

## ECONOMIC DEVELOPMENT DIVISION SERVICE PLAN 2004/2007

### FINAL REPORT (MARCH 2005)

Please note: Items which are the responsibility of the Finance & Management Committee are shown in *italics*

#### SERVICE DESCRIPTION

The Division is responsible for:

- Economic Development - encouraging inward investment; providing support to businesses; promoting the availability of sites and premises; developing partnerships and working with a wide variety of organisations to regenerate the area; and, monitoring trends in the local economy
- Tourism promotion and development
- Rights of way - ensuring that the district's 365 miles of public rights of way are accessible and well maintained (as part of an Agency Agreement with Derbyshire County Council)
- *Asset and Estate Management - including strategic asset management activities (linked to the Asset Management Plan); the day to day management of the Council's and non housing properties; and, the disposal of surplus assets*

#### THE YEAR IN CONTEXT

In September, the Division's duties were split between Policy and Financial Services as part of the organisational restructuring. Economic development, tourism and Rights of Way moved to a new Policy & Economic Regeneration service whilst asset and estate management became part of the new Financial and Property Services division.

Throughout the year, it has been necessary to employ agency staff to maintain service delivery in economic development and property services. Although managers have now been appointed in both areas, *there remains a need to review the structure of property services* and to consider arrangements for delivery of the rights of way service, following the resignation of the post holder.

Despite these changes, the Division has successfully responded to a number of challenges. They include:

- Working with economic partners to develop proposals for inclusion in the South Derbyshire Community Strategy
- Progressing funding bids for local projects through the Derby and Derbyshire Economic Partnership
- Responding to proposals for changes in the way tourism is delivered at a sub regional level and developing plans to improve the local delivery of tourism services
- Continuing to develop and populate datasets on the Derbyshire-wide Destination Management System

- Working with Groundwork Erewash to promote and deliver the Environmental Improvement Scheme (a grant scheme funded by the East Midlands Development Agency to improve the external appearance on business premises)
- Developing and launching a new set of walks leaflets, the 2005 National Forest and Beyond guides, and new material to promote Church Tourism across Derbyshire and the Peak District
- *Negotiating the disposal of sheltered housing units at Woodville and Castle Gresley*
- *Reviewing the utilisation of space in the Civic Offices*

## ACHIEVEMENTS

ACTION	OUTCOME
<b>Strategic Asset Management/Estate Management</b>	<ul style="list-style-type: none"> <li>• <i>Negotiations have been completed for the sale/development of sheltered housing units at Bass's Crescent (Castle Gresley) and Small Thorn Place Woodville. This provided a large capital receipt for the Council of approximately £1 million in addition to some low cost affordable housing.</i></li> <li>• <i>A review of office space in the Civic Offices has been completed and proposed plans subject to consultation. Detailed costings are now being prepared for the alterations. (Funding was approved by the Finance and Management Committee in October 2004).</i></li> </ul>
<b>Economic Development</b>	<ul style="list-style-type: none"> <li>• Preparatory work has begun on the development of a new Economic Development Strategy. Contact has been made with key partners (such as Job Centre Plus, the Derbyshire Learning Partnership and Business Link) and some baseline data has been collected.</li> <li>• Environmental Improvement Scheme - the final project to be assisted by this three-year £60,000 grant scheme was completed in March 2005 with works on the Astron Business Park in Swadlincote  Discussions are now taking place about the possibility of extending the scheme (as part of the expansion of Groundwork across the whole of the Derby and Derbyshire Economic Partnership (DDEP) area).</li> <li>• Information has been provided to EMDA in response to 10 inward investment enquiries; feedback on outcomes has also been sought</li> <li>• Funding bids - The development and submission of a successful funding bid to DDEP for the provision of Tourist Information from Sharpe's Pottery. Work has now commenced on a Phase 2 bid (aimed at providing a fully networked Tourist Information Centre service from early 2006).  The Division has also contributed to the development of a bid to fund the Swadlincote-Woodville 'Regeneration Road' Study.</li> <li>• Assistance has been provided with arrangements to host the national Coalfield Communities Conference at Matlock in September 2004. This included visits to Toyota and Conkers (National Forest) by delegates</li> </ul>

Tourism	<p>Work in this area has covered</p> <ul style="list-style-type: none"> <li>• Participation in the on-going Derbyshire tourism campaigns (including the annual Group Travel, Short Breaks, Out &amp; About, and Well Dressings guides). A new Church Tourism campaign has also been developed (to be launched in mid-2006).</li> <li>• The continuing development of the Destination Management System (in particular, ensuring the South Derbyshire data is accurate and up to date.</li> <li>• Contributing to preparatory work for the establishment of a Peak District &amp; Derbyshire Destination Management Partnership (DMP). Input has been provided to proposed marketing activity and the development of a Visitor Services Action Plan which the the DMP is required to submit to East Midlands Tourism.</li> <li>• Participating in the on-going 2005 National Forest &amp; Beyond campaign (which yielded more inquiries in the first quarter of 2005 than in the whole of 2004).</li> </ul> <p>A contribution has also been made to the Visitor Information Project (which is funded by East Midlands Tourism) and also to the development of proposals for improvements to visitor information and interpretation.</p> <p>In addition, work has commenced on a campaign to attract group visits to the National Forest &amp; Beyond area.</p>
Rights of Way	<ul style="list-style-type: none"> <li>• A new set of (5) walks leaflets has been produced and published</li> <li>• Over the past twelve months, some 266 complaints/ obstructions to Public Footpaths have been resolved</li> <li>• The annual Right of Way Forum (with user groups and Parish Councils) was held in September 2004</li> </ul>

## UNFINISHED TASKS

ACTION	EXPLANATION
<i>Strategic Asset Management/Estate Management</i>	<i>Resource constraints and other priorities have delayed the development of a Corporate Property Strategy. This will now be developed during 2005/06.</i>
Economic Development	Resource constraints and other priorities have also meant that it has not been possible to progress the development of a new Economic Development Strategy beyond the collection of preliminary baseline data. This in turn has impacted on plans to produce a Marketing Strategy for the district. Both strategies will now be developed during 2005/06.
Tourism	The programme for developing an Action Plan to promote The National Forest to local people has also slipped. This work will now take place over the next twelve months. Development of a replacement Tourism Strategy remains inappropriate until the new sub-regional structure is finalised and operative.

