

Date: 7th June 2017

Dear Councillor,

Finance and Management Committee

A Meeting of the **Finance and Management Committee** will be held in the **Council Chamber**, on **Thursday, 15 June 2017 at 18:00**. You are requested to attend.

Yours faithfully,



Chief Executive

To:- **Conservative Group**

Councillor Harrison (Chairman), Councillor Mrs Plenderleith (Vice-Chairman) and Councillors Mrs Coe, Mrs Coyle, Ford, Hewlett, Smith, Watson and Wheeler

Labour Group

Councillors Rhind, Richards, Southerd and Wilkins

AGENDA

Open to Public and Press

- 1** Apologies and to note any Substitutes appointed for the Meeting.
- 2** To receive the Open Minutes for the following Meeting:

Finance and Corporate Services Committee 27th April 2017 Open Minutes **4 - 6**
- 3** To note any declarations of interest arising from any items on the Agenda
- 4** To receive any questions by members of the public pursuant to Council Procedure Rule No.10.
- 5** To receive any questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 6** Reports of Overview and Scrutiny Committee
- 7** CORPORATE PLAN 2016-21 - PERFORMANCE REPORT **7 - 40**
- 8** CORPORATE EQUALITIES ANNUAL REPORT 2016-17 AND ACTION PLAN 2017-18 **41 - 60**
- 9** ANNUAL TRAINING REPORT 2016-17 AND PRIORITIES FOR 2017-18 **61 - 67**
- 10** ANNUAL HEALTH AND SAFETY REPORT 2016-17 AND ACTION PLAN 2017-18 **68 - 77**
- 11** COMPLAINTS, COMPLIMENTS & FREEDOM OF INFORMATION REQUESTS **78 - 118**
- 12** CONSULTATION ANNUAL REPORT 2016-17 **119 - 125**

13	COMMUNICATIONS ANNUAL REPORT 2016-17	126 - 147
14	SERVICE PLANS 2017-18	148 - 182
15	ROSLISTON FORESTRY CENTRE – RESERVE FUNDS	183 - 184
16	COMMITTEE WORK PROGRAMME REPORT	185 - 189

Exclusion of the Public and Press:

- 17** The Chairman may therefore move:-
That in accordance with Section 100 (A)(4) of the Local Government Act 1972 (as amended) the press and public be excluded from the remainder of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there would be disclosed exempt information as defined in the paragraph of Part I of the Schedule 12A of the Act indicated in the header to each report on the Agenda.
- 18** To receive the Exempt Minutes for the following Meeting:
Finance and Corporate Services Committee 27th April 2017 Exempt Minutes
- 19** To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 20** HOMELESS SERVICE REVIEW
- 21** HOUSING SERVICES - A WAY FORWARD

FINANCE AND MANAGEMENT COMMITTEE

27th April 2017

PRESENT:-

Conservative Group

Councillor Harrison (Chairman), Councillor Mrs Plenderleith (Vice-Chairman) and Councillors Atkin, Mrs Coe, Hewlett, Murray (substituting for Councillor Mrs Coyle), Watson and Wheeler

Labour Group

Councillors Rhind, Southerd, Taylor (substituting for Councillor Richards) and Wilkins

FM/150 **APOLOGIES**

Apologies were received from Councillors Mrs Coyle, Smith (Conservative Group) and Richards (Labour Group).

FM/151 **MINUTES**

The Open Minutes of the Meeting held on 16th March 2017 were taken as read, approved as a true record and signed by the Chairman.

FM/152 **DECLARATIONS OF INTEREST**

The Committee was informed that no declarations of interest had been received.

FM/153 **QUESTIONS FROM MEMBERS OF THE PUBLIC PURSUANT TO COUNCIL PROCEDURE RULE NO 10**

The Committee was informed that no questions from members of the public had been received.

FM/154 **QUESTIONS BY MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO 11**

The Committee was informed that no questions from Members of the Council had been received.

FM/155 **REPORTS OF THE OVERVIEW AND SCRUTINY COMMITTEE**

There were no reports of the Overview & Scrutiny Committee to consider.

FM/156 **AUDIT SUB-COMMITTEE**

The Open Minutes of the Audit Sub-Committee Meeting held on 29th March 2017 were submitted.

RESOLVED:-

That the Minutes of the above Audit Sub-Committee Meeting be received and any recommendations contained therein approved.

FM/157 **INDIVIDUAL ELECTORAL REGISTRATION – PUBLIC ENGAGEMENT STRATEGY**

The Chief Executive presented the report to Committee, confirming that earlier in the day the Government had agreed additional funding to assist the further promotion of Individual Electoral Registration.

Members raised queries relating to the registration of new occupiers, moves into / out of the area and voting implications for those with two properties, all addressed by the Chief Executive.

RESOLVED:

Members approved the Council's Individual Electoral Registration Public Engagement Strategy.

FM/158 **COMMITTEE WORK PROGRAMME**

RESOLVED:-

Members considered and approved the updated work programme.

FM/159 **LOCAL GOVERNMENT ACT 1972 (AS AMENDED BY THE LOCAL GOVERNMENT [ACCESS TO INFORMATION] ACT 1985)**

RESOLVED:-

That, in accordance with Section 100(A)(4) of the Local Government Act 1972 (as amended), the press and public be excluded from the remainder of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there would be disclosed exempt information as defined in the paragraphs of Part 1 of the Schedule 12A of the Act indicated in brackets after each item.

MINUTES

The Exempt Minutes of the Meeting held on 16th March 2017 were received.

AUDIT SUB-COMMITTEE

The Exempt Minutes of the Audit Sub-Committee Meeting held on 29th March 2017 were submitted.

TO RECEIVE QUESTIONS FROM MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO. 11

The Committee was informed that no questions had been received.

ELECTORAL SERVICES – TEMPORARY POST (Paragraph 1)

Members approved the recommendation in the report.

ROSLISTON ASTRONOMY GROUP – OBSERVATORY (Paragraph 3)

Members approved the recommendation in the report.

SPATIAL DATA MANAGEMENT AND STAFFING ARRANGEMENTS (Paragraph 2)

Members approved the recommendations in the report.

SPORTS COACH AND COMMUNITY ENGAGEMENT OFFICER - STAFFING ARRANGEMENTS (Paragraph 2)

Members approved the recommendations in the report.

PLANNING POLICY MANAGER SECONDMENT (Paragraph 2)

Members approved the recommendations in the report.

DISABLED FACILITY ADAPTATIONS: STANDING SUPPLIER LIST (Paragraph 3)

Members approved the recommendations in the report.

The meeting terminated at 6.35pm.

COUNCILLOR J HARRISON

CHAIRMAN

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 7
DATE OF MEETING:	15th JUNE 2017	CATEGORY: DELEGATED
REPORT FROM:	CORPORATE MANAGEMENT TEAM	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (EXT. 5811)	DOC:
SUBJECT:	CORPORATE PLAN 2016-21: PERFORMANCE REPORT (JAN 1 – MAR 31 2017)	
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: G

1.0 Recommendations

1.1 That progress against performance targets is considered.

2.0 Purpose of Report

2.1 To report progress against the Corporate Plan for the period January 1 to March 31 2017, as well as the year end, under the themes of People, Place, Progress and Outcomes.

3.0 Detail

3.1 The Corporate Plan 2016 – 2021 was approved following extensive consultation into South Derbyshire's needs, categorising them under four key themes: People, Place, Progress and Outcomes. The Corporate Plan is central to our work – it sets out our values and visions for South Derbyshire and defines our priorities for delivering high-quality services.

