



**South  
Derbyshire**  
District Council

# South Derbyshire District Council

**'Making South  
Derbyshire a better place  
to live, work and visit'**

# Chief Executive's Service Plan 2014-2015

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## 1.0 Introduction

This Service Plan brings together our priorities in relation to the Council's Corporate Plan 2009/14 and the Sustainable Community Strategy for South Derbyshire 2009/29

Our key priority outcomes in the Corporate Plan are:

- Developing economic and employment opportunities within the District

Our key priority outcomes in the Sustainable Community Strategy for South Derbyshire are:

- A robust and diverse economy, resistant to downturns and providing a strong base for sustainable growth
- Sustainable employment and support for people to access the skills required

The Chief Executive's Department will:

- positively contribute towards Council policies and procedures in the delivery of services
- deliver continuous improvements in the performance of the Council
- ensure compliance with relevant legislation
- have a 'customer focus' in what we do
- ensure a widespread understanding of the Council's core values, key aims, priorities and relevant performance measures, and encourage participation in their development
- ensure that data quality principles are applied in order to conduct its business effectively
- support the Council's Investor's In People programme
- encourage a positive health and safety culture

Chief Executive: Frank McArdle

## 2.0 Scene Setting

### 2.1 Overview of the Directorate

The Chief Executive's Department plays a key role in meeting the Council's strategic objectives for ensuring '**sustainable growth and opportunity**'.

As a result, the Chief Executive's Directorate covers a number of services that directly impact on people and their communities which are delivered by the following teams:

#### **Economic Development**

The team is responsible for:

- Working in partnership with local, sub-regional and regional agencies and partnerships to develop the local economy and the workforce.
- Promoting inward investment – attracting business and employment to the district through the marketing of the area and available sites and premises, together with the provision of assistance to potential investors.
- Supporting business development – providing advice and support to new and existing businesses directly and through the development of structures and support networks. This includes delivery of the South Derbyshire Business Advice Service.
- Ensuring that the skills of the area's workforce meet the needs of local businesses.
- Developing and securing funding for projects, which contribute to the regeneration of the area. Recent successes include funding for the town centre.
- Promoting and developing tourism – attracting visitors from the UK and overseas to South Derbyshire and The National Forest through marketing and promotion and the development of the tourism 'product' (attractions, accommodation, activities etc). The District has been successfully promoted as part of The National Forest through The National Forest & Beyond campaign.
- Providing information to visitors and local residents about events, attractions and accommodation through the operation of the Swadlincote Tourist Information Centre (TIC).
- Supporting the continued revival of the town centres through marketing, development, events and festivals. This includes contributing to the Swadlincote Town Centre Vision & Strategy.
- Monitoring trends in the local economy and undertaking research to support the development of projects and proposals.

### **South Derbyshire Partnership**

- The Department has the responsibility for supporting the South Derbyshire Partnership. Officers are key members of the Partnership's Sustainable Development Theme Group.

### **Other Partnerships**

- Officers are key members of a number of partnerships that help deliver improvements to the community of South Derbyshire.

A copy of the Chief Executive's Department organisation charts can be found at Appendix A

## **2.2 Workforce Information**

The table below provides summary details of the number of new starters/leavers in 2013/14/ A summary of the full time equivalent (FTE) days sickness lost is also included.

<b><i>New Starters 2013/14</i></b>	<b><i>Leavers 2013/14</i></b>	<b><i>Sickness 2013/14 (F.t.e. days lost)</i></b>
<i>3</i>	<i>7</i>	<i>20.5</i>

Workforce priorities for 2014/15:

Workforce development and support is a key work area within the Service, a team culture with enthusiastic, customer orientated staff is key to maintaining a quality, value for money service.

Some home working opportunities are provided and flexible working is considered crucial to motivate and engage high performing staff.

## 2.3 Financial Information

Details of the Community and Planning budgets for 2014/15 are outlined below:

### Revenue Budget 2014/15

<u>Service area</u>	<u>£</u>
Legal Services	38,154
Democratic Services	605,442
Economic Development	233,829
<b>Total</b>	<b>877,425</b>

### Capital Budget 2014/15

N/A

### Property & Land Assets

N/A

## 3.0 Service Performance

### 3.1 Key Achievements 2013/14

#### **Corporate Plan Theme: Sustainable Growth and Opportunity**

Following a successful pilot in 2012/13, the **South Derbyshire Business Advice Service** has been extended and is now providing advice to new and existing businesses during 2013/14. A "Thinking of Starting a Business?" workshop delivered by the Service is planned for 24 January 2014 at Sharpe's Pottery Museum, for pre-start and new start entrepreneurs.