**UNFINISHED TASKS (CONTINUED)**

<b>ACTION</b>	<b>EXPLANATION</b>
Rights of Way	Installation of the Countryside Access Management System (a footpath management IT system) has been delayed pending further development work by Derbyshire County Council.
Crime and Disorder Act 1998 (Section 17) - audit of services and policies	The audit has not been completed because of other priorities and the availability of corporate guidance.
Equal Opportunities and Diversity	The audit of services will take place when the new teams are in place and everyone has undergone basic awareness training.

**2004/2005 PERFORMANCE INDICATORS**

<b>Best Value Performance Indicators</b>		<b>2003/04 (actual)</b>	<b>2004/05 (target)</b>	<b>2004/05 (actual)</b>
<b>BVPI No.</b>				
156	Percentage of local authority buildings open to the public in which all areas are suitable for and accessible to people with disabilities	60% (Auditors unable to verify)	70%	60% (subject to verification)

<b>Local Performance Indicators</b>		<b>2003/04 (actual)</b>	<b>2004/05 (target)</b>	<b>2004/05 (actual)</b>
Percentage of Tourism enquiries dealt with in 4 working days		97% 824 out of 846	95%	98% 923 out of 942

*It should be noted that the Service Plan also contains a large number of national and local property indicators. Changes in personnel and difficulties with data collection have meant that it has not been possible to undertake in year monitoring. This issue is now being addressed.*

**LESSONS LEARNED**

There is a need to develop a robust set of indicators to monitor the performance of the local economy and the delivery of the Councils' economic development/regeneration services. Contact with economic partners also needs to be strengthened, along with arrangements for businesses to access information and Council services via the telephone and the internet.

# **HUMAN RESOURCES SERVICE PLAN 2004/2007**

## **END OF YEAR REPORT 2004/05**

### **SERVICE DESCRIPTION**

The aim of the Division is to provide professional advice and support for the Council in the effective management, deployment and continuous improvement of its workforce for the achievement of its stated aims and objectives. We ensure that people are treated fairly and value equality and diversity in employment and in services provided to the community. The Division will provide a range of services broadly under the following areas;

- Organisational strategy and development
- Recruitment and Selection
- Pay and rewards
- Learning, training and development
- Employee relations
- Equalities
- Human resources advice and guidance

### **THE YEAR IN CONTEXT**

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

Over the year work has been focused on

- Progressing a pay and grading review for the Council in accordance with the 2004 national pay settlement
- Developing and reviewing employment policies and practices in line with Employment Act 2002 and other legislation
- The implementation of a revised establishment following the completion of the Senior Management Review
- Reviewing the Performance and Development Review Scheme (PDR) to continue its contribution to the overall performance management framework of the council
- Reviewing employment conditions to promote consistency across the Council and develop more flexible working opportunities
- Completing a review of training needs identified at a corporate, service or individual level and proposing a range of solutions to address these needs
- Supporting Elected Member Development training
- Rolling out a corporate programme on Equality & Diversity training
- Reducing sickness absence levels and the procurement of Occupational Health service in partnership with neighbouring Authorities
- Supporting organisational development through advising on revised structures, market testing posts and consultation with employees and their representatives
- Advising on the recruitment of three senior posts for the Council

## ACHIEVEMENTS

ACTION	OUTCOMES
<b>Implementing Single Status</b>	<ul style="list-style-type: none"> <li>➤ Steering group meetings been held</li> <li>➤ Management proposals have been jointly agreed</li> <li>➤ Agreement made to consider options for completing job evaluation</li> </ul>
<b>Occupational Health/welfare and employee absence</b>	<ul style="list-style-type: none"> <li>➤ New contract procured for occupational health advice</li> <li>➤ Support provided for Managers to deal with absence contributing to BVPI performance</li> </ul>
<b>Senior Management Review/Recruitment</b>	<ul style="list-style-type: none"> <li>➤ Review completed and implemented</li> <li>➤ Successful recruitment into three senior posts</li> </ul>
<b>Code of Practice on workforce matters</b>	<ul style="list-style-type: none"> <li>➤ Code adopted by the Council and forms part of the Corporate Procurement Strategy</li> <li>➤ Local protocol agreed with Trades Unions</li> </ul>
<b>Corporate Training Plan</b>	<ul style="list-style-type: none"> <li>➤ A blended programme of learning events have been held</li> <li>➤ Proposals made for the introduction of a Management Development Programme</li> <li>➤ Plan for 05/06 being collated</li> </ul>
<b>Employee Survey</b>	<ul style="list-style-type: none"> <li>➤ Survey completed and results circulated</li> <li>➤ Employee Working Group set up to consider outcomes</li> </ul>
<b>Flexible Working/Worklife Balance</b>	<ul style="list-style-type: none"> <li>➤ Homeworking policy in place and pilot completed</li> <li>➤ Briefings given to all staff concerning the options available</li> </ul>
<b>Workforce planning</b>	<ul style="list-style-type: none"> <li>➤ Work ongoing with the Contact Centre</li> <li>➤ Competency framework agreed with Trades Unions and implemented</li> </ul>
<b>Human Resources Strategy</b>	<ul style="list-style-type: none"> <li>➤ Initial work undertaken to start the development of a framework for further consultation</li> </ul>
<b>Employee Relations</b>	<ul style="list-style-type: none"> <li>➤ Facilities Agreement agreed with the trades unions</li> <li>➤ Joint approach being taken to hold learning events for local representatives</li> </ul>
<b>Equality &amp; Diversity</b>	<ul style="list-style-type: none"> <li>➤ Completed training programme for all staff and Elected Members</li> <li>➤ Training for LSP members is planned</li> <li>➤ Reviewed Council's recruitment website and developed links with other dedicated sites</li> </ul>
<b>Employment Policies</b>	<ul style="list-style-type: none"> <li>➤ New Policies in place for Capability, Grievance, Assimilation, Senior Officer appointment and dismissal, Homeworking, Electronic Communications and Homeworking</li> </ul>
<b>Elected Member Development Training</b>	<ul style="list-style-type: none"> <li>➤ Provided a range of training programmes for Members working with the Head of L &amp; D S</li> <li>➤ Supported the Members laptop project with the provision of training events</li> </ul>

