



Service Plan 2020/21

Corporate Resources 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 Corporate Resources Directorate, showing each service area, is shown below:

Chief Executive
Frank McArdle



**Strategic Director
(Corporate Resources)**
Kevin Stackhouse



**Head of Corporate
Property**
Steve Baker



**Head of Customer
Services**
Lizzie Barton



Head of Finance
Vicki Summerfield



**Head of Business
Change and ICT**
Anthony Baxter



**Head of Organisational
Development and
Performance**
Fiona Pittam



Service operations

The Directorate has a key role in securing the Council's outcomes that underpin the Corporate Plan.

For example, the Directorate is responsible for setting and monitoring budgets, reviewing and advising on the Council's medium-term spending plans and its financial strategy.

In addition to finance, the Directorate encompasses other resources such as Land, Property, ICT, together with supporting the Council's workforce, to ensure they are actively informed, engaged and suitably developed to deliver services.

As part of the new structure implemented in 2019, the Directorate became responsible for assessing and prioritising initiatives in business transformation to deliver efficiency in service provision across the Council, where possible, utilising modern technology and working practices.

Although many of the services provide support and advice across all Council functions, many others deal directly with the local community and residents contacting the Council, for example in Customer Servicers and in Revenues and Benefits.

Operational requirements are largely undertaken in accordance with statute - financial management and internal audit, for example, are carried out within specific points of law, together with standards contained in CIPFA Codes of Practice.

The Directorate has several smaller, discrete service areas, although joint working and synergy exists between the individual areas.

Secretarial Support and Corporate Administration

The Unit provides a range of administrative functions including secretarial support to the Leadership Team and co-ordinating complaints made against the Council.

It also supports the Data Protection Officer and co-ordinates day-to-day activity associated with requests for information under Data Protection and Freedom of Information Regulations.

Internal Audit

Through the Central Midlands Audit Partnership (CMAP) internal audit is the primary assurance that the Council maintains a sound system of internal control.

Working under the terms of reference of the Council's Audit Sub Committee, CMAP undertakes audits on the main systems and processes that underpin service delivery.

Business Change and ICT

Business Change

The **Business Change Team** was established in 2019 to provide a dedicated support for all services to improve processes and make greater use of technology in service provision as well as the introduction of a Corporate evaluation framework for projects including standardised governance and documentation.

2020/2021 sees the articulation and commencement of the delivery of a multi-year transformation and business change plan encompassing the key themes of Customers, People, Process and Technology which underpin the ambitions of the Corporate Plan 2020-2024 both directly and indirectly.

The Business Change Team will support the introduction of appropriate and more streamlined processes, systems and channels in place, ensuring the Council will be able to establish an increasing focus on local communities and places, in addition to more efficient and repeatable services.

ICT Team

The **ICT Team** manages and maintains the Council's ICT infrastructure which includes laptops and telecommunications network. 2019/2020 has seen a major upgrade programme of devices, servers, software and hard drives which has provided a best in class infrastructure from which to build nationally celebrated digital delivery.

The Team supports all services and provides the technological means in order for services to be delivered. This includes the sourcing and procurement of all hardware and corporate software systems such as email. In addition, the Unit manages third parties who the Council utilise for technical backup and to maintain servers and network connections.

Digital Services Team

The **Digital Services Team** was established on 1 November 2019 to deliver the Council's Digital Agenda and support services accordingly. The primary focus of the Digital Team is to harness the potential of technology available to the Council and its partners and create a digital connected knowledge platform, underpinning modern ways of working.

In addition, this Team maintains the definitive source of address data within the authority. The functions of street naming and numbering, Local Land and Property Gazetteer (LLPG) Custodian and Geographical Information Systems (GIS) all operate within this Team. Spatial Data and GIS Technology support service delivery and these are key developments in the coming year as part of delivering digital services.

The Unit also provides a central print and reprographics facility.

Key Aims for Business Change, ICT & Digital

The Service will aim to directly contribute to the Corporate Plan priorities by:

Maintaining the promotion of the route to deliver a clear transformation and business change plan

The Service will also aim to:

- Put out to tender and replace of all Firewalls and network security peripherals
- Replace traditional ADSL telephone lines with SIP Trunking
- Invest in staff through professional, industry standard qualifications
- Introduce a Self-Service Password Reset tool to reduce calls to help-desk and expand opening times for customer enquiries
- Provide new projectors, TVs, sound and video conferencing equipment in meeting rooms

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.	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
		Reduce the council's hardware footprint within the councils estate. By retiring older, legacy kit including servers, older computers etc
		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 People		
Working with communities and meeting the future needs of the District		
Key Aim	Outcome	Service Measure
P3. Deliver Excellent Services	P3.1 Ensuring consistency in the way the Council deal with service users.	Number of support tickets raised through Hornbill
		Number of open Hornbill tickets unresolved after 5/10 working
	P3.4 Investing in our workforce.	Deliver more digital training sessions for staff to attend
		Percentage of employees to complete GDPR and Cyber Security training

Corporate Property

This unit provides a comprehensive property management service, covering strategic asset management, estate management and facilities management in accordance with the Asset Management Plan.