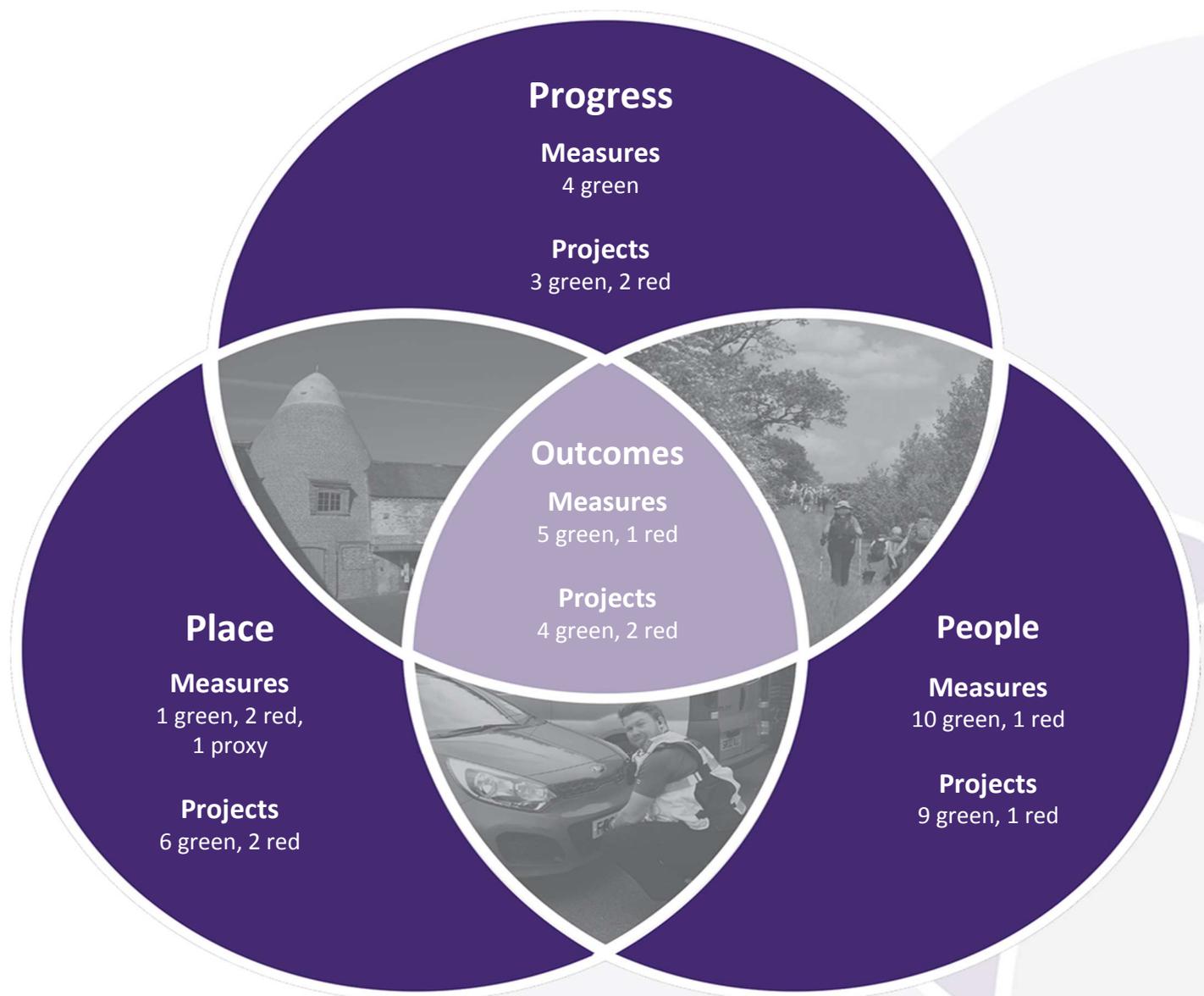
3.2 This Committee is largely responsible for overseeing the delivery of successful Outcomes. These are as follows:

- Maintain financial health
- Achieve proper Corporate Governance
- Maintain customer focus
- Be aware of and plan for financial, legal and environmental risks
- Promote and enable active democracy
- Enhance environmental standards
- Maintain a skilled workforce
- Promote inclusion

3.3 Of the measures and projects under the jurisdiction of the Finance and Management Committee, seven are green and two red for quarter four. Year-end performance shows 10 green and three red measures and projects.

3.4 More information can be found in the Performance Board in **Appendix A**. A detailed breakdown of performance for Finance and Management is available in the Success Areas and Performance Action Plan documents (**Appendices B and C respectively**) while associated risks are contained in **Appendices D, E and F**.

4.0 Overall Council performance – Quarter four (January 1 to March 31, 2017)



The Council's annual outturn for 2017/18 stands at 42 green, 11 red and four abandoned measures and projects. One – PL1.1 increased supply of affordable homes - is a proxy.

5.0 Financial and Corporate Implications

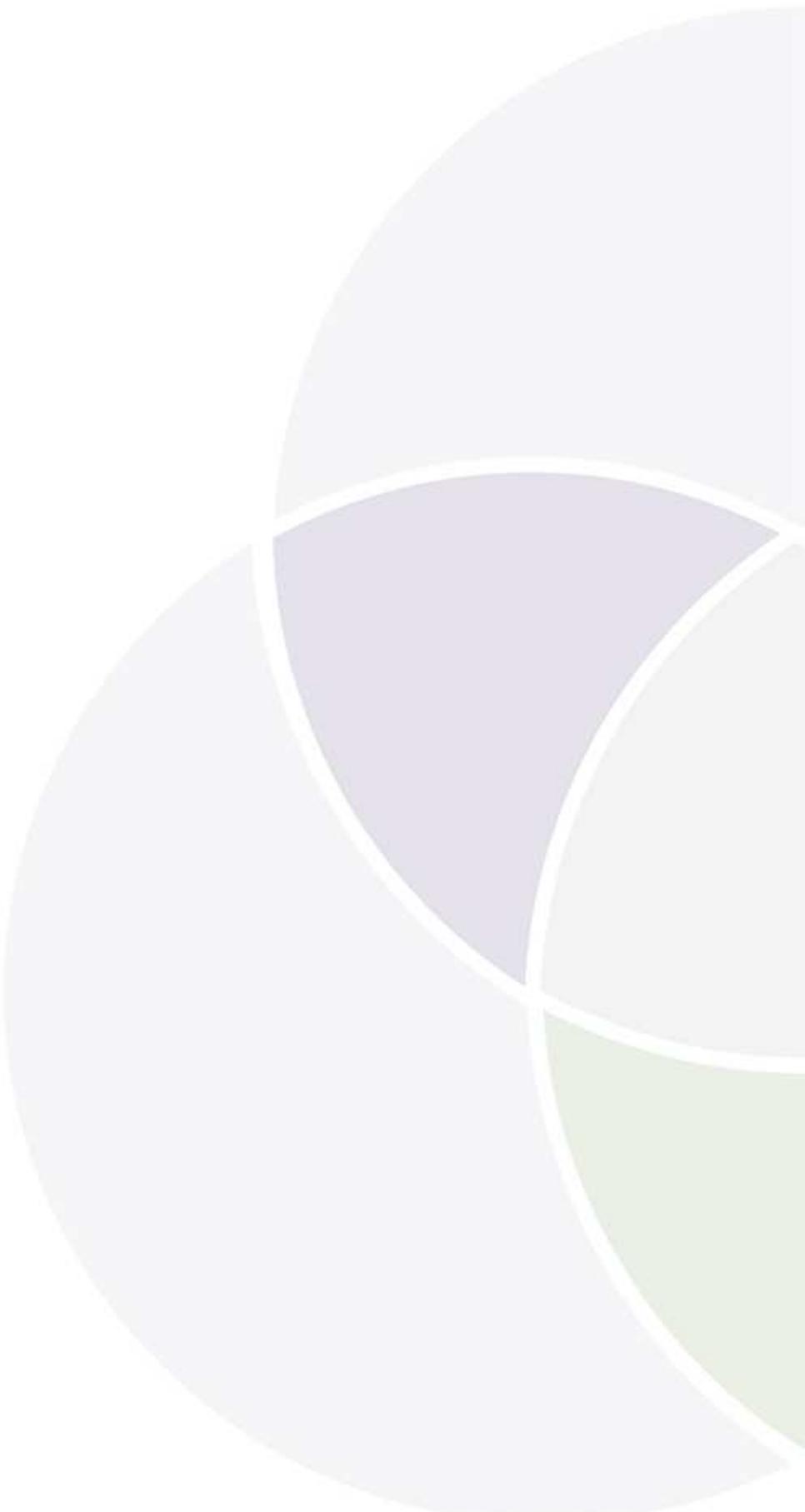
5.1 None directly.

6.0 Community Implications

6.1 The Council aspires to be an “excellent” Council in order to deliver the service expectations to local communities. This report demonstrates how priorities under the People, Place and Progress and Outcomes themes contribute to that aspiration.

7.0 Appendices

- Appendix A – Performance Board
- Appendix B – Finance and Management Success Areas
- Appendix C - Finance and Management Actions
- Appendix D – Chief Executive’s Risk Register
- Appendix E – Corporate Services Risk Register



Appendix A – Performance Board

Quarter 4 (January 1 to March 31, 2017)

People Measures							
Action	Measure	Last quarter	Q4 target	Q4 actual	2016/17 target	2016/17 actual	Detail
PE1: Enable people to live independently							
Provide an efficient and well-targeted adaptation service	% of adapted properties allocated on a needs basis PE1.1	100% Target >90%	>90%	83.3% (10/12)	>90%	88%	See Action Plan. H&CS
	% of residents very or fairly satisfied with the quality of their new home PE1.2	100% Target >88%	>88%	88% (24/27)	>88%	92%	We received 197 survey responses in 2016/17. 183 were satisfied with the quality of their home. H&CS
PE2: Protect and help support the most vulnerable, including those affected by financial challenges							
Maintain regular contact with tenants, with a focus on those identified as 'vulnerable'	Total number of tenancy audits completed PE2.1	693 Target 750	1,000 (Cumulative)	357	1,000	1,055	A strong performance in the last quarter saw the annual target exceeded. H&CS
	% of successful introductory tenancies PE2.2	100% Target >85%	>85%	92% (38/41)	>85%	96%	167 Introductory tenancies were reviewed during 2016/17. 161 were successfully

							transferred to secure tenancies. H&CS
Process Benefit claims efficiently	Average time for processing new Benefit claims PE2.3	22 days Target <18 days	<18 Days	18 days	<18 days	25.3 days	See Action Plan F&M
	Average time for processing notifications of changes in circumstances PE2.4	11 days Target <8 days	<8 days	5.7 days	<8 days	6.7 days	Performance includes 10 months with Northgate Public Services. Since then work has been brought completely up to date so that future efforts are solely those of SDDC. F&M
PE4: Increase levels of participation in sport, health, environmental and physical activities							
Delivery of sport, health and physical and environmental activity opportunities	Number of sport, health, physical activity and play scheme participations PE4.1	7,980 Target 4,980	5,470	7,272	37,845	39,091	New projects starting and sustaining helped to over achieve. H&CS
	Number of Environmental Education participations PE4.2	8,702 Target 1,300	1,200	4,740	5,250	20,541	Sainsbury's £30,000 for school activities in Swadlincote has been the main factor in the success of this measure. H&CS