## TASKS AT RISK OF NON DELIVERY DURING THE YEAR

ACTION	EXPLANATION
Investors in People – re-accreditation	The IIP award is valid for 3 years. The Council has to therefore apply for accreditation by April 2006. Due to other priorities during the year, it is now planned to start the re-application process early in 2005.
Achievement of two ticks disability symbol	Due to other priorities during the year it is planned to commence the application process for this award in the Summer.
Personnel Computer System	Initial progress to upgrade the existing system has commenced. The implementation of the new system is scheduled for the summer

## 2004/2005 PERFORMANCE INDICATORS

### Best Value Performance Indicators

BVPI No.	Title	Actual 2003/04	Target 2004/05	Actual 2004/05
11a	The percentage of top 5% of earners that are women	16.67%	22%	16.67%
11b	% of top earners from black & ethnic minority communities	0.0%	5.5%	0%
12	No. of working days lost due to sickness	8.95 days	8.5 days	8.52 days
14	% of employees retiring early excluding ill health retirements	0.0%	0.3%	0%
15	% of employees retiring early due to ill health	0.35%	0.3%	0%
16a	% of employees who are disabled	3.48%	3.8%	3.16%
17a	% of employees who are from ethnic minority communities	0.32%	0.9 %	0.86%

### Local Performance Indicators

Local Indicator	Actual 2003/04	Target 2004/05	Actual 2004/05
Number of employees who have an individual training plan, following a PDR interview	46%	95%	65.4%
Labour Turnover – voluntary leavers only	8.23%	8%	10.79%
% of internal appointments	N/a	3%	17.94%
Number of learning days per employee (corporate training)	1.3	3	1.8

## **LESSONS LEARNED**

Effective working relationships have been developed with local Trades Union representatives. This has enabled a number of sensitive employment matters to be progressed and concluded under an agreed framework. Having this relationship is critical for the completion of corporate projects such as the pay and grading review.

The change to the structure within the Team has increased capacity across the range of services provided. This will need careful attention over the coming year owing to the amount of resources that will need to be focused on the completion of the pay and grading review.

The ongoing review of the Local Government Pension Scheme will impact on the Council both in terms of employment and finance. These will need careful consideration when the outcome of the review is concluded.

The final decision on Age Discrimination legislation expected in October 2006 will need the Council to review its existing employment practices.

Potential for a single 'Equality Forum' to lead on legislation and best practice to promote equality and eradicate all forms of discrimination. This could lead to changes in legislation and new standards for employers to achieve in these areas.

Further local determination of pay and rewards structure has the potential to create recruitment and retention issues within the Council.



# LEGAL & DEMOCRATIC SERVICES DIVISION SERVICE PLAN 2004/2007

## FINAL REPORT (MARCH 2005)

### SERVICE DESCRIPTION

The Division is responsible for:-

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

### THE YEAR IN CONTEXT

The main challenges faced by the Division were:-

- ❑ **Members' Training** - The need for a structured training programme was recognised and is being progressed in line with Members' requirements to enable Members to be adequately supported and able to contribute fully to the work of the Council.
- ❑ **European Election** - Undertaken a pilot all postal ballot in conjunction with the other Authorities in the East Midlands – June 2004
- ❑ **District By-Election/County & Parliamentary Elections** – successfully conducted in February 2005 and May 2005
- ❑ **Upgrade of Local Land Charges software** - The recently installed upgrade of the SX3 system was the first of its kind in the county, which resulted in a number of challenges to ensure the continued delivery of the service on a day to day basis.
- ❑ **Members' Laptops** - The initial stages involved in this project were progressed in line with Members' requirements.

The main opportunities faced were:-

- ❑ **Ethical Framework** - Regulations relating to the investigation of alleged breaches of the Code of Conduct by Members of District and Parish Councils were introduced and they require such investigations to be undertaken by the Monitoring Officer or her nominated representative and determined by the Standards Committee and/or Adjudication Panel.
- ❑ **Regional Assemblies** - A referendum may be necessary on an elected assembly for the region.
- ❑ **Transfer of Liquor Licensing** - This function has been transferred from the Magistrates' Courts, which will increase the Division's workload considerably due to the high number of public houses, restaurants and off-licences which are currently outside the Council's control. Objections to premises and personal licences will need to be determined by Licensing & Appeals Sub-Committees which will be serviced and legally advised by the Division.
- ❑ **Comprehensive Performance Assessment (CPA)** - The implementation of the Action Plan to ensure continuous development.
- ❑ **Land Charges** - National Land Information Service (NLIS) Stage 3 requirements – the need to transfer all land and property information and registrations onto a national database to provide, by electronic means, a one-stop shop for conveyancing transactions.