Asset management

Strategic asset management seeks to ensure the Council's property assets are fit for purpose, aligned to our service needs and are generally managed in manner which optimises their value and efficiency. This involves undertaking acquisitions, identifying surplus assets and progressing disposals to generate capital receipts and ensure our assets are used efficiently. The Unit plays a key role in new build and regeneration projects, creating new and improved community facilities across the District.

Investment portfolio

The Unit also manages the Council's investment portfolio of shops, offices and industrial units. These properties provide accommodation for a range of local businesses and generate important rental income for the Council.

Facilities management

The Unit also delivers a full facilities management service, undertaking all repairs and maintenance to the Council's public buildings, as well as providing a cleaning and caretaking service.

A key objective within the period of the current Corporate Plan is to undertake condition surveys of all Council buildings. A planned maintenance programme will be developed from these surveys to ensure future works are undertaken in a proactive and prioritised manner.

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 2031.	Review and improve the energy performance ratings for the Council's commercial properties
		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 C7
		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

Customer Services

The Customer Services, Revenues & Benefit Team aims to provide an accessible, helpful, informative and supportive service to all the customers who contact the Council across a wide variety of enquires.

Together the Team delivers the following functions:

Customer Services and Document Services

The Customer Services and Document Services Teams handle in excess of 117,000 customer enquiries every year - including face to face, telephone, email and online forms.

The customer enquiries the Team supports include Council Tax, Benefits, business rates, waste, licensing and more. In 2020 housing maintenance enquiries are also set to be handled by the Customer Services Team.

The Team also works hand in hand with the Council's Transformation Plan to deliver an increased number of online services, so that those customers who are happy to self-serve can do so, leaving the Team more time to support those with complex enquiries or those customers who need additional support.

The Team also delivers a number of Council-wide initiatives to improve the standards of customer services delivered across the Council - ranging from the introduction of the Sunflower Scheme, that aims to support customers with hidden disabilities, through to the SignLive, which offers a live translation service for customers who use British Sign Language.

The Team also delivers the cheque receipting, mailing, document scanning, electronic mail and postal services for the Council, as well as a switchboard service. The Team also works with Derbyshire County Council to deliver the Gold Card travel scheme for elderly and disabled residents.

Council Tax, Business Rates and Benefits

Together with the Customer Services Team, the Council Tax, Business Rates and Benefits Teams work to support in excess of 40,000 resident and businesses enquiries each year.

The teams work to issue bills and collect payments from thousands of residents and businesses across the district to help support services delivered by the Council and its partners including the county council, police, fire and parish councils.

The teams also work with customers who are struggling to pay their Council Tax to put in place payment arrangements and promote and deliver the council's Local Council Tax Support Scheme. The Team also works with non-working age residents who are eligible to claim Housing Benefit, as well as works to promote Universal Credit to those residents of working age.

In terms of supporting the local economy, the Team works with businesses to highlight and apply appropriate reliefs and signpost other business support services.

The Team also delivers a wide range of recovery action to ensure outstanding debts are collected.

The Team also rolls out new Government initiatives, such as the COVID-19 Council Tax hardship fund and business grants scheme.

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.	>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 People		
Working with communities and meeting the future needs of the District		
Key Aim	Outcome	Service Measure
P2. Supporting and safeguarding the most vulnerable	P2.1 With partners encourage independent living and keep residents healthy and happy in their homes.	Average time to process new Benefit claims.
		Average time to process changes in circumstances.
		Council Tax collection rate.
		Number of customers claiming Housing Benefit.
		Local authority error rate.
		Number of people claiming local Council Tax reduction.
P3. Deliver Excellent Services	P3.1 Ensuring consistency in the way the Council deal with service users.	Number of online forms developed.
		Number of online forms submitted by customers.
		Number of customers with an online account.
	P3.2 Have in place methods of communication that enables customers to provide and receive information.	Number of website hits.
		Number of online payments.
		Number of face-to-face enquiries.
		Average wait time at Customer Services.
		Number of telephone enquiries.
	P3.3 Ensuring technology enables us to effectively connect with our communities.	Number of emails received by Customer Services.
		% of telephone calls answered within 20 seconds. Call abandonment rate.
Our Future		
Growing our District and our skills base		
Key Aim	Outcome	Service Measure
F2. Support economic growth and infrastructure	F2.1 Encourage and support business development and new investment in the District.	Business rates (NNDR collection rate).
	F2.1 Encourage and support business development and new investment in the District.	Number of businesses claiming rate relief.

