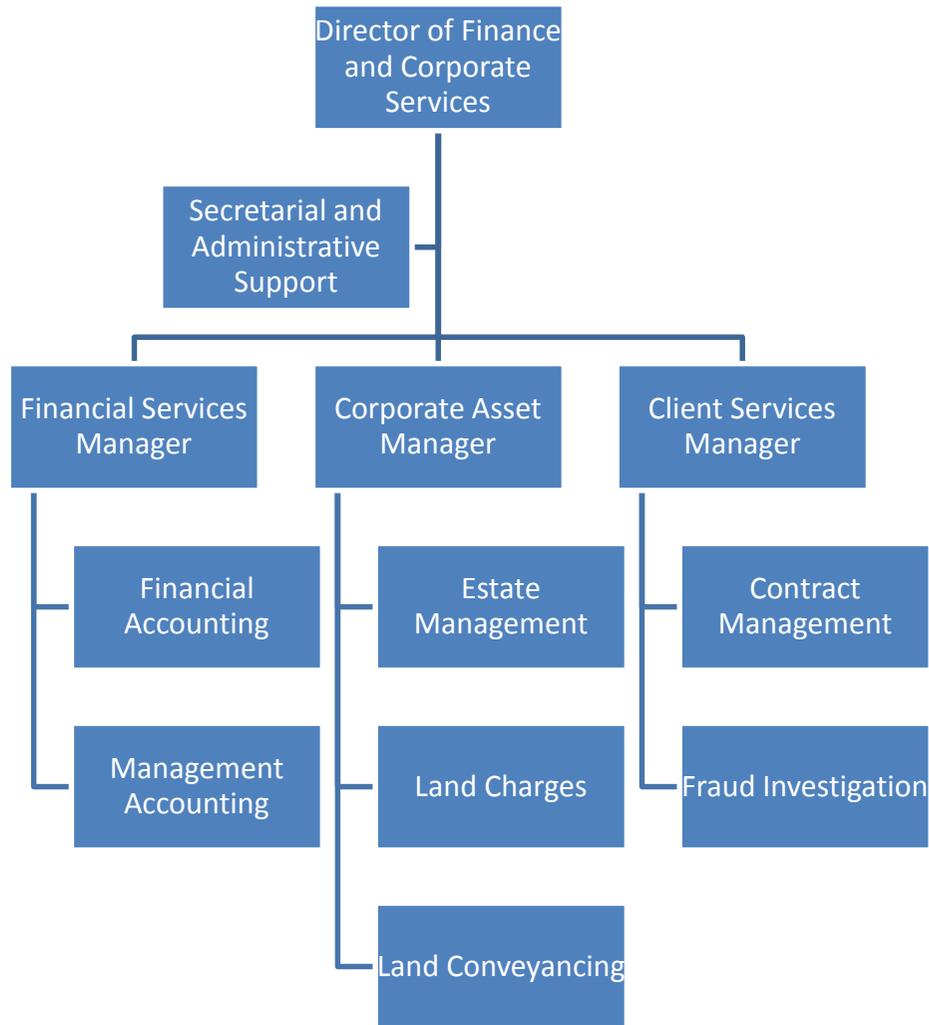


Organisation Chart

Appendix A



Key Performance

Appendix B

Section 1: Outcomes and their measures

Theme: Value for Money

Outcome	Evidenced by (Measure)	Lead Officer	Actual 2012/13	Actual 2013/14	Target 2014/15
Financial Resilience – maintaining a sustainable financial base	Publish a “fit for purpose” Medium Term Financial Plan (MTFP).	Director of Finance and Corporate Services	February 2013	February 2014	February 2015 (following annual budget round)

Cutting costs, not services	On-going General Fund Budget Savings (per year)	Director of Finance and Corporate Services	£412,154	£430,000	£175,000 (per MTFP)
	Disposal of assets deemed 'surplus to requirements' to generate income (per year)	Corporate Asset Manager	£0	£70,000	£50,000 (per MTFP)
	Increase in new Homes Bonus and Retained Business Rates	Client Services Manager	NHB increased by £377,000	NHB increased by £433,000	£370,000 per MTFP)
Strong leadership and robust corporate governance	Achieve an external 'fit for purpose' Code of Corporate Governance assessment (as assessed by External Audit and detailed in the Annual Governance Statement)	Legal and Democratic Services Manager	Audit Signed off Sept 2012	Signed Off Sept 2013	Sign off Sept 2014
An improved customer experience	Percentage of satisfied customers contacting or dealing with the Council.	Client Services Manager	94%	95%	> 90%