## ACHIEVEMENTS

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

ACTION	OUTCOMES
E-government	The Division has made a significant contribution to the development of the Council's website involving the availability of Agendas, Minutes and information about the services available throughout the Division. Work towards achieving the Electronic Service Delivery targets is currently being undertaken in all Sections.
Elections and Electoral Administration	The annual canvass of over 30,000 properties started in August, with the personal canvass of properties taking place in October and the Register being published in December.
European Elections	The successful undertaking of the 2004 Elections, in which we formed part of the East Midlands Pilot for an all postal vote election, resulted in the appointment of 6 Members of the European Parliament to represent the region.
District By-Election, County / Parliamentary Elections	The successful undertaking of these Elections in 2005 resulted in the appointment of 1 District Councillor in February 2005 after a vacancy arose, 7 County Councillors and 1 Member of Parliament for the Constituency of South Derbyshire in May 2005.
Prosecutions	Successful prosecutions were carried out for a number of offences, including health and safety, environmental health and planning enforcement.
Planning Agreements	A number of agreements have been drafted and completed pursuant to Section 106 of the Town & Country Planning Act 1990. Also, a standard Section 106 agreement has been prepared, in conjunction with the Planners, to regularise documentation.
Conveyancing	Land sales, leases, easements and Deeds of Variation have been drafted and finalised.
Public Open Space	The adoption of various Public Open Spaces from developers has resulted in payments of commuted sums by the developers for the future maintenance of the land.
Sale of Council Houses	70 council houses have been sold under the Housing Act 1985.
Training of Staff	Staff throughout the Division have attended various external training courses, seminars and conferences to enhance their professional skills.
Electronic Communications Policy	Assisting IT Services in the total revision of the former Telecommunications Policy.
Ombudsman	There have been no complaints over the past 12 months resulting in a finding of maladministration by the Council.
Internal Communications	Weekly production of the Core Brief document.
Implementation of Absence Management Policy	The Division's sickness absence for the year is 3.49%.
Training for District Councillors	All Members have attended a specific training session on the Planning function. This has been followed by an invitation to attend various courses on the Modern Members Development Programme, run by the EMRLGA. Further training courses identified by Members have also been conducted in relation to Equalities and Diversity, Finance, the transfer of the Liquor Licensing function, Implementing Electronic Government, Council Policies and Laptops at both a beginners and intermediate level.
Training for Parish Councillors	The Monitoring Officer has provided separate training sessions for Parish Councillors, which included a discussion on her role and that of the District Council's Standards Committee in relation to the Code of Conduct, Personal and Prejudicial Interests, together with the Register of Gifts and Hospitality, as well as seminars on issues of ethics and probity in conjunction with the Derbyshire Association of Local Councils.
Members' Laptops	The successful roll out of laptops to Members and the provision of basic and intermediate training via the Human Resources Department to ensure that Members are more accessible to their constituents through electronic channels.

Arrangements for Good Corporate Governance	<p><u>Planning Code of Good Practice</u> – The Council has adopted a Planning Code of Good Practice designed to assist and protect Members during their involvement in the various stages of the planning process.</p> <p><u>Members' Laptop Protocol</u> – The Council has adopted a Protocol for the Use of Information Technology by Members of the Council to enable them to carry out their duties safely and more effectively.</p> <p><u>2002 Constitution Action Plan</u> – Working Panels for the 3 Policy Committees and Development Control Committee have put forward proposals, which were accepted by Full Council, to streamline decision making to enable them to perform a more strategic, policy-oriented role.</p>
Standards Committee	The Committee has appointed independent Members to act as Chair and Vice-Chair to ensure transparency. It has also adopted a joint procedure with other Derbyshire Authorities to deal with local determinations referred by the Standards Board for England and Local Investigations by the Monitoring Officer of alleged breaches of the Code of Conduct. A protocol to deal with written requests for dispensations from District and Parish Councillors has also been introduced, as well as an Annual Report to raise the profile of the Committee and a Work Programme, to further test and monitor the operation of the ethical framework.
Constitution	The Constitution has been reviewed and amendments approved by Council to reflect changes to the Council's structures and responsibilities.
Land Charges	The Land Charges software has recently been upgraded. Unfortunately, the upgrade encountered a number of problems which involved the system being unoperational for 15 days which resulted in an unavoidable drop in performance to 98.9% of searches being completed within the 10 working day period.
Public Relations	The Public Relations Officer has been instrumental in the development of the District Guide and the publicity for the Local Strategic Partnership, as well as creation of various advertisements for departments.
Democratic Services	The servicing of an increasing number of meetings, following the introduction of Alternative Arrangements, has represented an additional workload in the Section. This led to a temporary post being approved with the successful applicant commencing employment in April 2004. However, this contract is due to end in September 2005.
Local Strategic Partnership	Formed to represent the public, private, community and voluntary sectors and involve them in the choices about services, local priorities and the preparation of a Community Strategy. The Constitution has been prepared in consultation with Legal Services and the LSP is serviced by Democratic Services.
Parish Councils	Regular quarterly meetings between the Council and its Parish Councils/Meetings have been established to deal with issues affecting both tiers of government. The meetings will improve communication and enable the development of a shared understanding of local priorities.
Members' Bulletin	The reintroduction of the Members' Bulletin on a monthly basis which is used to keep Members informed of developments throughout the Authority.

## TASKS AT RISK OF NON-DELIVERY DURING THE YEAR

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

ACTION	EXPLANATION
Legal Services – Right to Buy Function	A review of the current Right to Buy procedure, part of which is currently undertaken by external Solicitors, is to be undertaken. It is anticipated that the function will be returned in-house provided there are adequate staffing resources.
Code of Corporate Governance	In order to maintain effective arrangements for Corporate Governance, a local Code based on the CIPFA/SOLACE model needs to be developed with Corporate Management Team and Heads of Service, before being submitted for consideration by Council.

## 2004/2005 PERFORMANCE INDICATORS

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

No.	INDICATOR	Actual 2003/04	Target 2004/05	Actual 2004/05
	<b>Best Value Performance Indicators</b>			
	% of standard searches carried out in 10 working days	100	97	99
	<b>Local Performance Indicators</b>			
	<b>Democratic Services</b>			
L.1	% of agendas despatched 5 clear days before meeting	100	100	100
L.2	% of decisions that are recorded accurately in Minutes	99	100	99
L.3	To provide public notice of all Council Meetings and make available agendas for the public	100	100	100
L.4	% of decision/action sheets issued within deadlines	100	100	100
L.5	To make Tree Preservation Orders within 5 working days of receipt	95	95	90
L.6	% of events where the Chair arrives punctually	100	100	100
L.7	% of civic invitations responded to within 5 working days	95	95	95
	<b>Elections and Electoral Administration</b>			
L.8	% of households returning the Electoral Registration Form	99	100	98.8
L.9	Compliance with prescribed election timetables	100	100	100
L.10	User satisfaction – lack of election petitions/complaints	Nil	Nil	Nil
	<b>Legal Services</b>			
L.11	% of draft legal agreements e.g. Deeds of Variation and Contracts sent out within 15 working days of receipt of proper detailed instructions	90	90	100
L.12	% of draft Agreements under S106 of the Town & Country Planning Act 1990 sent out to solicitors within 15 working days of receipt of proper detailed instructions	100	100	100
L.13	Within 25 working days of receipt of an initial instructing memorandum requesting the initiation of prosecution proceedings, to confirm to the instructing officer that their instructions are adequate or to advise what further information or action is required	75	90	75
L.14	% of written communications responded to within 10 working days	85	97	96
L.15	Issue of a Decision Notice to Appellant within 5 working days of a Licensing & Appeals Hearing	100	100	100
	<b>Public Relations</b>			
L.16	Increase press/media coverage of the services/functions undertaken by the Council to average 4 press releases per week while bearing in mind that preventing adverse publicity cannot always be measured	6	6	6