	Number of Parklife opportunities PE4.3	382 Target 150	100	376	500	2,408	Good attendances at events during Q4. The year has seen huge growth in participations and activities. Also attracted more than £30k of external funding to help support projects and deliver capital improvements. H&CS
PE5: Reduce the amount of waste sent to landfill							
Minimise waste sent to landfill	Household waste collected per head of population PE5.1	94.3kgs Target <130kgs	<130kgs	90kgs	<510kgs	403kgs	Work on waste minimisation, particularly through Waste less, Save more, has seen tonnages rise at a slower rate than the population. E&DS
	% of all collected waste recycled and composted PE5.2	43.4% Target >48%	>45%	43%	>50%	48.4%	See Action Plan. E&DS

People Projects

Action	Last quarter	Q4 target	Q4 actual	2016/17 target	2016/17 actual	Detail
PE1: Enable people to live independently						
Support the voluntary and community sector to enable people to maintain living independently	New SDDC Volunteer Policy and development plan approved at committee.	Support promotion of voluntary and community sector to Elected Members.	Achieved	Maintain SDDC grant funding to the voluntary and community sector. PE1.3	Achieved	Consultation event at Gresley Old Hall planned for April 10. Work has started on developing community buildings in Burnaston and Stenson F&M
Continue to contribute to the county wide review of Disabled Facilities Grants (DFGs)	No actions for Q3.	No actions for Q4.	N/A	All recommendations implemented by April 1, 2017. PE1.4	N/A	N/A H&CS
Expand the use of Telecare services to increase independence	The 6-month wait for TSA visits meant accreditation was delayed.	Implement recommended changes.	Achieved	Provide a value for money Supported Housing product. PE1.5	Achieved	TSA accreditation booked for April 2017. Report to Housing and Community Services on April 20 about new initiatives. H&CS
PE2: Protect and help support the most vulnerable, including those affected by financial challenges						
Approval of South Derbyshire as a Dementia friendly District	113 SDDC Staff/Elected Members became 'Dementia Friends'.	Deliver Elected Member and staff dementia awareness sessions.	Achieved	Work progressed towards Dementia Friendly Community status. PE2.5	Achieved	A third of staff (116) trained. H&CS

Provide a service for homeless applicants which is nationally recognised as delivering 'best practice'	Submission prepared.	Complete accreditation assessment.	Achieved	To attain NPSS Standard for Homelessness PE2.6	Achieved	Assessors onsite March 27-29 with report and feedback booked for May 2017. H&CS
Develop a Community Champion Scheme through volunteer development	Scope of Community Champion Scheme agreed with CVS.	Deliver scheme.	Achieved	Establish approved scheme. PE2.7	Achieved	Volunteering champions attended South Derbyshire Day. Volunteering policy now in place and development plan will continue over next 12 months H&CS
PE3: Use existing tools and powers to take appropriate enforcement action						
Publish and annually review a single Enforcement Policy covering all SDDC regulatory activity	Approved by relevant committees.	Produce relevant updates for quarterly report.	Achieved	Quarterly report on enforcement activity to Overview and Scrutiny Committee. PE3.1	Achieved	Revision of operational procedures has started. 12 complete, 38 remain. H&CS/ E&DS
PE4: Increase levels of participation in sport, health, environmental and physical activities						
Develop a Healthy Communities approach for SD	Work started to support development of BNE1 Healthy Lifestyle section of the Local Plan.	Produce annual report.	Achieved	Work towards Healthy Communities Accreditation PE4.4	Achieved	Draft report produced. Meeting to discuss health impact of planning has taken place. Housing to be included too. H&CS

Develop a Sport, Health and Physical Activity Strategy	Draft strategy completed and being reviewed by strategic partners.	Strategy adopted.	See Action Plan.	Strategy developed and implemented PE4.5	See Action Plan.	See Action Plan. H&CS
PE6: Develop the workforce of South Derbyshire to support growth						
Stage a careers fair for young people and jobseekers	Date set for the Jobs and Skills Fair - April 6, 2017	Start planning 2017 event.	Achieved	Deliver event, review and plan for 2017 fair. PE6.1	Achieved	Preparations advanced for Jobs and Skills Fair on April 6. E&DS
Increasing school engagement to raise aspirations	SDDC supporting strategic and operational working groups.	Agree programme of work for 2017/18.	Achieved	Schools agree to work with SDDC. PE6.2	Achieved	Programme delivered in local secondary schools. Ongoing delivery and looking to extend project for 2017/18. H&CS

Place Measures

Action	Measure	Last quarter	Q4 target	Q4 actual	2016/17 target	2016/17 actual	Detail
PL1: Facilitate and deliver a range of integrated and sustainable housing and community infrastructure							
Increase the supply and range for all affordable housing provision	Increased supply of affordable homes. PL1.1	11 properties delivered by SDDC in Rowley Court, Swadlincote	Proxy	Not Available	Proxy	175	During 2016/17 the Council delivered 65 properties, with 110 provided by Registered Providers including Derwent Living and Trent and Dove. H&CS/ E&DS
Deliver Housing Asset Management Strategy	Deliver against targets set out in the Asset Management Strategy Action Plan. PL1.2	Asset Management Strategy approved by Committee.	No measures have been developed We will continue to monitor actions.	N/A	Targets to be finalised once strategy is adopted.	N/A	As per Q4 target. H&CS
PL3: Help maintain low crime and anti-social behaviour levels in the District							
Deliver a programme of proactive interventions to reduce environmental crime	Downward trend in fly-tipping incidents. PL3.1	536 Target <507 (cumulative)	<676	758	<676	758	See Action Plan. E&DS
PL4: Connect with our communities, helping them to feel safe and secure							
Reduce number of noise complaints	Reduce number of noise complaints. PL4.1	6.1 Target <4.8	<4.6 complaints per 1,000 people.	5.4	<4.6 complaints per 1,000 people.	5.4	See Action Plan. E&DS

PL6: Deliver services that keep the District clean and healthy

<p>Reduce contaminated risk rating of land</p>	<p>Number of contaminated land assessments PL6.1</p>	<p>1 Target 1</p>	<p>1</p>	<p>1</p>	<p>4</p>	<p>4</p>	<p>SDDC directed phase 1 assessment of Staley Close, Swadlincote to define environmental and Geotechnical constraints on developing the site. Target met for the year.</p> <p>E&DS</p>
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Place Projects

Action	Last quarter	Q4 target	Q4 actual	2016/17 target	2016/17 actual	Detail
PL1: Facilitate and deliver integrated and sustainable housing and community infrastructure						
Deliver an adopted South Derbyshire Local Plan, Parts 1 & 2	Regulation 19 consultation undertaken.	Examination in public of Local Plan Part 2.	See Action Plan.	Plan adopted. PL1.3	See Action Plan.	See Action Plan. E&DS
Increase the supply and range of affordable housing provision	Draft document completed. Further internal consultation and data input required.	Adoption of Supplementary Planning Document (SPD).	See Action Plan.	Framework to review rural housing needs. Develop affordable housing SPD. PL1.4	See Action Plan.	See Action Plan. H&CS
Consider the introduction of a Community Infrastructure Levy (CIL)	Delayed due to awaiting Government white paper which could change policy on and planning obligations.	Review of decision.	N/A	Informed decision made. PL1.5	N/A	The review of CIL found shortcomings and made recommendations to the Government. The outcome is unknown. Updates to be provided in 2017/18. E&DS/F&M
PL2: Enhance understanding of the planning process						
Support the development of Neighbourhood Plans	The screening report for the Repton Neighbourhood Plan was consulted upon.	Provide support to interested parties.	Achieved	Number of plans supported PL2.1	Achieved	Repton and Melbourne plans still in development Presentation made at Willington Parish Council in March. E&DS

PL3: Help maintain low crime and anti-social behaviour levels

<p>Review, publish and deliver the Safer South Derbyshire Community Safety Partnership Plan</p>	<p>Actions delivered against all six priority themes.</p>	<p>Carry out annual review of Partnership Plan</p>	<p>Achieved</p>	<p>Plan published. Actions within the plan delivered. PL3.2</p>	<p>Achieved</p>	<p>New Partnership plan approved. Priorities include acquisitive crime and offender management ASB and alcohol harm and substance misuse. H&CS</p>
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PL5: Support provision of cultural facilities and activities

<p>Introduce and progress the Sport, Recreation and Open Space Facility Strategy</p>	<p>Initiation of Melbourne Sports Park site development plan for future pitch and facility developments.</p>	<p>Review strategy action plan.</p>	<p>Achieved</p>	<p>Number of facilities enhanced. PL5.1</p>	<p>Achieved</p>	<p>The strategy has provided an evidence base for developer contribution requests, planning negotiations and attracting financial support. The action plan has been refreshed. H&CS</p>
<p>Implement and manage the leisure facility capital build programme</p>	<p>Melbourne Sports Park building and site operational, supporting member clubs and new activities.</p>	<p>Complete Chestnut Avenue community facility in Midway.</p>	<p>Achieved</p>	<p>Facilities completed. External investment and grants brought to District. PL5.2</p>	<p>Achieved</p>	<p>Melbourne Sports Park and Midway Community Centre operational, with the latter seeing a growing number of regular bookings. H&CS/F&M</p>