Theme: Value for Money

Outcome	Evidenced by (Measure)	Lead Officer	Q1 target	Q2 target	Q3 target	Q4/Year End target
Financial Resilience – maintaining a sustainable financial base	Publish a “fit for purpose” Medium Term Financial Plan (VM 01)	Director of Finance and Corporate Services	No action required	Review following 2013/14 out-turn	Update following Financial Settlement	Balanced Budget for 2015/16
Cutting costs, not services	On-going General Fund Budget Savings (VM 04) – cumulative	Director of Finance and Corporate Services	£75,000	£100,000	£175,000	£175,000
	Disposal of assets deemed ‘surplus to requirements’ to generate income (VM 02) – per quarter	Corporate Asset Manager	£0	£0	£0	£50,000
	Increase in New Homes Bonus and Retained Business Rates (VM 03)	Client Services Manager	£0	£0	£0	£370,000 (as notified by the Treasury)

Strong leadership and robust corporate governance	Achieve an external 'fit for purpose' Code of Corporate Governance assessment (VM 05)	Legal and Democratic Services Manager	Annual Governance Statement (AGS) approved by Audit Committee	AGS signed off by External Auditors	Corporate Governance arrangements judged "satisfactory" in Annual Audit letter	
An improved customer experience	Percentage of satisfied customers contacting or dealing with the Council (VM 06)	Client Services Manager	> 90%	> 90%	> 90%	> 90%

Section 2: Projects and their measures

Theme: Value for Money

Outcome	Project	Evidenced by (Measure)	Lead Officer	Actual 2012/13	Actual 2013/14	Target 2014/15
Cutting costs, not services	Continue the programme of procurement and service transformation reviews	Further efficiency/budget savings achieved to meet the target approved in the Medium Term Financial Plan	Director of Finance and Corporate Services	£412,154	£430,000	£175,000
	Implement next stages of the Paper Lite Strategy	Reduction in printed material and envelopes.	Director of Finance and Corporate Services	Printing streamlined and external postage solution implemented	Offsite processing of external postage trialled across Council services.	All bulk printing and general correspondence sent off-site electronically for print and dispatch
An improved customer experience	Implement the next stages of the Customer Access Strategy	All customer contact made through the Contact Centre/Customer Services Department	Director of Finance and Corporate Services	Strategy adopted by the Council	Consultation undertaken and initial proposals made	Specific services implemented

Section 3: Projects and their tasks

Theme: Value for Money

Project	Lead Officer	Quarter 1 Task / Milestone	Quarter 2 Task / Milestone	Quarter 3 Task / Milestone	Quarter 4 Task / Milestone
Continue the programme of procurement and service improvement reviews	Director of Finance and Corporate Services	Proposals for Services previously identified considered by Committee	Identify opportunities following budget out-turn for 2013/14	Build in further proposals to Base Budget for 2015/16	Proposals approved by Council
Implement next stages of the Paper Lite Strategy	Director of Finance and Corporate Services	Planning and Finance Services moved to new solution	Housing, Leisure and Environmental Health moved to new solution	Corporate, Legal and remaining services implement new solution	Specialised printing such as leaflets and posters considered for solution
Implement the next stages of the Customer Access Strategy	Director of Finance and Corporate Services	Assess case and options for Planning Services to be moved across	Assess case and options for Planning Services to be moved across	Planning to be implemented	Following Planning Services project, assess template for suitability in other Council services