## LESSONS LEARNED

### Absences in the Legal & Democratic Services Division

The Division comprises of 5 highly specialised work areas, staffed by dedicated, professionally qualified officers. Due to our current levels of staffing, if an officer is absent, then the Division struggles to continue to provide the high level of service necessary in these areas. This has been most apparent in the last year in relation to the Legal Department, which has suffered from long periods of absence due to a vacancy and maternity leave. Initially, it was not possible to successfully recruit an experienced officer which has resulted in the introduction of a career grade position where the postholder will be encouraged to pursue professional qualifications whilst supported by the Authority. As a result, it has, therefore, been necessary to reprioritise and reorganise duties to ensure the continued delivery of the service. It is imperative to continually review how such specialised areas can be sufficiently staffed to ensure the service is constantly available.

# **REVENUE DIVISION SERVICE PLAN 2004/2007**

## **FINAL REPORT (2004/05)**

### **SERVICE DESCRIPTION**

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

### **THE YEAR IN CONTEXT**

The following items reflect the main achievements so far during 2004/05:

- Work has progressed, albeit at a very slow pace, on the introduction of the replacement Revenues and Benefits computer system.
- The Housing and Council Tax Benefit function has continued without a significant backlog and high performance has been sustained as a direct result of the joint approach taken by members, management, staff and claimants. We continue to offer a high level of service to our claimants with complete applications being dealt within very short timescales.
- A number of initiatives have been taken to help with the take-up of benefits, including work carried out with the Derbyshire Welfare Rights Service and initial approaches to the Pension Service.
- The provisions of the Benefit Verification Framework have been introduced.
- The use of debit/credit card payments throughout the authority has continued to increase and facilities are available on the web-site and a telephone payment service, along with a "touchtone" telephone payment service, has been introduced.
- The maintenance of performance indicators giving favourable comparison with top performing councils.

### **ACHIEVEMENTS**

<b>ACTION</b>	<b>OUTCOMES</b>
Continue to develop the joint working arrangements with other authorities for the production of benefit leaflets and standards along with revenue leaflets	The benefit leaflet group has continued to develop the range of leaflets available and has investigated the production of tapes and leaflets in other languages
Enhance the fraud investigation function as a result of the CPA inspection and the HB/CTB Performance Standards	The fraud function has been enhanced and the Unit is pursuing cases in accordance with the Business Plan.
Introduce the provisions of the Verification Framework	Completed
Prepare for and Implement the National Non-Domestic Rate revaluation	Completed
Introduce the Small Business Rate Relief	Completed

Prepare for and Implement the Council Tax re-banding in 2007	Work will not commence until 2006/07
Introduce e-billing facilities for Council Tax and the National Non-Domestic Rate	Completed
Investigate and make bids (either as an individual authority, or jointly with other authorities and organisations) for funding for various projects	Joint bid with other Derbyshire authorities for the provision of software to trace absconded benefit overpayment cases. Joint bid with other local authorities to develop the benefit leaflet project.
Crime and disorder - Section 17: <ul style="list-style-type: none"> <li>• Audit existing services and policies</li> <li>• Implement action plan</li> </ul>	Completed
Equal Opportunities and Diversity <ul style="list-style-type: none"> <li>• Annual Audit of services and policies in the light of the Race Equality Scheme</li> <li>• Implement the Race Equality Scheme Action plan</li> </ul>	Completed

#### TASKS AT RISK OF NON DELIVERY DURING THE YEAR

ACTION	EXPLANATION
Implement the new Revenues and Benefit Software	The transfer of data to the new system has been more difficult than anticipated and has lead to continuing delays in the implementation of this major project
Plan developments to follow the introduction of the new software (eg. Further joint working arrangements)	Follows on from above
Implementation Plan following the work carried out on the HB/CTB Performance Standards (as part of the BFI inspection for the CPA)	Progress has been slower than anticipated due to resources being concentrated on the conversion to the new computer system and staff changes.

#### 2004/2005 PERFORMANCE INDICATORS

INDICATOR	2003/04 (actual)	2004/05 (target)	2004/05 (actual)
9- Percentage Council Tax Collected in year	98.94%	97%	97.97%
10- Percentage NNDR collected in year	99.87%	97%	98.13%
76 Security			
76a- No. of claimants visited per 1,000 caseload	76.72	80.00	72.90
76b- No. of fraud investigators per 1,000 caseload	0.40	0.60	0.50
76c- No. of fraud investigations per 1,000 caseload	34.79	40.00	48.60

76d- No of prosecutions and sanctions per 1,000 caseload	0.80	1.50	3.50
78a- Average number of days to process new benefit claims	14 days	19 days	15 days
78b- Average number of days to process changes of circumstances	4 days	10 days	4 days
78c- Percentage of renewals processed on time	100%	indicator	removed
79a- Accuracy of processing calculations)	99%	96%	97%
79b- Accuracy of processing (percentage of overpayments recovered)	Unable to measure due to software limitations	Unable to measure due to software limitations	Unable to measure due to software limitations

## LEASONS LEARNED

The major area of development remains the implementation of the new Revenue and Benefit computer system. This involved working with four other authorities and a private sector provider requiring a wide range of skills to achieve the desired outcome. The project continued to meet a number of delays, but positive steps are now being taken to implement the system.