<p>Introduce and progress the District Cycle Plan, including an annual cycle event</p>	<p>Findern, Linton and Belmont Primary Schools held Early Rider sessions.</p>	<p>Produce 2017/18 delivery plan.</p>	<p>Achieved</p>	<p>Develop and implement action plan. Number of opportunities offered PL5.3</p>	<p>Achieved.</p>	<p>Significant progress has been achieved during the year with the hosting of the Women's Tour, development of a stakeholder group and a cycle hub provision. Plans for 2017/18 agreed. Infrastructure routes provided to County Group and community event planned for summer. H&CS</p>
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PL6: Deliver services that keep the District clean and healthy

<p>Ensure that food, water, housing, land and air all meet designated standards for human health</p>	<p>Air quality report taken to the Health Protection Board.</p>	<p>Implement the proposed changes to the air quality monitoring network.</p>	<p>Achieved</p>	<p>Air Quality meets Directive 2008/50/EC and the Air Quality Strategy standard. PL6.2</p>	<p>Achieved</p>	<p>No changes to be made to the air quality monitoring network. E&DS</p>
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Progress Measures

Action	Measure	Last quarter	Q4 target	Q4 actual	2016/17 target	2016/17 actual	Detail
PR2: Unlock development potential and ensure the continuing growth of vibrant town centres							
Delivery of Swadlincote Townscape project	Number of target buildings offered grants. PR2.1	3 Target 1	0	0	2	5	High level of interest. 1 grant awarded; 1 underway; 3 to be complete in the early part of the new fiscal year. E&DS
PR3: Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend to tourists							
Support the development of the tourism sector	Tourist Information Centre enquiries handled. PR3.1	9,027 Target >5,000	>5,000	10,482	>20,000	44,315	English Tourism Week supported. Spring edition of What's On published. National Forest Tourism Business Forum staged at Calke Abbey. E&DS
PR5: Provide business support and promote innovation and access to finance, including in rural areas							
Maximise the prosperity of businesses in South Derbyshire through the delivery of the Better Business Regulation Partnership	Number of food businesses which have a Food Hygiene Rating score of 5. PR5.1	83.9% Target >75%	>75%	84.1%	>75%	84.1%	The positive publicity given to 5 star food businesses has encouraged an improvement in the local food business sector. E&DS
	Number of registered food businesses active in the District PR5.2	837 Target >790	>790	828	>790	828	Reflects our continuing free support to food businesses. E&DS

Progress Projects

Action	Last quarter	Q4 target	Q4 actual	2016/17 target	2016/17 actual	Detail
PR1: Work to attract further inward investment						
Launch new Economic Development Strategy	The new strategy was adopted and launched.	Adopt strategy.	Achieved	New five-year strategy launched and actions from it delivered. PR1.1	Achieved	Delivery of strategy underway, including new online marketing material, business start-up workshop and stakeholder event for schools and businesses focusing on the employability of young people. E&DS
PR2: Unlock development potential and ensure the continuing growth of vibrant town centres						
Delivery of Swadlincote Townscape Project	Two Townscape TV Sessions delivered to schools with Environmental Education Project Team and Burton TV.	Deliver start of Heritage Trail and submit funding application.	Achieved	Delivery of Activity Plan. PR2.2	Achieved	Trail research completed, final checks being made by Magic Attic. First successful funding application confirmed: £700 from East Midlands Airport. Launch event booked for August. Work on the activity plan has progressed to timetable and to budget. E&DS

	Delay due to changes being required.	Completion of works to Diana Memorial Garden.	See Action Plan.	Enhancement of Diana Memorial Garden. PR2.2	See Action Plan.	See Action Plan. E&DS
Organise and/or support town centre events	Events included Christmas Lights, International Food and Drink Festival and Xmas Mega Market.	Events delivered and/or supported	Achieved	Events delivered and/or supported. PR2.3	Achieved	Events included the Swadlincote Pancake Races, which attracted 40 local businesses and organisations, and a successful first Swadlincote Makers Market with arts, crafts, food and drink stalls. E&DS
PR4: Help to influence and develop the infrastructure for economic growth						
Review and update the Infrastructure Delivery Plan	An initial review was completed, but changes to sites meant further review work had to be undertaken.	Support the delivery of the plan.	See Action Plan.	Plan published. PR4.1	See Action Plan.	See Action Plan. E&DS

Outcomes Measures

Action	Measure	Last quarter	Q4 target	Q4 actual	2016/17 target	2016/17 actual	Detail
O1: Maintain financial health							
Deliver a balanced general fund	5-year General Fund reserve balance is a minimum of £1m by 2021. O1.1	Annual target	Annual target	Annual target	General Fund Reserve balance at £6.2m as at March 31, 2017.	Achieved	Balance projected to be £7.6m, as reported to the Council in February 2017. F&M
	A balanced General Fund budget by 2018/19. O1.2	Annual target	Annual target	Annual target	A strategy and savings plan agreed by the Council.	Achieved	Action to generate £850,000 budget savings agreed by the Council in February 2017. F&M
Maximising income	Generate income from New Homes Bonus, Business Rates and sweating of assets O1.3	Annual target	Annual target	Annual target	Income from Business Rates/New Homes Bonus is £6m at March 2017.	Achieved	Income was £6.3m, as reported to the Council in February 2017. F&M
Maximise rental income to help the Council do more with less	Rent collected from current and former tenants as % rent due (excluding arrears b/f) O1.4	100.06% Target 99.9%	99.9%	100.55%	99.9%	100.55%	£12,511,619 collected against rent debt of £12,541,651. (void loss £98,252). H&CS/F&M
O3: Enhance environmental standards							
Strive to be more energy efficient.	Annual improvements in the energy consumption of public buildings O3.1	4.27% increase Target 3% reduction	3% reduction	7.36% (118 MWh)	3% reduction	1.40%	See Action Plan. E&DS

O4: Maintain a skilled workforce

<p>Strengthen measures and support employees to reduce absence due to sickness/ill health</p>	<p>The average working days lost per employee is less than 8 days per year (2 days per quarter) O4.1</p>	<p>2.59 days Target <2 days</p>	<p><2 days</p>	<p>2.98 days</p>	<p><8 days</p>	<p>9.91 days</p>	<p>See Action Plan. F&M</p>
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Outcomes Projects

Action	Last quarter	Q4 target	Q4 actual	2016/17 target	2016/17 actual	Details
O1: Maintain financial health						
Keep under review priorities into which available funds may be invested in communities	Annual target	Annual target	Annual target	Key priority areas evaluated and agreed by F&M. To be considered as part of 2017/18 Budget round. O1.5	Achieved	This was completed on a broad basis. The main priority in the Council's MTFP is sustainability given the need to make budget savings ahead of 2018/19. However, the budget round identified and allocated resources to meet demand for services arising from the growth of the District. This will be invested in priorities to deliver People, Place and Progress themes. F&M
Explore potential commercialisation opportunities and identify areas for competing with the private sector	Charging conservation advice to other organisations progressed and Building Control services promoted through Business Breakfast.	Deliver reviews.	Achieved	Explore potential commercialisation opportunities and identify areas for competing with the private sector. O1.6	Achieved	Business improvement project initiated in Community and Planning and service areas identified which could be developed for revenue potential, such as conservation and tree advice. All Committees

O2: Achieve proper corporate governance

Maintain a proper Risk Management Framework	Updated registers shown as appendices to the Performance Board.	Update registers for next committee cycle.	Achieved	Strategic and service risk registers reviewed, updated and reported to Committees on a quarterly basis. O2.1	Achieved	Strategic and service risk registers reviewed, updated and reported to Committees on a quarterly basis. All Committees
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O3: Enhance environmental standards

Maintain ISO 14001 certification	External surveillance audit due 23-25 January 2017.	Ensure continual compliance with ISO 14001 and reflect process outcomes into Corporate and Service Plan action setting for 2017/18.	Achieved	Achieve ISO 14001 certification O3.2	Achieved	External audit complete. The auditors have confirmed that we will be reaccredited. 5 minor non-conformities identified are being addressed. E&DS
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O4: Maintain a skilled workforce

Maintain a skilled workforce	The national Standard for IIP has changed and it is proposed to attain accreditation in 2017/18.	Retain Investors in People Standard.	N/A	Investors in People standard for staff development maintained. O4.2	N/A	As per last quarter update. F&M
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O5: Maintain customer focus

Design and deliver a new website that allows customers to find information easily	Icons produced. Content, structure and online forms progressing.	New website launched.	See Action Plan	New website launched. O5.1	See Action Plan.	See Action Plan. F&M
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O6: Be aware of and plan for financial, legal and environmental risks

<p>Improve resilience to the local impacts of climate change and emergency responses.</p>	<p>A draft climate change adaptation strategy (Climate Ready) was produced</p>	<p>Implement climate change mitigation and adaptation plan in line with consultation outcomes</p>	<p>See Action Plan</p>	<p>Deliver campaigns to mitigate and aid adaptation of climate change and flooding. O6.1</p>	<p>Achieved</p>	<p>See Action Plan E&DS</p>
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Measures and projects outlined in green are on track.

Measures and projects outlined in grey have a single, annual target and are not measured on a quarterly basis.