Finance

This unit is responsible for maintaining the accounts of the Council and advising on strategic financial issues.

The operational aspects of the unit are:

Management Accounting

Management accounting provides day-to-day support to Council services on managing budgets and maintaining accounts; this involves monthly reporting of financial performance.

Financial Accounting

Financial accounting ensures that the Council complies with accounting standards and statutory financial reporting requirements.

It also includes Treasury Management, Insurance, Taxation and Banking, together with the payment of invoices and the raising of sundry debtors.

Payroll

Payroll looks after payments to Elected Members and the workforce and accounting for the associated transactions.

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.	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 People		
Working with communities and meeting the future needs of the District		
Key Aim	Outcome	Service Measure
P3. Deliver Excellent Services	P3.1 Ensuring consistency in the way the Council deal with service users.	Local Authority to pay 97.5% of suppliers within 30 days.
		Local Authority to pay at least 65% of suppliers within 10 days.
		Debtor days for sundry debt to be at a maximum of 50 days by the end of 20/21.
		Distribute debt reporting to management by working day 6.
		Revenue and capital reporting to be distributed to Management by working day 6 in 20/21 reducing to working day 5 for each year after.
		Monitoring meetings with all management to be completed by working day 12 in 20/21 reducing to working day 11 in each year after.
		The Council to transfer details of the insurance claims onto the insurer by working day 5

Organisational Development and Performance

The aim of this unit is to drive organisational capability and capacity, to help build a culture of service excellence, high performance, engagement and collaboration across all services.

Corporate planning and performance management, together with communications, are centralised within this unit and Human Resource management including Health and Safety Advisory Service and Learning and Development is also delivered.

Communications

The work of the Communications Team is central to keeping residents, customers, employees, stakeholders and other parties informed.

Information - News about the Council's initiatives, campaigns and services reaches the public in a variety of ways using news releases, the website and social media platforms as well as by responding to media enquiries and organising interviews and photoshoots. The Communications Team plays a key part in making sure that correct, up-to-date, and relevant information is available through these.

The Communications Team supports all services to develop communications plans for specific issues and to provide service information and literature in plain, clear language.

The Team works to uphold and strengthen the Council's excellent reputation and to develop and maintain trust and customer satisfaction.

Engagement - More than ever before as a result of the growing prominence of social media as a communications and interaction tool, the Communications Team aims to engage residents and encourage two-way conversation.

The Team now also helps with hosting Staff Briefings and the Employee Forum.

Website - Updates to the website, managing events listings and reviewing the content is the responsibility of the Communications Team. Updates to pages such as licensing are made very frequently; the addition of expenditure details is done monthly and uploading documents such as the Annual Report is done on an annual basis. Demand varies from department to department.

Intranet - The intranet is primarily the responsibility of the Communications Team. News stories and promotion of them is carried out on an on-going basis.

The addition of new corporate documents and guideline as well as the revision of existing ones is another part of the work done by the Team.

Corporate documents - Both the Annual Report and the Equalities Annual Report are researched and written by the Communications Team each year.

Human Resources

The Human Resources Team provides professional advice and support for the effective management, deployment, development and continuous improvement of people, the workforce, and services.

It is responsible for:

Workforce Planning - To ensure the Council has a suitably skilled workforce now and, in the future and identifying opportunities to work with partners to build capacity and consider different delivery models for the provision of services.

Organisational change - To support service change through the continued development of effective employment procedure, development of business cases and advising on employment implications of change programmes and ensuring their alignment to the priorities in the Corporate Plan

Employment conditions - Establishing fair and transparent employment practices to ensure the Council remains compliant with legislation and statute and remains a community leader in best employment practice. This includes the development of employment options to ensure all current and future employees have a range of flexible working options that promote equality, inclusion, and diversity and a suitable work life balance.

Employment deal (pay and rewards) - The development and maintenance of a fair, competitive, and affordable pay and benefits structure that promotes the effective recruitment and retention of staff, opportunities to reward performance and innovation, meets the employment needs of future employees and is free from any inequality.

Learning and development - Taking a holistic and innovative approach to identify and nurture talent and skills for the current and future workforce linked to the stated aims of the Council. This will include providing blended learning opportunities that compliment different learning styles, providing leadership and management interventions such as coaching and mentoring, establishment of apprenticeship and other entry level employment options and creation of succession plans and talent pathways to promote the retention and recruitment of employees.