However, there are a number of challenges yet to be met, not at least the continuing updating of current systems to meeting legislation changes and maintaining a service to our customers during the period of conversion. The amount of resource required to manage the project should not be under-estimated and a sharp focus on the project has to be maintained at all times.

The National Non-Domestic Rate revaluation became effective from 1 April 2005 and a scheme of relief for small businesses was introduced at that time.

The implementation of the amendments to the current Housing and Council Tax Benefit computer system for the introduction of the Benefit Verification Framework were completed on time.

Of paramount importance is the ability to meet the e-government targets for 2005. This issue is under constant review in the light of the development of the Revenue and Benefit computer system.

## **IT DIVISION SERVICE PLAN 2004/2005**

### **FINAL REPORT (MARCH 2005)**

#### **SERVICE DESCRIPTION**

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

The IT Division is responsible for:

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

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

#### **THE YEAR IN CONTEXT**

The past year has presented many challenges for the IT Division, mainly because of the ongoing target of replacing all our major IT systems. We have continued to make use of eGovernment projects, implemented via the Derbyshire Partnership, across the Council.

All councils have been given a challenging target to make 100% of their services available electronically by the end of 2005. The ODPM now requires all Council's to measure this in a standard way through the ESD (Electronic Service Delivery) Toolkit. The services that the OPDM expects the Council to deliver electronically have been broken down to a Divisional level, each Head of Service is now working with Customer Services and the eGovernment Manager to meet their respective targets.

A further grant, in addition to the Implementing Electronic Government grants, of £250,000 was applied for by the IT Division and subsequently approved by the ODPM. This additional funding will now provide the necessary resources to enable the Council to achieve our eGovernment targets.

Because of limitations on the required IT resources (for officers and equipment) to implement an ever growing wide range of tasks, projects have had to be prioritised and some of the lower priority items have not been achieved. Two additional officers have been appointed, on 2 year contracts using Implementing Electronic Government funding, to overcome some resource issues and meet the ODPM's targets.

Some projects have been delayed because of issues outside of our control (e.g. Revenues and Benefits system – note this has effected all members of the Consortium).



As part of the senior management review the IT and Customer Services divisions have been merged together. Subsequently the Customer Services Manager now reports into the Head of IT and Customer Services (previously the IT Manager).

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

- The highest priority of the IT Division is to make sure that South Derbyshire District Council has a stable IT infrastructure and working functional helpdesk, so enabling other divisions to focus on their objectives. The infrastructure and helpdesk have again performed to a high standard and no major issues have arisen. Evidently while providing such a service peaks and troughs will occur. The annual user satisfaction survey will be carried out later in the year.
- The IT Division promotes partnership working positively, seeing the benefits of working together with other Council's to achieve specific joint targets.
- Within the Derbyshire partnership we continue to be the lead partner in the Customer Relationship Management area. Services have continued to be introduced into the Contact Centre.
- A very beneficial visit from the ODPM, concerning priority services in eGovernment, which was well attended by Council staff.
- Planning web site upgraded, making us second in the country for available planning functionality.
- Standardised the method of taking electronic payments by the Council.
- Infrastructure replacement has progressed as required (e.g. planning for Windows 2003 migration, replacement of UNIX server).
- We now chair the East Midlands Partnership, so opening up access to wider partnership resources.
- Laptop computers with broadband access have been rolled out to all Members. So enabling another communication channel for citizens.
- A seminar run for Members to demonstrate how they can make effective use of e-Government.
- A Content Management System is in the process of being implemented to manage our website. This will enable the Divisions to take ownership of and to update their content on the website
- The Housing system was replaced, which has had a positive impact on the Housing Division.
- Successful implemented the LOCTA (Locating Council Tax Absconders) project.
- Participating in a national pilot project to produce information across county boundaries, the Single Property Account Project, representing the District Council element.
- An early adopter for the Government Connect portal which by 2007, will be the only way for citizens and public bodies to communicate through Government Departments and across public bodies.

## ACHIEVEMENTS

ACTION	OUTCOMES
<p><b>Derbyshire Partnership</b></p> <p>IT2, IT3, IT4 and IT5 A to Z, Customer Relationship Management (CRM), Eforms and Geographical Information systems</p> <p>IT6 Web Site – Content Management System</p>	<p>After the initial implementation of these partnership projects the Council has started to use them to enhance our service delivery, concentrating mainly in the A to Z and CRM areas. The projects closely align with the ESD Toolkit targets of electronic delivery of services.</p> <p>A partnership approach has been adopted. Planned live date of June 2005.</p>
<p><b>South Derbyshire District Council</b></p> <p>IT7 National Land and Property Gazetteer (NLPG) and National Land Information Service (NLIS) integration</p> <p>IT8 Financial Management System</p> <p>IT11 Telecoms system</p> <p>IT12 and IT13 Planning and Building Control, Land Charges</p> <p>IT14 ePayments</p> <p>IT15 Planning Portal</p> <p>IT16 Year End</p> <p>IT17 Freedom of Information (FOI) and Data protection</p> <p>IT26 Housing System</p>	<p>Completed in November 2004.</p> <p>Phase 1 of the Agresso System went live on the 1<sup>st</sup> of April 2004. Required interfaces are in place. Phase 2 of the Agresso system will look at the automation of order processing.</p> <p>Since the implementation of the Telecoms system it has run without any major problems. Detailed reports on phone statistics are available. Telephone moves and changes are handled efficiently. Remote and home working has been made simpler and more effective.</p> <p>Oracle migrations completed in May 2004.</p> <p>MOTO (Mail Order Telephone Order) payments went live in Feb 2005. This replaced the Credit Card database.</p> <p>The Planning Portal went live in September 2004. The Planning Web site was upgraded in order to meet requirements.</p> <p>Successfully completed on time and with revised NNDR legislation changes.</p> <p>The FOI act came into force on Jan 1<sup>st</sup> 2005. Our Publication scheme has been reviewed and Members and Officers informed of the implications. Any FOI requests are handled through the CRM.</p> <p>Housing Orchard system implemented in November 2004.</p>
<p><b>IT</b></p> <p>IT18 UNIX server replacement</p> <p>IT19 Mobile Phones</p> <p>IT21 IT security</p> <p>IT25 Member Laptops</p>	<p>Substantial work has been undertaken to replace the UNIX server. The switch is planned for May 2005.</p> <p>Replacement mobile phones issued in June 2004, utilising reduced local government tariffs.</p> <p>No major security issues have occurred. Even so security is an ongoing issue and needs to be continuously monitored.</p> <p>Laptops with broadband access were rolled out to Members in Jan/Feb 2005. With ongoing support provided.</p>