Appendix B <u>Performance Indicator Methodology Statement/s</u>					
PI Ref & Description	VM 01 – Publish a “fit for purpose” Medium Term Financial Plan (MTFP)				
Summary of Measure	The purpose of the Performance Indicator is to ensure that the Council’s financial plans are considered beyond just one year. This takes account of future service demands, probable changes including external factors, consequently judging the gap between income and expenditure and forecasting future resources available.				
Collection Interval	The MTFP follows a cycle each year: <ul style="list-style-type: none"> • Approved MTFP set following annual budget round (February) • Mid –year review and update following final accounts out-turn and ahead of next budget round (October) 				
Reporting Lag	N/a				
Definition of Measure	<p>‘Publish’ means reporting the MTFP for consideration and approval by the Council’s Finance and Management Committee with subsequent publication on the Council’s web site.</p> <p>‘Fit for Purpose’ means that financial plans consider risk, with sound, prudent and realistic assumptions made to include a degree of scenario planning.</p>				
Return Format	N/a	Decimal Places	N/a	Good Performance	External Audit judge the Council as “financially resilient” in their Annual Audit Letter.
Summary of Measurement	N/a				
Data Source	Model on which the MTFP is based upon is available within Financial Services				
Data Reviewer	Corporate Management Team	Data Collector	Financial Services Manager		
Authorised HOS/ Director	Director of Finance and Corporate Services				

Appendix B		<u>Performance Indicator Methodology Statement/s</u>			
PI Ref & Description	VM 02 – Disposal of assets deemed “surplus to requirements” to generate income				
Summary of Measure	The purpose of the Indicator is to measure performance against the Council’s approved need to generate capital resources to meet commitments and to provide future resources for investment.				
Collection Interval	Progress will be monitored and reported on a quarterly basis.				
Reporting Lag	N/a				
Definition of Measure	<p>‘Disposal’ should be at best value in accordance with Section 123 of the Local Government Act 1972, i.e. to achieve the best price but taking into account any specific environmental or social considerations (if applicable). Best price is usually achieved via public auction or a restricted tendering process where the market is limited.</p> <p>“Assets” usually means land and property in the ownership of the Council.</p> <p>“Surplus to Requirements” means that there is no service requirement, social or strategic reason why the Council needs to maintain the asset.</p>				
Return Format	Pounds	Decimal Places	N/a	Good Performance	Target met
Summary of Measurement	Actual amount generated in pounds sterling gross of any legal or other costs.				
Data Source	Record is available on the Agresso Financial Management System (cost codes B0000 C7000)				
Data Reviewer	Financial Services Manager	Data Collector	Corporate Asset Manager		
Authorised HOS/ Director	Director of Finance and Corporate Services				

Appendix B <u>Performance Indicator Methodology Statement/s</u>					
PI Ref & Description	VM 03 – Increase in New Homes Bonus and Retained Business Rates				
Summary of Measure	The purpose of the Indicator is to measure how successful the Council is in maximising its grant income from the New Homes Bonus, together with income from the Rates Retention Scheme.				
Collection Interval	Annual				
Reporting Lag	N/a				
Definition of Measure	The aim is to generate additional income on the basis of: <ul style="list-style-type: none"> • An increase in the number of empty homes brought back into use or identified for Council Tax purposes. • An increase in the Council Tax and Business Rates Collection rates. 				
Return Format	Pounds	Decimal Places	N/a	Good Performance	Reduction in empty properties; Increase in collection rates; Growth in the Council Tax and Business Rates tax base.
Summary of Measurement	<ul style="list-style-type: none"> • Reduction in empty properties identified in the CTB1* Annual Return multiplied by the New Homes Bonus Rate • Increase in Council Tax Base as reported in CTB1. • Increase in retained Business Rates as reported in the statutory NNDR1 and 3 returns to the DCLG. <p>*CTB1 – Council Tax Base (i.e. number of properties identified in the District for council tax)</p>				
Data Source	CTB1 and Annual Notification of New Homes Bonus NNDR Returns Revenues and Benefits System				
Data Reviewer	Director of Finance and Corporate Services		Data Collector	Client Services Manager	
Authorised HOS/ Director	Director of Finance and Corporate Services				