The Burton-Swadlincote-Uttoxeter (Burton Mail) **Business Awards 2013** attracted a number of new corporate sponsors and a growth in entries. The winners were announced at an awards ceremony in October, with a number of local successes including Chameleon School of Construction (Employer of the Year), Appleby Woodturnings (Small Business of the Year: 1-10 FTEs), and Seasoned Cookery School (Most Promising New Start-up).

The first ever **Swadlincote Festival of Transport** was staged throughout the town centre in May. The event, led by the Rotary Club of Swadlincote and the Box Motor Club, attracted some 150 classic and contemporary vehicles and thousands of visitors. Planning for the 2014 event is now well underway.

The **Swadlincote Farmers' & Producers' Market** was held each month, with an additional Plant Market held during the Summer months. The General Market also participated in 'Love Your Local Market' in May, which is a national initiative aiming to promote recognition of the value of markets and attract new-start stallholders. In December a combined general and farmers' market, "**Xmas Mega Market**", was held

with fairground rides, food tastings and entertainment. This attracted over 70 stalls and a high level of footfall throughout the town centre.

An '**Our Town First**' grant has been secured from the Department for Communities & Local Government to support initiatives that will contribute to the Action Plan of the Swadlincote Town Centre Vision & Strategy. This has helped to fund the Business Advice Service and '**Making Markets Matter**' – a major public event that filled the town centre in August with the largest market held in the town for some years plus a range of entertainment, attracting a large audience and much positive media coverage. It is also supporting a retailer training event planned for 10 February 2014.

The annual **Swadlincote Scarecrow Trail** was staged during August with a very good response from both retailers and public participants. The **Swadlincote Pancake Races** are planned for Shrove Tuesday 4 March 2014.

The **National Forest Walking Festival 2013** was staged in May, attracting funding from the National Forest Company, Leicestershire County Council and South Derbyshire District Council. Now in its sixth year, the Festival featured some 100 walks and the support of 40 partner organisations, together with significant media coverage. Despite poor weather the number of walkers was up an impressive 10% on 2012 at 1,459.

**The National Forest Hopper** (Arriva Bus Route 9A) was launched with funding from a number of organisations including the National Forest Company and South Derbyshire District Council. Promoting public transport access to visitor attractions, the hourly service runs from Leicester, via Coalville, Ashby de la Zouch and Swadlincote, to Burton upon Trent. The promotional campaign includes reduced fares, vouchers for attractions and activity packs for children.

**The National Forest Food & Drink Fair** was held in The Glade at Rosliston Forestry Centre in October. Despite very wet weather the mixture of cookery demonstrations, baking competitions, food & drink stalls and tastings attracted a good audience, including visitors that had never been to the area before.

A **Youth Training Fair** was held at Swadlincote Town Hall and on The Delph in June attracting over 100 young people. A key theme was the chance to try a new skill on the day, ranging from plastering to hairdressing. More than 25 organisations exhibited promoting employment, education, training and business start-up opportunities. An excellent 96% of those attending found the event helpful.

There has been a continued growth in visitor enquiries handled by **Swadlincote Tourist Information Centre**, based at Sharpe's Pottery Museum. This now includes face-to-face, electronic and social media enquiries. The **What's On in South Derbyshire** publication has been further developed and is now published three times per annum in both printed form and online.

Support was provided for the **Melbourne Christmas Shopping & Lights Switch-On** evening in December, led by the Promote Melbourne business association, with the aim of supporting local retailers and businesses. This achieved a high level of engagement from the town's retailers and attracted a good audience with a mixture of market stalls, fairground rides, musical performances and entertainment.

### 3.2 Key Strengths

### 3.3 Areas for Improvement

### 3.4 Corporate Plan 2009/14 – 2013/14 - Action Plan Monitoring

The Action Plans detail our key actions for the year, which are broken down into quarters to help us monitor and manage our performance effectively.

These actions directly contribute to our outcomes identified in the Corporate Plan. They are essential if the Council is going to achieve its ambitions. Complementing these actions is a set of performance measures. Again, the achievement of the targets set against these performance measures will tell us whether we are meeting outcomes and providing excellent services.