Measures and projects outlined in purple are proxy.

Actions being taken on indicators currently not on target (coloured in red and amber) are outlined in the Action Plan in Appendix C.

Finance and Management Committee
Strategic and Service Success Areas
Quarter 4 and year end, 2016/17

Appendix B



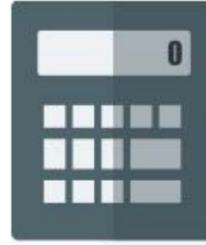
5.7 days

Q4 target: <8 days
Average time for processing notifications of changes in circumstances.



Volunteering

development
Work started on developing community buildings in Burnaston and Stenson.



£7.6 million

annual target: £6.2 million
General Fund Reserve Balance reported in February 2017.



Bookings

growing hub
Growing number of repeat bookings at Midway Community Centre.



£6.3 million

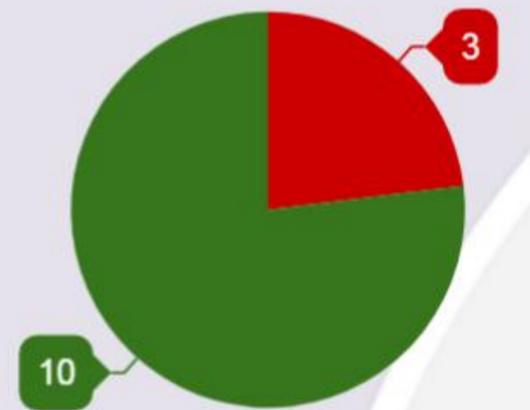
annual target: £6 million
Income from Business Rates/New Homes Bonus has exceeded target.



Income

revenue potential
Service areas identified in Community and Planning which could be developed for revenue potential.

F+M Performance Overview



Red (23.08%) Green (76.92%)



100.55%

Q4 target: 99.9%
£12,511,619 collected against rent debt of £12,541,651.



Equalities

annual report
Corporate Equalities and Safeguarding Annual Report for 2016/17 created



18 days

Q4 target: 18 days
Average time for processing new Benefit claims



Budget

meeting needs
Budget has identified and allocated resources to support the growth of the District.

Appendix C



9.91

The average working days lost per employee due to sickness absence

**Annual target
<8 days**

Theme - Outcomes. Action – O4.1 The average working days lost per employee due to sickness absence

Target: Q4 - <2 days. Year end - <8 days

Performance: Q4 - 2.98 days. Year end - 9.91 days

Trend (compared to last quarter) – The average working days lost in Q3 stood at 2.59.

Background – The small number of employees with long-term health issues has affected the overall figure.

Key actions underway – Monthly directorate absence reports are circulated that enable a review of attendance to be completed to spot any trends or highlight any long-term absences that may need more formal action.

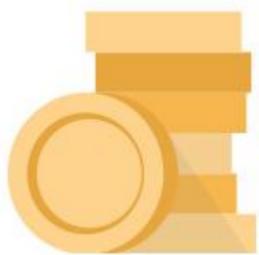
All managers/supervisors have access to 'real time' absence reports for staff who they manage.

Mandatory training is provided for all managers to ensure consistent application of our Attendance Management Procedure. HR undertakes ongoing reviews of long term absences to ensure managers are fully supported.

For the two main causes of absence, stress and musculoskeletal injuries, HR provides a rolling programme of training in stress management for managers and employees as well as manual handling. We also promote the counselling service available to staff.

Opportunities/risks: High absence levels impact on service delivery and place additional strain on the remaining workforce.

This could then lead to increased costs through the employment of additional staff and/or overtime payments to cover staff absences.



25.3 days

Average time taken to process new Benefit claims

**Annual target
<18 days**

Theme – People. Action – PE2.3 Average time taken to process new Benefit claims

Target: Annual - <18 days

Performance – 25.3 days

Trend (compared to last quarter) - New Benefit claims were processed in an average of 18 days for Q4, meeting the target. Performance over the rest of the year (Q1 - 33 days, Q2 - 17.59 days, Q3 - 22 days) means the annual target has not been hit.

Background – Performance includes 10 months of processing by Northgate Public Services.

Key actions underway – Since the contract ended the decision was made to bring the work completely up to date so that future efforts are solely those of SDDC. New claims were processed in March in 15.3 days.

Opportunities/risks – The risk of delayed processing is that residents entitled to Benefits (especially new claimants) are not receiving payments in a timely manner.

The transfer of services back to the Council has presented an ideal opportunity to review processing arrangements without the additional responsibility of serving other clients.



0

Design and deliver a new website that allows customers to find information easily

Target 1

Theme – Outcomes. Action – O5.1 Design and deliver a new website that allows customers to find information easily

Target: Website launched

Performance – Significant progress made. Go live put back until Q1 of 2017/18

Trend (compared to last quarter) - Around 60 online forms and hundreds of pages of content have been created during the year. GIS mapping has been incorporated and the structure is at an advanced stage.

Background – The mandate was to create a site that would become our primary customer information source and number one contact mechanism for those we serve and, thanks to a huge amount of work behind the scenes, we are well on the way to achieving it.

Key actions underway – The final challenge involves fine tuning what has been created, integrating systems and focusing on making the site the best it can possibly be. That means looking at online payments and bookings, finalising event ticketing and progressing the 'MySouthDerbyshire' self-service account, for example.

For these things we are largely in the hands of third-party suppliers, and we are working closely with them to ensure they are driven forward.

Opportunities/risks – It is crucial corners are not cut to rush the completion of the project. We will not compromise on the website's quality and will make every effort to get things right before internal review, external user testing and a launch date.

It is our ambition to establish and maximise transactional, task oriented online services, which are flexible, accessible and easy to use. We are also looking to:

- Deliver a primary customer information and contact centre
- Change the experience of using web services and make it the channel of choice
- Maximise transactional self-service options
- Create an omni-channel solution that enables information sharing between customer and Council seamlessly.

The current website content and structure is out-dated, complicated and confusing for website users. Delivery of this project should help improve the customer journey and provide useful, timely, accurate information from any device including mobile and tablets.

There are three actions for Finance and Management

Chief Executive's Risk Register

Theme/aim	Risk description	Likelihood	Impact	Risk Treatment	Mitigating action	Responsible officer
Outcomes/ Delivery of Service	Failure to meet statutory deadlines in relation to the licensing function, unable to process licences, leading to individuals unable to trade, legal issues, complaints	Low	Medium	Treat	<ul style="list-style-type: none"> Processes and procedures are in place to ensure all matters are processed within statutory time-frame Staff trained and aware of Authority's duties Keep under review 	Ardip Kaur
Outcomes/ Delivery of service	Failure to meet statutory deadlines and/or statutory functions during litigation, contractual matters, land sales/purchases, enforcement matters	Low	High	Treat	<ul style="list-style-type: none"> Qualified officers with professional training and experience Processes and procedures are in place to ensure compliance Case management reviews Keep under review 	Ardip Kaur
Outcomes/ Delivery of service	Non-performance of local government statutory duties at Committee and Council meetings	Low	Medium	Treat	<ul style="list-style-type: none"> Compliance with Council's Constitution Processes and procedures in place Strict adherence to timetable 	Ardip Kaur

Outcomes/ Delivery of service	Failure to meet statutory deadlines for the canvass and in compiling and publishing the Register	Low	High	Treat	<ul style="list-style-type: none"> Processes and procedures in place Experienced officers carry out process Close Monitoring 	Ardip Kaur
Outcomes/ Delivery of service	Failure to meet statutory responsibilities, denying right of franchise at Election/ Referendum time	Low	High	Treat	<ul style="list-style-type: none"> Processes and procedures in place Strict adherence to statutory timetable Assistance from Electoral Commission available, when needed Support staff employed to assist Close monitoring 	Ardip Kaur
Progress/ Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists	Failure of National Forest & Beyond tourism partnership leading to an adverse impact on businesses in local visitor economy	Low	Medium	Treat	<ul style="list-style-type: none"> Proactive engagement in partnership and with individual partners Commitment of Officer time and resources to partnership activities Monitoring of projects and performance 	Mike Roylance
Progress/ People/ Place	Failure of the South Derbyshire Partnership leading to non- delivery of the community's vision and priorities as set out in the Community Strategy and Action Plan	Low	Medium	Treat	<ul style="list-style-type: none"> Proactive support for partnership Commitment of Officer time and resources to Partnership facilitation Engagement of partners in policy making and project design and delivery 	Mike Roylance

<p>Progress/ Work to attract further inward investment</p>	<p>Downturn in the local economy leading to a loss of jobs, business failures, and a reduction in income to the Council (e.g. Business Rate income; Take-up of commercial properties, etc)</p>	<p>Medium</p>	<p>High</p>	<p>Treat</p>	<ul style="list-style-type: none"> • Monitoring of economic trends • Economic Development Strategy designed to increase robustness of local economy • Delivery of economic development activities including provision of South Derbyshire Business Advice Service 	<p>Mike Roylance</p>
<p>Progress/ Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists</p>	<p>Failure of Sharpe's Pottery Heritage & Arts Trust, leading to a loss of service to visitors and residents through the Tourist Information Centre</p>	<p>Medium</p>	<p>High</p>	<p>Treat</p>	<ul style="list-style-type: none"> • Officer advice and support available to Trust • Member involvement in Trust Board • Monitoring of services and performance 	<p>Mike Roylance</p>