Appendix B		<u>Performance Indicator Methodology Statement/s</u>			
PI Ref & Description	VM 04 – On-going General Fund Budget Savings				
Summary of Measure	The purpose of the Indicator is to measure performance against the Council's target for approved savings in the MTFP.				
Collection Interval	Progress will be monitored and reported on a quarterly basis.				
Reporting Lag	N/a				
Definition of Measure	<p>“On-going” means the savings are year on year and cumulative over the financial planning period. Savings in Year 1 may be reduced due to set up or termination costs.</p> <p>“Efficiency” means that although a budget may be reduced overall service provision is maintained.</p>				
Return Format	Pounds	Decimal Places	N/a	Good Performance	The approved target is achieved.
Summary of Measurement	Actual amount generated in pounds sterling.				
Data Source	Central record is available at: <i>U:\KS\Budget Monitoring\Efficiency Monitor</i>				
Data Reviewer	Senior Management Team	Data Collector	Financial Services Manager		
Authorised HOS/ Director	Director of Finance and Corporate Services				

Appendix B <u>Performance Indicator Methodology Statement/s</u>					
PI Ref & Description	VM 05 – Achieve a external “fit for purpose” Code of Corporate Governance Assessment				
Summary of Measure	The purpose of the Indicator is to ensure that the Council conducts its business and delivers its services in a proper, open and transparent manner.				
Collection Interval	The Code is prepared and updated in accordance with the following cycle: <ul style="list-style-type: none"> • Review and update ahead of inclusion in the Council’s Financial Statements (June) • Six month review of action plan and issues outstanding (December) 				
Reporting Lag	N/a				
Definition of Measure	<p>“Corporate Governance” means the system by which a Council directs and controls its functions and relates to its community.</p> <p>“Fit for Purpose” means that the Council is able to demonstrate that it adheres to the 6 core principles of corporate governance which are:</p> <ul style="list-style-type: none"> • Priorities are set and the Council has a vision for the District • Members and Officers have clearly defined roles and responsibilities • Upholding high standards of conduct and behaviour • Decisions are made after options and risks have been assessed • Developing capacity and capability of Members and Officers • Engaging with stakeholders and being publicly accountable 				
Return Format	N/a	Decimal Places	N/a	Good Performance	External Audit judge the Council as having satisfactory arrangements in place.
Summary of Measurement	N/a				
Data Source	Detailed template is available at: U:\KS\Governance\Local Code				
Data Reviewer	Senior Management Team	Data Collector	Legal and Democratic Services Manager Director of Finance and Corporate Services		
Authorised HOS/ Director	Monitoring Officer				

Appendix B <u>Performance Indicator Methodology Statement/s</u>															
PI Ref & Description	VM 06 – Percentage of satisfied customers contacting or dealing with the Council														
Summary of Measure	The purpose of the Indicator is to measure performance against the Council's target for customer satisfaction.														
Collection Interval	Quarterly														
Reporting Lag	Within 5 working days of the month end														
Definition of Measure	"Contacting or Dealing with the Council" means telephone (through the Contact Centre) or face to face within Customer Services.														
Return Format	Percentage	Decimal Places	None	Good Performance	The Council's target is exceeded										
Summary of Measurement	<p>100 face to face surveys and 100 telephone surveys are distributed to the Customer Services Team to be completed during each quarter. Customers are questioned about the service they received in the following categories</p> <ul style="list-style-type: none"> • helpfulness • politeness • knowledge • accuracy of information • Fairly treated? • overall quality of the service <p>The above categories are then scored as follows:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 80%;">very satisfied</td> <td style="width: 20%;">5 points</td> </tr> <tr> <td>satisfied</td> <td>4 points</td> </tr> <tr> <td>neither satisfied nor dissatisfied</td> <td>3 points</td> </tr> <tr> <td>dissatisfied</td> <td>2 points</td> </tr> <tr> <td>very dissatisfied</td> <td>1 point</td> </tr> </table> <p>The scores are then added and the percentage is calculated out of a possible top score of 500.</p> <p>There is also some independent checking by the Client Services Team.</p>					very satisfied	5 points	satisfied	4 points	neither satisfied nor dissatisfied	3 points	dissatisfied	2 points	very dissatisfied	1 point
very satisfied	5 points														
satisfied	4 points														
neither satisfied nor dissatisfied	3 points														
dissatisfied	2 points														
very dissatisfied	1 point														
Data Source	Held within the Contact Centre with the Customer Services Manager														
Data Reviewer	Client Services Manager	Data Collector	Customer Services Manager												
Authorised HOS/ Director	Director of Finance and Corporate Services														

Partnership Information Form

Name of Partnership:

Corporate Services Strategic Partnership

Organisation that the Partnership is responsible to (Accountable Body):

South Derbyshire District Council

Main purposes of the Partnership:

- To deliver a range of support, back office and professional services.
- Job creation through the development of a Regional Business Centre

Which other organisations are members?