In some instance, proxy measures will be used. These are measures which are outside the Council's direct control but provide an indication of the 'overall health of the district.' For instance, the policies we have put in place to provide reduced services due to financial constraints or the implementation of those policies that will have positive impact on the area (such as the creation of employment opportunities, etc).

For instance, the policies we have put in place to provide reduced services due to financial constraints or the implementation of those policies that will have positive impact on the area (such as the creation of employment opportunities etc.)

Since these changes are likely to take place over a long period of time, performance may not be measurable over a quarter or a year. Therefore, the status of proxy measures may suggest likely progress, while not specifically measuring a Council outcome.

The Chief Executive's Department key performance measures against Corporate Plan outcomes can be found at Appendix B

### 3.5 Operational Action Plan Monitoring

## 4.0 Key National, Regional & Local Strategies

There are a number of national, regional and local strategies which influence the work of the Department, some of which we need to respond to and others which we are involved in developing.

### **National/European**

## Regional

- D2N2 - Derby, Derbyshire, Nottingham and Nottinghamshire Local Enterprise Partnership – emerging Strategic Economic Plan for the area.
- Derbyshire Economic Strategy Statement – emerging economic strategy for the County.
- The National Forest Strategy – aims to create a major new wooded environment where new trees and woodlands make a significant contribution to enriching landscapes and wildlife habitats; stimulating a new woodland-related economy; providing for recreation, tourism and community involvement; and contributing to global environmental objectives such as reducing carbon dioxide in the atmosphere.
- National Forest Tourism Partnership - Vision and Action Plan – aims for The National Forest to be recognised and enjoyed as one of the top ten high quality sustainable destinations in the country, delivering long-term and sustainable growth in the value of the visitor economy.

## Local

- South Derbyshire Economic Development Strategy and Statement – aims to promote greater economic wellbeing in South Derbyshire, in order that it becomes a healthier, more prosperous and safer place to live with better jobs and prospects for local people and businesses.
- South Derbyshire Partnership - Sustainable Community Strategy - a plan which is shared by public, private and voluntary organisations across the district which aims to improve social, economic and environmental standards.

## 5.0 Partnerships

The *process set out in the Council's Partnership Policy has been followed*. Our significant partnerships are summarised below:-

Partnership	Main purpose
South Derbyshire Partnership	Statutory partnership of public, private and voluntary sector to promote the District. The Partnership has theme groups which focus on health, community safety and sustainable development.
National Forest and Beyond Partnership	Forest-wide partnership to increase visitors to the area.

Partnership	Main purpose
Derbyshire Economic Partnership	County-wide partnership to promote economic development.
D2N2 Local Enterprise Partnership	Derby, Derbyshire, Nottingham and Nottinghamshire partnership to promote economic development.

## 6.0 Consultation & Communication

Consultation is a key part of our work and informs many of the services we deliver for the residents. A variety of methods to obtain information and comments are used, from questionnaires and phone calls to event debrief sessions and online surveys.

Communication is a high priority for our service. It is vital that services are marketed and achievements communicated to local communities and partners so that all are aware of and use the many facilities, advice, sessions and events that are available. The service has strong links with partner agencies and this is evident in marketing processes which enables partners to promote themselves in service publicity and this system is reciprocated. Again, a variety of marketing tools are used, from posters and leaflets to costumed characters and affinity days.

Significant media coverage is achieved across the local media for activities such as business and public events.

A summary of the proposed consultation and publicity /communication campaigns planned for 2014/15 can be found at Appendix C.

## 7.0 Service Review / Transformation Programme

In order for the Chief Executive's Department to positively meet the challenges facing the Council, it will create and develop innovative solutions which will help deliver the outcomes communities need and want at a cost that the Council can afford.

A commitment within the Northgate Partnership ensured that all Service areas participated in an efficiency review covering all aspects of the service they deliver. The completed reviews resulted in detailed transformation proposals aimed at improving efficiency and delivering savings that could be delivered through the Partnership.

A second tranche of theme based and cross cutting reviews are now being explored, these are:

- Customer access and channel shift
- Electronic document storage and 'paper-lite'

These reviews are being supported by additional and ongoing partnership activity in areas such as IT infrastructure improvements and analysis of current administrative support and functionality.

## **8.0 Managing Risks**

The process set out in the Council's Risk Management Strategy has been followed. The risk registers can be found at Appendix D.

## **9.0 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 manage service delivery.