Corporate Services Directorate Operational Risk Register

Theme/aim	Risk description	Likelihood	Impact	Risk Treatment	Mitigating action	Responsible officer
Protect and support the most vulnerable including those affected by financial challenges	On-going Welfare Reform and the impact of Universal Credit. Potential impact on the Directorate's resources.	High	Medium	Treat the risk	This risk is currently evident. However, Central Government funding is being used to improve systems and processes. Staff being trained and kept informed. Work commenced to help claimants access Benefits, including the provision of community points. Will be kept under review pending the introduction of further phases of Universal Credit.	Revenues and Customer Services Manager
Maintain financial health	A small discrete unit has responsibility for leading on this theme. The Unit is sensitive to a temporary change in resources.	Low	Medium	Treat the risk	Training and sharing knowledge across the Unit is essential to mitigate the risk and this is currently in place. The current structure of Financial Services was implemented in September 2015. All posts now occupied by suitably experienced and qualified people. Three trainee posts in place with post holders undergoing formal training programmes, both academically and practically. Training and development programme in place for all staff.	Director of Finance and Corporate Services

Growth and Regeneration	Potential impact on the Directorate's resources	High	Medium	Treat the risk	<p>In particular, this risk is currently evident in the Land Charges Unit with a steady increase in requests for personal searches and additional information required for conveyances. This is increasing turnaround times. In 2015, the Council approved additional resources and support is provided from within the Property Services Unit and the Corporate Administration team. Due to additional requirements of the Land Registry, together with a change in computer software, the Committee approved changes to job roles in December 2016 and this has been implemented.</p>	Corporate Asset Manager
Fraudulent activity and compliance	<p>With the transfer of the Council's fraud team to the DWP, there is a potential that fraud could go undetected and compliance is not consistently applied across all services</p>	Low	Medium	Treat the risk	<p>The Directorate is currently well-placed in mitigating this risk. Resources have been maintained to deal with corporate fraud and compliance. Although an appointment into a vacant post has been unsuccessful, the Council has worked in partnership with other Derbyshire authorities following the award of grant funding to detect and prevent fraud across the District. In addition, a Partnership arrangement with Derby City Council and the Audit Partnership was implemented on January 3 2017, following the appointment of a new and dedicated Fraud Unit.</p>	Director of Finance and Corporate Services

<p>Change in service delivery</p>	<p>The ending of the partnership with NPS will see the transfer of services back to the Council. There is a potential for some temporary disruption and shortfall in resources. ICT is considered a particular risk area. In addition, the transfer may also cause uncertainty amongst affected staff.</p>	<p>Medium</p>	<p>Medium</p>	<p>Treat the risk</p>	<p>As reported to the Finance and Management Committee on December 1 2016, the transfer date was brought forward to February 1 2017. Progress on transition and ICT was reported to the Committee on January 12. No major issues arose in the transfer and in the final transfer and the final outcome was reported to the Committee in March 2017.</p>	<p>Director of Finance and Corporate Services</p>
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Strategic Risk Register

Risk	Risk Indicators	Likelihood	Impact	Risk Treatment	Mitigating action / factors
A reduction in Core Spending Power	<p>The Council is aware of reductions over the period 2017/18 to 2019/20 as confirmed in the Government's 2016 budget. Budget savings are required in the medium-term.</p> <p>Lead officer: Director of Finance and Corporate Services</p>	High	Medium	Treat the risk	<p>The MTFP reflects projected resources and clearly sets out overall savings required.</p> <p>Current budgets are considered prudent with provisions for inflation and growth.</p> <p>Current reserves are healthy and will help to sustain reductions in the short-term.</p> <p><i>The updated position was reported fully to the Committee on January 12, 2017. The final position was reported to the Committee on February 16, 2017. The main recommendations are to achieve budget savings and to set resources aside to meet the potential costs associated with growth.</i></p>
The impact of the national economic situation locally	<p>Due to external factors, the economic outlook remains uncertain. Council Tax and Rent arrears have increased. Regeneration initiatives have slowed.</p> <p>Lead officers: Chief Executive and Director of Finance and Corporate Services</p>	Medium	Medium	Tolerate the risk, but keep under review.	<p>It is considered that the Council is undertaking as much action as is reasonably possible at this stage to mitigate any risk.</p> <p>On-going budgets for income from planning fees, land charges, etc. are set at levels below current actuals leaving some room for a downturn.</p> <p>The MTFP is not reliant on interest rates increasing from the current level to generate revenue.</p> <p>Debt is at fixed interest rates and is affordable within the HRA's financial plan.</p>

					<p>The Council continues to work with voluntary and community groups locally, to help vulnerable people.</p> <p>The Property Strategy has focused on ensuring the Council's assets are being positioned to react to local investment opportunities, including land assembly and joint ventures. The redevelopment of William Nadin Way and the Council's Depot site has now commenced.</p> <p>On-going dialogue through the LEP to access funding and with developers to look at alternative options for regeneration.</p>
<p>Keeping pace with technology, together with management and security of data</p>	<p>The Council's ICT infrastructure and systems need to keep pace with existing and emerging technologies. Stricter regulations for managing and exchanging information in electronic form through the Public Services Network. Systems subject to virus attacks.</p> <p>Greater expectations through Data Protection to safeguard personal information. This includes processing of transactions through credit and debit cards to mitigate risk of fraud.</p> <p>Lead officer: Director of Finance and Corporate Services</p>	High	Medium	Treat the risk	<p>Significant investment has been made in upgrading the infrastructure and network in the last two to three years and this continues.</p> <p>An annual independent audit is undertaken each year to test the Council's compliance with the PSN network.</p> <p>An annual internal audit review tests the robustness of systems and the infrastructure with recommendations to strengthen the ICT environment being monitored by the Audit Sub-Committee.</p> <p>Regular training and briefings given to Members and Officers to raise awareness of data and security issues.</p> <p>Work is on-going with other Derbyshire authorities to detect and prevent fraud. In addition, the Council is set to buy-in resources to strengthen information governance and compliance.</p> <p>Following a malware virus in June 2016, additional measures have been implemented to restrict Internet access to certain sites, together with implementing additional monitoring controls to prevent direct virus attacks.</p> <p>Work continues to upgrade the Council's internet connection and to strengthen Disaster Recovery provisions.</p>
<p>Business Continuity and in particular the</p>	<p>Council services are predominantly managed from one administrative building with two</p>	Low	High	Treat the risk	<p>Business Continuity and Emergency Plans in place and regularly reviewed, supported by the internal Resilience Liaison Forum. Regular meetings also take place with other agencies.</p>

<p>loss of the main Civic Offices and ICT capability</p>	<p>external sites in close proximity.</p> <p>Lead officer: Director of Finance and Corporate Services</p>				<p>An ICT Disaster Recovery (DR) solution is in place off-site.</p> <p>All data and systems are backed-up and are stored in a secure off-site facility outside of the immediate region.</p> <p>Provision for home-working and remote access is in place.</p> <p>Comprehensive insurance in place with insurers providing support to secure temporary accommodation if required.</p>
<p>Capacity and resilience in service provision</p>	<p>Overall staff numbers have declined in recent years and further budget reductions may be required. This is set against a growing demand for some services.</p> <p>Lead officer: Chief Executive</p>	<p>Medium</p>	<p>Medium</p>	<p>Tolerate the risk, but keep under review.</p>	<p>It is considered that the Council is undertaking as much action as is reasonably possible at this stage to mitigate the risk.</p> <p>A training and development programme is in place for senior and aspiring managers.</p> <p>Recent restructures continue to mature and bed in.</p> <p>The third year of the current management development programme has commenced. This followed a review with the service provider to ensure that it will continue to meet the needs of the Council and to support the requirements of the updated Corporate Plan.</p>
<p>Reducing resources for partners in the community and voluntary sector who deliver services with or on behalf of the Council</p>	<p>These organisations have seen a reduction in overall funding.</p> <p>Lead officer: Director of Community and Planning Services</p>	<p>Medium</p>	<p>Medium</p>	<p>Tolerate the risk, but keep under review.</p>	<p>It is considered that the Council is undertaking as much action as is reasonably possible at this stage to mitigate the risk.</p> <p>The Council's current grant funding has been maintained and will be increased to recognise inflation in 2017/18 for all supported organisations.</p> <p>Spending can be refocused to meet external funding requirements and is project-based.</p> <p>Dedicated officer time in place to support the voluntary sector and local organisations. This includes direct secondment where necessary, for example, with Sharpe's Pottery during 2016.</p>

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 8
DATE OF MEETING:	15th JUNE 2017	CATEGORY: DELEGATED
REPORT FROM:	DIRECTOR OF FINANCE AND CORPORATE SERVICES	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (EXT. 5811)	DOC REF:
SUBJECT:	CORPORATE EQUALITIES ANNUAL REPORT 2016/17 AND ACTION PLAN 2017/18	
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE

1.0 Recommendations

- 1.1 That Members approve, for publication, the Corporate Equalities Annual Report for 2016/17. This is attached in **Appendix A**.
- 1.2 That Members approve the Corporate Equalities and Safeguarding Action Plan for 2017/18, attached at **Appendix B**.

2.0 Purpose of Report

- 2.1 To seek approval for the Corporate Equalities Annual Report 2016/17. This will be published on the Council's website.
- 2.2 To approve the Corporate Equalities and Safeguarding Action Plan for 2017/18.