Northgate Public Services (NPS)

Links / contribution the Council's Strategic Objectives and responsibilities:

V1 – Value for Money – key contribution through service delivery

G1 – Economic Growth through job creation in the Regional Business Centre

Council resources required – Year on Year:

- Financial – contract fee payable to NPS - within current budgets
- Staff – monitoring of service provision and development of the Partnership - within current resources
- Members – oversight and approval of policy and service direction
- Accommodation – within the Civic Offices

Likely location /Frequency of meetings:

Service Streams – weekly to monthly depending on service requirements

Operations Board – Monthly

Strategic Partnership Board – Quarterly

All meetings take place in the main Civic Offices

Details of risks for the Authority:

- NPS as the service provider cease to exist or go out of business
- NPS do not deliver services to the required standard or in accordance with performance targets

Date Formed :	1 st August 2010	Proposed End Date	31 st July 2017 (with option to extend for a further 3 years)
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	Yes	No
Is this Partnership Statutory?		X
Does the partnership have a Partnership Agreement? (e.g. constitution / terms of reference)	X	

If 'Yes' please attach a copy to this form and briefly describe the type of agreement.

Service delivery and performance targets are covered in a formal contract with accompanying schedules.

The Partnership is governed by the Operational and Strategic Partnership Boards which have separate terms of references that have been considered and approved by the Council.

Additional Information /comments:

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South Derbyshire District Council representative (s): - Strategic Partnership Board.

Position:	Leader of the Council Deputy Leader of the Council Opposition Group Leader Chief Executive Director of Finance and Corporate Services
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Performance Review Details

Date: Annually in October	Reviewed by: Finance and Management Committee
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Partnership Information Form

Name of Partnership:

CENTRAL MIDLANDS AUDIT PARTNERSHIP

Organisation that the Partnership is responsible to (Accountable Body):

The Partnership is accountable to the 3 partner organisations who effectively provide the resources, i.e. South Derbyshire District, Derby City Council and Derby Homes.

Main purposes of the Partnership:

- To deliver a full range of internal audit services to the accountable bodies
- To provide advice on related matters such a governance, risk management and anti-fraud measures
- To deliver internal audit services under agreement to other public sector agencies within the geographical boundaries of the Partnership

Which other organisations are members?

None – this is a Public to Public Partnership

Links / contribution the Council's Strategic Objectives and responsibilities:

V1 – Value for Money – key contribution through service delivery

Council resources required – Year on Year:

- Financial – fee payable to the Partnership (within current budgets)
- Staff – monitoring of service provision and development of the Partnership - within current resources
- Members – oversight and approval of policy and service direction
- Accommodation – local office – within the Civic Offices

Likely location /Frequency of meetings:

Partnership Board – Quarterly

Meetings take place at the Council House in Derby

Details of risks for the Authority:

- The Partnership does not deliver services to the required standard or in accordance with performance targets
- Substantial change in the structure of local government

Date Formed :	1 st January 2012	Proposed End Date	31st December 2017 (then subject to review)
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	Yes	No
Is this Partnership Statutory?		X
Does the partnership have a Partnership Agreement? (e.g. constitution / terms of reference)	X	

If 'Yes' please attach a copy to this form and briefly describe the type of agreement.

The Agreement covers the governance of the Partnership

Service delivery and performance targets are covered in service level agreements with the Partnership Board for service delivery and with Derby City Council as the Partnership employer.

Performance of the Partnership is the responsibility of an Operational Board consisting of members of each Authority's Audit Committees.