SD1 Crime and Disorder	Ongoing.
SD2 Equal Opportunities and diversity	All members of staff have received equal opportunities and diversity training.
<b>Key Aims – Improving Services</b> KA1 Achieve targets set in the 2003 IEG Statement for electronic service delivery  KA2 Continue to develop and implement plans for electronic service delivery	Covered in above tasks. Our 4 <sup>th</sup> IEG statement was submitted in December 2004.  Covered in above tasks.

## UNFINISHED TASKS

ACTION	EXPLANATION
<b>Derbyshire Partnership</b>  IT1 eProcurement	The Council is only involved at a limited level with the eTendering project. Other Partners are leading the project. eProcurement is being covered in the Finance and Management project.
<b>South Derbyshire District Council</b>  IT9 Revenues and Benefits System (via a consortium of 5 District Councils)  IT10 Document Image Processing	The consortium replacement of our existing legacy Revenues and Benefits system, with the Anite Pericles product, has been further delayed. The main issues being in the data conversion and product functionality. The current target is to go live at the start of the 06/07 financial year.  The resources required to move the project forward are currently unavailable. In tandem with Environmental Health we are trying to receive national project funding to overcome resource issues.
<b>IT</b>  IT20 PC Audit  IT22 IT Standards manual  IT23 IT Strategy  IT24 Business Continuity Strategy	The results from the PC audit need to be reviewed and appropriate action taken.  As the Council is moving away from in house developed systems the IT Standards Manual will not be as relevant as in the past. Subsequently this will be a greatly reduced document that will link closely to the IT and IEG strategy.  The basics of the IT Strategy are in the IEG statements together with the proposed allocation of IEG funding document presented to Finance and Management on 29 <sup>th</sup> of April 2004.  This project is not targeted to start till 2005.

## 2004/2005 PERFORMANCE INDICATORS

INDICATOR	2003/04 (actual)	2004/05 (target)	2004/05 (actual)
BVPI 157 (eGovernment implementation %)	54%	84%	70.5%
<b>Local Performance Indicators</b>			
Overall Service Rating (from a mini survey)	75%	75%	75%
Network Availability (excluding maintenance)	95%	96%	97%
Deliver IT projects on time and in budget	70%	75%	75%

## LESSONS LEARNT

Managing the culture change/business process re-engineering is necessary to deliver our eGovernment targets. This emphasises the fact that IT will be at the heart of many of the changes that take place within the Council over the next few years. e-Government presents many challenges to local councils and opportunities to change the way they deliver services to the benefit of local residents. IT has a key role in championing this change and providing the training and support needed for staff and indeed residents to embrace this change. The Customer First project will lead this change process and it will encompass the complete organisation.

The benefits of partnership working have again been demonstrated through the year (e.g. the Content Management System). Considerably more has been achieved than if we had progressed such an initiative on our own. The Council has shared resources and knowledge with partners to make effective progress.

The use of project management methodologies has enabled projects to be effectively managed and controlled.

# **POLICY AND BEST VALUE DIVISION SERVICE PLAN 2004/2007**

## **FINAL REPORT (MARCH 2005)**

### **SERVICE DESCRIPTION**

The Policy and Best Value Division is responsible for:

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

### **THE YEAR IN CONTEXT**

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

- Progressing the development of the Community Strategy and related Action Plans through the Local Strategic Partnership
- Publishing the 2004 Best Value Performance Plan and the 2005 Summary in accordance with new statutory guidance (Circular 02/04)
- Developing a new three year Corporate Plan
- Helping to formulate an Improvement Plan following the Council's first Comprehensive Performance Assessment (CPA) and monitoring Plan delivery
- Supporting and co-ordinating the work of the corporate Equal Opportunities and Diversity Action Group and establishing the Values and Attitudes Group (made up of external stakeholders)
- Helping policy committees to have a greater role in performance management and policy development & review
- Assisting the Overview and Scrutiny Committees to discharge their functions
- Merging with the Economic Development team to form a new Policy & Economic Regeneration Service (following changes to the organisation structure in August 2004)

Temporary staff and consultants have been engaged to assist in delivering this heavy workload. However, the new post of Principal Policy Officer will be filled at the end of June and this should help to ease the situation in the medium term.

## ACHIEVEMENTS

ACTION	OUTCOME
<b>Best Value Performance Plan and Reviews</b>	<p>The 2004 Best Value Performance Plan (BVPP) was produced in the context of new statutory guidance (Circular 02/2004), which links reporting requirements to CPA results. In December, the Plan received an 'unqualified' report from the Audit Commission (via the annual Audit and Inspection Letter).</p> <p>In March, the 2005 Plan Summary was produced as an A4 leaflet and distributed with Council Tax demands.</p> <p>The Division has also assisted the Corporate Scrutiny Committee to carry out an appraisal of the Council's Best Value processes, which will help shape the way in which future Best Value reviews are undertaken.</p>
<b>Comprehensive Performance Assessment (CPA)</b>	<p>At the start of the year, the Division contributed to the preparation of the Council's appeal against the CPA judgement.</p> <p>Since the publication of the final result (June), work has focussed on the development and delivery of the Improvement Plan through the Corporate Management Team and the (Member) Improvement Working Panel.</p>
<b>Corporate Plan</b>  <i>This three year plan brings together the Council's ambitions for South Derbyshire along with its plans and priorities for delivering local services</i>	<p>Key areas of work have included:</p> <ul style="list-style-type: none"> <li>the development of the necessary 'building blocks' to support the delivery of the 2004/07 Corporate Plan - in particular, clarifying responsibilities (at Committee and Service Plan level) for targets and milestones; defining outputs and outcomes and reporting these in the BVPP; and setting up a monitoring and reporting regime</li> <li>the preparation of a new Plan covering the period April 2005/March 2008. This was agreed by Council in May and takes on board CPA improvement priorities; priorities and actions contained in the new South Derbyshire Community Strategy; the development of the Derbyshire Local Area Agreement; and; the express wish of members to pursue a stronger leadership role within the community.</li> </ul>
<b>Performance Management</b>	<p>Work in this area has covered:</p> <ul style="list-style-type: none"> <li>collating 'outturn' data for the 2003/04 Best Value Performance Indicators (in preparation for audit by the Audit Commission) and publishing revised data 'post audit' as an Addendum to the BVPP</li> <li>monitoring performance on the 2004/05 Best Value Performance Indicators (via reports to the Improvement Working Panel in October)</li> <li>coordinating the preparation of Service Plans and half year/end of year Monitoring</li> </ul>