3.0 Detail

- 3.1 The Equality Act 2010 places a duty on public bodies such as the Council to consider the needs of all individuals in its day-to-day work when developing policies, delivering services and in relation to its own employees.
- 3.2 The Act includes the Public Sector Equality Duty. Those subject to the Equality Duty must, in the exercise of their functions, have due regard to the need to:
 - eliminate unlawful discrimination
 - advance equality of opportunity between people who share a protected characteristic and those who do not
 - foster good relations

- 3.3 To demonstrate compliance, the Council must publish relevant and appropriate information. This can be evidenced in a variety of ways, such as the minutes of a meeting or the publication of data, providing it is accessible to the public.
- 3.4 The publication of the Corporate Equalities Annual Report (**Appendix A**) shows the impact of the Council's approach to employment on its staff and how service users are affected by its policies and practices.
- 3.5 A number of case studies have been used in the Corporate Equalities Annual Report to showcase our work.

Activities planned for 2017/18

- 3.6 The Council will continue to deliver activities in line with its Equalities Policy. These are described in **Appendix B** but include:
- Sharing details of the work and successes achieved by the Corporate and Equalities Safeguarding Group throughout the authority
 - Publishing progress on our equalities and safeguarding activities through the Corporate Equalities Annual Report
 - Review and, where required, refresh the training plan to ensure awareness of equality and safeguarding responsibilities are clearly defined
 - Meet the new legislative requirements of gender pay gap reporting

4.0 Financial Implications

- 4.1 There are no direct financial implications associated with this report.

5.0 Corporate Implications

- 5.1 The Council's commitment and approach to having due regard to the Equality Duty is set out in its Policy Statement and Corporate Equalities Annual Report.

6.0 Community Implications

- 6.1 In supporting our vision of making 'South Derbyshire a better place to live, work and visit,' the Council has a number of 'values' that lie at the core of everything it does. These help us to make a difference for both our employees and our communities within South Derbyshire.
- 6.2 The Council wants all of its communities to be strong places of togetherness and belonging. This is again demonstrated in the Corporate Equalities Annual Report.



**South
Derbyshire**
District Council

Corporate Equalities Annual Report 2016/17

Introduction

The Equality Act 2010 places a duty on public bodies such as South Derbyshire District Council to ensure they consider the needs of individuals in their day-to-day work when developing policies, delivering services and in relation to their own employees.

The Act includes the Public Sector Equality Duty, which replaced the former duties relating to race, disability and gender equality.

Public Sector Equality Duty

The Equality Duty was developed in order to harmonise the equality duties and to extend them across all protected characteristics. Those subject to the Equality Duty must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

Having 'due regard' is an important part of the duty and means consciously thinking about the three aims of the Equality Duty as part of the decision-making process.

The Act states that meeting different needs involves taking steps to take account of disabled people's disabilities. It describes fostering good relations, tackling prejudice and promoting understanding between people from different groups. It states that compliance with the duty may involve treating some people more favourably than others.

Specific Equality Duties

In addition to the general duties outlined above, 'specific duties' have been introduced to help public bodies achieve the aims of the general duties. Under the specific duties, we must:

- Publish information to demonstrate compliance annually
- Adopt and publish equality objectives that must be reviewed at least every four years. This was undertaken in April 2016.

How this report is organised

This report is designed to highlight what we have done to meet the Equality Duty during 2016/17 and to demonstrate how we have continued to play our part in helping to make society fairer by tackling discrimination and providing equality for all.

The first section (page three) demonstrates how we have met the Equality Duty. Some of the work is ongoing. The second section (page 10) looks at the progress we have made in relation to meeting our equality objectives.

1. Public Sector Equality Duty

This section of the report demonstrates how we are meeting or have met the Equality Duty in 2016/17.

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity
- Foster good relations

Eliminating discrimination, victimisation and harassment

Area covered	Supporting information
<p>Governance arrangements and local 'champions'</p>	<p>In order to take forward issues within the Council and the local community we have maintained the practice of having Elected Member champions for equalities and diversity and safeguarding.</p> <p>Corporate Equalities and Safeguarding Group - Chaired by the Director of Finance and Corporate Services, the group includes the Elected Member champions and service level representatives.</p> <p>Its aims are to:</p> <ul style="list-style-type: none"> ▪ share best practice ▪ set and review equality objectives ▪ consider implications of new legislation and procedures ▪ develop and agree equality initiatives and procedures ▪ scrutinise corporate and service level performance ▪ monitor and review our action plan <p>The group has an important role to play in advising the Council, in particular when key business decisions are being made. In 2016/17 one of the key aims of the Corporate Plan is to promote inclusion. The work of the CESG has underpinned this vision.</p>
<p>Promoting and maintaining high standards of conduct by Elected Members and employees</p>	<p>We require all:</p> <ul style="list-style-type: none"> ▪ election candidates to sign a compact which includes a commitment to reject all forms of discriminatory violence, harassment and unlawful discrimination ▪ staff to take part in mandatory training covering equalities ▪ employees to treat others with respect and not discriminate unlawfully against any person ▪ contractors to abide by our Equalities Policy as standard <p>We've developed policies and procedures to tackle discrimination, victimisation and harassment.</p>

	<p>For instance:</p> <ul style="list-style-type: none"> ▪ providing training in relevant policies and procedures for staff and Elected Members. Up to March 2017, 168 had attended Equalities and Fairness training ▪ standards of conduct and all relevant equalities policies and procedures are covered in induction sessions for employees ▪ recording and monitoring all reports of harassment
Comments, complaints and compliments	<p>We receive comments, complaints and compliments each year in relation to our services. We regularly monitor these to help improve our services and put right any mistakes we have made.</p> <p>During 2016/17, there were 2 (1) comments, 73 (74) complaints and 44 (61) compliments (2015/16 figures shown in brackets).</p> <p>Analysis of the complaints shows that none allege unfair treatment or discrimination. All are in relation to the services provided.</p>
Safeguarding	<p>Our 'safeguarding' responsibilities are set out in our Safeguarding Children, Young People and Vulnerable Adults Policy.</p> <p>During 2016/17:</p> <ul style="list-style-type: none"> • Three officers from Community Safety and Housing attended a countywide training course to identify and protect potential victims of human trafficking and modern day slavery. • We delivered four 'Prevent' briefings to SDDC staff on how to recognise and report individuals who may be susceptible to radicalisation. • We delivered specialist child sexual exploitation training to representatives from local sports clubs and groups. • We delivered child sexual exploitation education as part of a parents' evening session at Granville School in Woodville. • We delivered a 'know more' pilot event at Pingle School in Swadlincote to Year 9 pupils on mental health wellbeing, online safety and sexual consent.
Safer South Derbyshire Partnership	<p>The Safer South Derbyshire Partnership is a statutory partnership formed under the Crime and Disorder Act 1998.</p> <p>All of the priorities within the Safer South Derbyshire Partnership Plan are delivered in accordance with the overarching principles set out in the Derbyshire Strategic Threat and Risk Assessment.</p> <p>Within the plan, one of the priorities is 'protecting those most at risk'. Details of work done as part of this can be found in the case study on the page below.</p>

Eliminating discrimination, victimisation and harassment case study

The work of The Safer South Derbyshire Partnership

Examples of how the Safer South Derbyshire Partnership demonstrated its commitment to eliminate discrimination, victimisation and harassment in 2016/17 include:

- An **International Women's Day** event was held in Swadlincote to promote services for women. It attracted 25 organisations from education, health and sport and employment.



Liberation Day

Speakers included the Fire Service Community Safety Officer, the director of sexual violence charity SV2 and a young resident and UK Motocross Champion. Year 10 pupils from local secondary schools were among the 120 attendees at the inspirational event.

- **Hate Awareness Week** in October was promoted using social media. Three drop-in hate crime surgeries were held in Newhall, Stenson and Swadlincote with police, victim support services and the Partnership all involved.
- 270 properties were secured through the **Safer Homes** security project. The scheme is open to elderly and vulnerable people, victims of burglary and domestic abuse victims. It works by installing additional door and window locks and other appropriate equipment free of charge.
- The **Derbyshire Anti-Social Behaviour (ASB) Victims First Project** is aimed at providing help to vulnerable victims of anti-social behaviour through a sharing of information with partners who can provide appropriate measures.

The information is collated in an ASB case management system, called E-CINS, which is populated with information about those identified as being vulnerable victims. The system, which risk assesses each victim, is used by the Police, council departments, the fire service and Children's Services (Derbyshire County Council).

The aim of this project is to:

- Ensure the victim is at the heart of our approach to tackling ASB
- Provide a multi-agency approach to the identification of vulnerable/repeat ASB victims
- Improve the service for ASB victims, especially the most vulnerable
- Improve ASB case management for victims and offenders through IT
- Holding **Liberation Day** for more than 300 South Derbyshire residents aged 60 and over. The event offers light entertainment as well as providing advice on topics such as community safety, pensions, fire safety, health and social care, finance and Benefits.