Additional Information /comments:

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South Derbyshire District Council representatives: Partnership Board.

Position:	Chair of the Audit Sub Committee Director of Finance and Corporate Services
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Performance Review Details

Date: On-going Annually	Reviewed by: Audit Sub Committee External Audit Finance and Management Committee
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Consultation & Communication

Appendix D

Consultation undertaken in 2013/14

Team	Detail	Purpose	Undertaken by	Survey Used Y/N	Resulting outcomes / What changes to service provision have occurred?
Corporate Management Team	Corporate Plan and Budget Proposals	To seek views on the Council's key high level priorities and financial plans through the Area Forums.	Director of Finance and Corporate Services	N	None directly. This was more about information exchange to explain the impact of the Government's spending reductions for South Derbyshire and how the Council was dealing with that impact. This included an update on the MTFP. Any feedback is disseminated down into services where operational issues are raised.
Finance and Management Committee	Annual Budget Proposals and Medium-Term Financial Plan	To seeks views of the Business and Voluntary Sector on the Council's budget proposals for 2014/15.	Director of Finance and Corporate Services	N	As above - This was more about information exchange to explain the impact of the Government's spending reductions for South Derbyshire and how the Council was dealing with that impact. This included an update on the MTFP. More focus on changes to the Welfare System and the new system for distributing business rates.

Proposed Consultation for 2014/15

Team	Detail	Purpose of consultation	Undertaken by	Survey Y/N	Date(s) when consultation will take place
Corporate Management Team	Corporate Plan and Budget Proposals	To seek views on the Council's priorities and financial plans through the Area Forums.	Corporate Management Team	N	January to February 2015
Finance and Management Committee	Annual Budget Proposals and Medium-Term Financial Plan	To seek views of the Business and Voluntary Sector on the Council's budget proposals for 2014/15. <i>The forum for undertaking this is subject to review to improve engagement</i>	Director of Finance and Corporate Services	N	January 2015
Northgate Public Services	ICT Satisfaction Survey	To seek views of council services on functions provided by NPS's computer and telecommunications teams.	ICT Manager	Y	Nov 2014
Northgate Public Services	Internal Customer Satisfaction Survey	To seek views of council services on functions provided by NPS.	Service Director	Y	February 2015

Service Review/Transformation Programme

Appendix E

Progressive reduction of funding			To reduce funding whilst developing opportunities for the service to continue with minimum impact on the General Fund			
Lead Officer	Service / Function	Notes	2014/15	2015/16	2016/17	2017/18
		None planned at this stage, but will be kept under review				

Cost effective – profit making or cost neutral		Undertake an options appraisal to identify the most appropriate delivery model that will generate income for the Council or reduce costs to enable the service to become profit making or as close to cost neutral as possible				
Lead Officer	Approach Yes/ No	Notes	2014/15	2015/16	2016/17	2017/18
		None planned at this stage, but will be kept under review				

Funded – Achieve cash savings		Reduce costs of delivery whilst maintaining or improving current performance via an options appraisal to identify the most appropriate delivery model				
Lead Officer	Service / Function	Notes	2014/15	2015/16	2016/17	2017/18
		None planned at this stage, but will be kept under review				

Managing Risks

Appendix F

Risk Reference	Description	Degree of Control	Risk Rating	Mitigating Action	By Whom	When
FCS 1	The Department consists of small, discrete and specialist teams where detailed knowledge and experience rests with individuals. Consequently, resilience is a risk.	Treat the Risk	Continues Low	<p>Transfer and disseminate information across Services. Cover between units established.</p> <p>Accountancy staff undertaking professional training.</p> <p>Keep under review arrangements through the Partnerships who may be able to provide cover and provide temporary resources where necessary.</p>	Director of Finance and Corporate Services	On-going
FCS 2	Reliance on Partnerships to deliver services. Includes partners ceasing to exist or going out of business.	Treat the Risk	Continues Low	<p>Continue to monitor closely the performance frameworks which include early warning signs of deteriorating service delivery.</p> <p>Support Northgate and the Central Midlands Audit Partnership to increase number of clients and protect their service base.</p>	Director of Finance and Corporate Services	On-going