ACTION	OUTCOME
<p><b>South Derbyshire Local Strategic Partnership (SDLSP) and Community Strategy</b></p>	<p>Over the past year, the provision of support to the SDLSP (especially in terms of the development of the Community Strategy) has formed a major area of work. The Division has been responsible for:</p> <ul style="list-style-type: none"> <li>• co-ordinating the input of thematic Working Groups to the development of the Strategy (including collecting data, drafting the Strategy document and collating action plans)</li> <li>• making arrangements for Forum events in August (to launch the draft Strategy) and in January (to finalise the strategy's themes, priorities and action areas). Both events were attended by representatives of groups and organisations in the public, private and voluntary sectors, and by members of the public)</li> <li>• delivering the Council's contribution to the programme of consultation on the draft Strategy</li> <li>• working with consultants to prepare the 'final' version of the Strategy ready for launch at a Forum event in July.</li> </ul> <p>The Division has also assisted with the development of funding bids to the Derby and Derbyshire Economic Partnership</p>
<p><b>Equal Opportunities and Diversity</b></p>	<p>The Division continues to support and coordinate the work of the (officer) Equal Opportunities and Diversity Action Group, which is leading the delivery of the equalities and diversity agenda across the organisation under the broad direction of Cllr Isham (Member Champion).</p> <p>Through the Group, awareness training has been provided to members and employees and in July the first meeting of the Values and Attitudes Forum (comprising external stakeholders) was held. The Forum has advised on such matters as the Council's Corporate Identity and the redesign of public areas in the Council offices.</p> <p>Progress has also been made on the delivery of the Race Equality Action Plan, with the presentation of the Year End Report to members in November. The Action Plan is now being reviewed and 'rolled forward'.</p>
<p><b>Consultation</b></p>	<p>The Division has contributed to work by consultants on the Statement of Community Involvement (which is part of the Local Development Scheme) and the development of a Corporate Consultation Strategy.</p> <p>During the year, the South Derbyshire Citizens' Panel was consulted 4 times as part of work on the Community Strategy, the Crime and Disorder Strategy, Local Transport Plans and recreation &amp; leisure services.</p>
<p><b>Policy Development and Review</b></p>	<p>Support has been provided to the three member Working Panels charged with developing proposals to streamline and strengthen decision making by policy committee. This has included the analysis of committee workloads and the development of work programmes.</p>
<p><b>Support for Overview and Scrutiny Committees</b></p>	<p>The Division has helped with research, drafting reports, developing work programmes, organising contributions and arranging site visits. Issues examined by Scrutiny Committees include car parking, sheltered housing, the budget and strategic planning.</p>

## UNFINISHED TASKS

ACTION	EXPLANATION
Policy Development and Review (Generally and in terms of environmental issues)	Staffing issues and other priorities have meant that it has not been possible to establish mechanisms for ensuring that new policy initiatives from Government and partner organisations are brought to the attention of managers and Members in a systematic way.  Workload pressures also prevented progress on the development of a structured approach to environmental issues (although this is now dealt with in the Environmental Services Service Plan).
Equal Opportunities & Diversity/Social Inclusion	Similar comments apply to the preparation of the Corporate Equalities Plan (which would allow the Council to progress to Level 2 of the Equality Standard for Local Government) and the preparation of a brief for a Social Inclusion Strategy. These areas of work will be prioritised this year.
Crime and Disorder Act 1998 (Section 17) - audit of services and policies	The audit has not been completed because of the resource constraints and the availability of corporate guidance.

## 2004/2005 PERFORMANCE INDICATORS

Best Value Performance Indicators		2003/04 (actual)	2004/05 (target)	2004/05 (actual)
BVPI No.				
1a	Does the Council have a Community Strategy developed with a Local Strategic Partnership?	No	Yes	Yes
1d	When will the strategy be in place? Are partnership arrangements in place to support the production of the strategy?	Dec 04/ Yes	Dec 04/ Yes	March 05/ Yes
2a	Equality Standard for Local Government - level achieved	1	2	1
2b	The duty to promote race equality - checklist score	36.8%	45.0%	47.0%
16b	The percentage of economically active disabled people in the authority area	13.9%	13.9%	13.9% (Census)
17b	The percentage of economically active minority ethnic community population in the authority area	2.6%	2.6%	2.6% (Census)

Local Performance Indicators		2003/04 (actual)	2004/05 (target)	2004/05 (actual)
Best Value Performance Plan - opinion by District Audit		Unqualified	Unqualified	Unqualified
Average annual response rate to the South Derbyshire Citizens' Panel		73.0%	75.0%	65.0%

## LESSONS LEARNED

Over the last year, a large amount of support has been provided to the Local Strategic Partnership (LSP). There is now a need to work with partners to ensure that the LSP is adequately resourced in the long term and that its structures and working arrangements support the delivery of community priorities.

More in year monitoring of the Corporate Plan and Best Value Performance indicators will enable action to be taken corporately to address underperformance.