Health and safety - To provide advice, support, and training to ensure the Council maintains effective management arrangements in relation to health and safety. It involves ensuring compliance with legislation and statute and actively promoting safe working practices within the Council and by any third-party undertaking work on our behalf.

Recruitment and selection - The continuous improvement of recruitment and selection practices to promote the Council as an employer of choice locally and nationally and ensuring equality of opportunity for existing and potential employees.

Employee relations - Working in partnership with employees and their representatives through having effective consultation mechanisms and procedures to promote a positive employee relations culture.

Health and wellbeing - To raise awareness and provide a range of employment options and interventions that actively promote the health and wellbeing of employees in the workplace that improve levels of employee attendance and engagement.

Human resources advice and guidance - Adopting a business partnering model to supporting managers, Elected Members, and partners through the provision of advice on employment procedures and changes in legislation/best practice. This includes matters of discipline, capability, grievance, bullying and harassment, attendance, employee welfare and other employment related matters.

Human Resources administration - To provide accurate and complete employment documentation and ensure that appropriate controls are in place to support the effective management of the Council's establishment.

Performance and Policy

Managing performance is essential in ensuring the Council is achieving those things that are important locally as well ensuring that we are following Government guidelines and our statutory obligations. South Derbyshire District Council has a well-established Performance and Policy Team that sets out how performance is reported across the Council.

The Performance Team is responsible for developing and monitoring the Corporate Plan, Service Plans, and the Equalities Plan, which details specific priorities and objectives and how these will be delivered.

On a quarterly basis the Performance Team reports to Committees on these plans as well as reporting on any risks.

The Performance Team is also responsible for policy management and carrying out quality control checks on all policy documents to ensure they meet the quality standards and legislative requirements and that all new and revised policies are communicated.

Key Aims

To enable and protect the Council by providing a range of high-quality services that support the frontline operations of the Council.

- Ensure the workforce is fit for current challenges and for future demands
- Continue to strengthen the Council's brand and reputation
- Continue to engage and involve stakeholders in our decision-making
- To build a skilled workforce for the future, developing in-house talent
- Clearly defined work programmes through our Organisational and development and performance
- Continue to strengthen the Council's brand and reputation
- Provide monthly feedback on communications to help inform decision-making about communication channels
- Help facilitate staff briefing sessions
- Introduce a corporate Instagram account for the Council
- Assist in the development of a Visit South Derbyshire website

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.	>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 People		
Working with communities and meeting the future needs of the District		
Key Aim	Outcome	Service Measure
P3. Deliver Excellent Services	P3.3 Ensuring technology enables us to effectively connect with our communities.	Increase % number of Twitter followers.
		Increase % number of Facebook fans.
		Increase % number of SDDC website hits.
	P3.4 Investing in our workforce.	Increase % number of staff that feel this is a great place to work.
		Increase % number of annual personal development reviews.
		Increase % number of training days per employee.
		Increase usage of the apprenticeship levy (£).
		Reduced % of staff days lost due to staff sickness absence.
		Attainment of RoSPA recognition for the Council's Health & Safety Management Framework.

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, 98 members of staff work in Corporate Resources.

A breakdown is shown in the following table:

Strategic Director Resources	1
Secretarial Services	3
Head of Business Change and ICT	1
Business Change and ICT	14
Head of Customer Services	1
Customer Services	38
Head of Finance	1
Finance	10
Head of Organisational Development	1
Organisational Development and Performance	9
Head of Property Services	1
Corporate Property	18

Budgets

Revenue budget 2020/21

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

Service	Budget (£)
Customer Services	1,081,771
Corporate Property	510,193
Business Change and ICT	873,581
Finance	1,355,176
Organisational Development and Performance	487,126
Strategic Director	618,377
Total	4,926,224

Capital budget 2020/21

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

Service	Budget (£)
Customer Services	0
Corporate Property	190,000
Business Change and ICT	210,000
Finance	0
Organisational Development and Performance	0
Strategic Director	0
Total	400,000

Partnerships & Shared Services

The Directorate’s significant partnerships are outlined below:

Partnership/shared service	Main purpose
Central Midlands Audit Partnership To ensure compliance with regulations and to generate savings through increased purchasing power.	To deliver the Council’s Internal Audit and to share best practice with other partners to strengthen the internal control environment.
Fraud Investigation Service	To prevent and detect fraud and corruption against the Council.
Procurement	To ensure compliance with regulations and to generate savings through increased purchasing power.

There are also arrangements with Enforcement Agents for Council Tax and Business Rates recovery, together with the DWP and Valuation Office Agency.

The Directorate also works in partnership with developers and other stakeholders in order to “sweat the assets” of the Council where there is mutual benefit in doing so.