of initiatives year on year – in 2019, 4 initiatives were held.
		Increase the number of inspections carried out year on year – in 2019, 130 inspections were carried out. Inspections include reactive and proactive inspections.

# Workforce

In terms of workforce development, an annual training and development plan is produced after Performance Development Reviews are held. Some homeworking opportunities are provided, and flexible working is considered crucial to motivate and engage high-performing staff.

As of April 1, 2020, 15 staff are employed in the Chief Executive's Directorate.

A breakdown is shown in the following table:

Chief Executive	1
Head of Economic Development	1
Economic Development	3
Head of Legal & Democratic Services	1
Democratic Services & Elections	5
Land Charges	0
Legal Services	1
Licensing	3
Total	15

# Budgets

## Revenue budget 2020/21

The Directorate's budget for 2020/21 is outlined in the following table:

Service	Budget (£)
Economic Development and Growth	328,211
Legal and Democratic Services	863,566
<b>Total</b>	<b>1,191,777</b>

## Capital budget 2020/21

The Directorate's capital budget for 2020/21 is outlined in the following table:

Service	Budget (£)
Economic Development and Growth	0
Legal and Democratic Services	0
<b>Total</b>	<b>0</b>

# Partnerships

The Directorate's significant partnerships are outlined below:

Partnership	Main purpose
Derbyshire Constabulary	Joint working for promotion of licensing objectives
Derbyshire Trading Standards	Joint working for promotion of licensing objectives
Derbyshire Licensing Group	Support, advice and guidance and sharing of best practice
South Derbyshire Partnership	Partnership of public, private and voluntary/community sector organisations focusing on health and wellbeing, safer communities and sustainable development
National Forest Company	Joint working with the Company that leads the creation of the National Forest as a new forested landscape and destination
National Forest and Beyond Partnership	Forest-wide partnership aiming to develop the destination and increase visitor spend
Derbyshire Economic Partnership	County-wide partnership to promote economic development
D2N2 Local Enterprise Partnership	Derby, Derbyshire, Nottingham and Nottinghamshire partnership to promote economic development
Sharpe's Pottery Heritage and Arts Trust Ltd	Delivery of Tourist Information Centre and related activities