Advancing Equality of Opportunity

Area covered	Supporting information
<p>Corporate policies, vision and values</p>	<p>Our Corporate Plan 2016 - 2021 sets out our plans and priorities for delivering local services. One of the key outcomes centres on equality and diversity, with a key aim of promoting inclusion.</p> <p>The Sustainable Community Strategy 2009 – 2029 sets out how the South Derbyshire Partnership is committed to planning for the kind of future our communities want. The Partnership's vision is to seize opportunities to develop successful communities while respecting and enhancing the varied character and environment of our fast-growing District.</p>
<p>Other policies, plans and strategies</p>	<p>Other policies, plans and strategies include:</p> <ul style="list-style-type: none"> • Our new Economic Development Strategy 2016 - 2020 sets raising skills levels and working to make opportunities available to all as priorities. • A new cycling plan for South Derbyshire, to sit alongside a wider vision for Derbyshire, was introduced. WI members and members of sustainable travel organisation Sustrans were involved in its creation. Over-50s cycling sessions and Bikeability training are being run as part of its action plan.
<p>Making services accessible to all</p>	<p>We offer assisted refuse collection to elderly, infirm or disabled people who do not have anyone to help them put out their bins.</p> <p>Customers needing to make Benefits claims but who are unable to access the Civic Offices and who meet the criteria are provided with a home visit. Further details can be found in the case study on the page below.</p>
<p>Making our new website comply with Equalities needs and requirements</p>	<p>Work on a new website for SDDC has seen the specification 90% completed. It is coded to standards:</p> <p>WACG guidelines - Level AAA W3C / WAI testing methodology for HTML5</p> <p>Additional features of the site to help with accessibility are:</p> <ul style="list-style-type: none"> • Access keys • Display options - for high contrast and large text • ARIA coding standards to make pages more accessible to people with disabilities.

Case study: Advancing equality of opportunity Home visits

Customers entitled to Benefits who need to complete paperwork and provide documentary evidence but who are unable to get into the Civic Offices can be visited at home by Customer Services Adviser Liz Atton.

The qualifying criteria is strict, but nevertheless more than a dozen were made during 2016/17.

These were to people in a wide range of different circumstances and included an elderly couple who live in one of South Derbyshire's rural villages and a Council flat tenant in the Swadlincote area.

The elderly couple found themselves in need of help after the husband developed severe sight problems and, as a result of his wife being unable to drive, they were prevented from making an application for support to which they were entitled.

A home visit saw paperwork completed and legitimate claims made.

In the case of the Council tenant, she had lost her job after suffering a series of strokes. This put her in considerable financial difficulties. She was in arrears with rent payments and had been visited by bailiffs.

Liz visited her at home, assessed the situation and spoke to people that the woman's lack of mobility meant she could not get to see.

As a result, Benefit claims were made and the woman's debts have all been cleared. She has also joined a stroke support group and her life has been transformed as a result of Customer Services' intervention.



Customer Services Adviser Liz Atton (right) can make home visits.

Case study: Advancing equality of opportunity New LGBT+ youth group

A Multi-Agency Team (MAT) support worker has developed a by invitation only youth group in Swadlincote for young people who identify themselves as lesbian, gay, bisexual, transgender or who are questioning their sexuality or gender.

Sessions provide somewhere for members to feel safe, have fun and meet other LGBT+ young people. These are delivered by knowledgeable and friendly staff who are there to support and provide a space and time to talk confidentially about any issues.

Fostering good relations

Area covered	Supporting information
<p>Sign posting to support groups, voluntary organisations and other partners for help and assistance</p>	<p>Our website includes a page dedicated to volunteering to raise awareness of <u>support groups and voluntary organisations</u> that provide advice and support to different sections of the community. External links are also provided to a <u>talking newspaper and books</u> to enable people who are blind, have a visual impairment or find it difficult to hold a book to enjoy newspapers and reading material in an accessible format.</p>
<p>Tenant Participation</p>	<p>Tenant Participation encourages individuals to make a real contribution to the decisions that affect their homes and communities. Involvement means that customers are able to provide us with a valuable source of feedback, which in turn improves our services. More details can be found in the case study on the page below.</p>
<p>Social cohesion and celebrating diversity</p>	<p>We:</p> <ul style="list-style-type: none"> • raise awareness • promote understanding • get actively involved in local and national activities, events, campaigns, festivals and commemorations <p>We develop arts and recreational initiatives with our partners to celebrate and promote diversity through mediums including dance, music and sport. Examples include the Swadlincote International Food and Drink Festival and the Holocaust Memorial Day tree dedication at Rosliston Forestry Centre.</p>
<p>Communities Forum</p>	<p>Together with South Derbyshire CVS, we have established the Communities Forum to address equality and diversity issues.</p> <p>Membership includes voluntary sector organisations and interest groups who represent individuals discriminated against because of their gender, sexual orientation, ethnicity, religion, age, physical or mental disability.</p> <p>The forum provides training and advice sessions for South Derbyshire's voluntary and community groups and provides them with opportunities to network.</p>
<p>Understanding our diverse communities</p>	<p>We access Census and other socio-economic demographic data to inform our work. We publish information about the make-up of our communities, such as area profiles, plans and strategies, and highlight any inequalities or issues to be addressed.</p>

Fostering good relations case study

Tenant and resident participation

During 2016/17, Tenant Participation has completed three successful Dreamscheme projects and has worked with organisations including mental health charity Bank House, Swadlincote CVS and Derbyshire County Council.

The Dreamscheme works with young people aged 8-18, encouraging them to give back to the community through projects.

They bank points for every hour worked and claim them back during a trip out.



Young workers on the allotment project

Projects include:

- **Midway Allotment Project** - In April, the Tenant Participation team and 13 young volunteers took over a neglected 25x15m allotment plot. During the week-long project, they cleared the area of weeds and grass, turned over the soil and spread manure, ready to plant. The ultimate aim for the Council is for the volunteers to grow their own produce so that the fresh food can be donated to the Food Hub, run by South Derbyshire Community Voluntary Services, and be used as part of ongoing cookery schools. As a reward for their hard work the youngsters enjoyed an evening of go-karting.
- **Dreamscheme Week of Action** - In August, Dreamschemers took part in various days of action, including litter picking near Aldi and McDonalds, in Swadlincote, and at Eureka Park. They tidied Swadlincote town centre planters and cleared weeds from Midway Allotment. Participants were treated to a session at the Apex climbing wall, at the Green Bank Leisure Centre in Swadlincote, and a trip to the cinema for their hard work.
- The Dreamscheme project was recognised by national tenant involvement expert TPAS in its **Excellence in Youth Involvement Award** category.

Judges chose the Dreamscheme Allotment Project and Cookery School as one of only four schemes shortlisted for the central regional heat. Hartshorne tenant and trained chef Dave Bonner, who helped to set up the allotment project and ran the cookery school alongside the Council's Tenant Participation team, attended an awards ceremony in Solihull. Although narrowly missing out on top spot, the project was highly commended by the TPAS judging panel.

- **Ready, Steady, Cook Challenge** - Dave Bonner organised a cookery school at Bank House to show the Dreamschemers how to cook healthy meals with fresh produce grown on the Midway Allotment. During the session, Dreamschemers were divided into three groups and each had to prepare and cook a meal or dessert. They then served the food to clients using Bank House and chatted to them about their experiences.

2. Equality objectives

This section of the report demonstrates how we are meeting or have met our Equality Objectives in 2016/17.

Our Equality Objectives were identified through consultation with residents and partners and are set out in the Council's Sustainable Community Strategy 2009 - 2029, an overarching policy framework for our Corporate Plan.

They are:

Objective 1: Provide accessible services which reflect the needs of South Derbyshire residents.

Objective 2: Protect and support the most vulnerable, including those affected by financial challenges.

Objective 3: Enable people to live independently.

Objective 1: Provide accessible services which reflect the needs of South Derbyshire residents	
Area covered	Supporting information
Tenant Participation	<p>We have a group of tenants involved in various aspects of housing service delivery. During 2016/17, tenants have:</p> <ul style="list-style-type: none"> • Reviewed the Supported Housing service • Reviewed the new Fit to Let Policy • Reviewed the Tenant Participation service, including the Tenant Participation Strategy and Action Plan. This helped us set key performance indicators for 2017-18 • Helped design and produce the Housing Services Annual Report. • Helped to set up the Safer Homes Plus Scheme. This scheme was set up in partnership with Swadlincote CVS to help vulnerable and elderly tenants manage their gardens and low-level DIY. So far, 30 tenants within the District have been helped across 95 visits to their homes.
Sports, leisure and recreational activities	<p>We ensure our sports and leisure provision reflects the needs of 'protected' groups and our <u>Sport and Health Strategy</u> aims to support the delivery of local and national objectives, including:</p> <ul style="list-style-type: none"> • Young people participation and volunteering • Adult participation and volunteering • Reaching communities - addressing local needs

Objective 1: Provide accessible services which reflect the needs of South Derbyshire residents

Housing allocations and homelessness

We have a statutory responsibility to manage and review the housing waiting list.

We allocate all of our properties through 'choice-based lettings'.

Everyone applying for a place on our waiting list is put into a priority band depending on need. If potential tenants see a property they are interested in, they are allowed to 'bid' for it. The 'bidder' with the greatest housing need is allocated the property.

We work with partners to provide advice and assistance for a wide variety of issues and to prevent homelessness. We raise awareness of other organisations that can help and provide links to them from our website.

Our Homelessness Prevention Strategy sets out how we're working to reduce and prevent homelessness.

The Housing Advice and Options Team provides free information, assistance and specialist advice to landlords, tenants and owner occupiers to help prevent homelessness.

The team can:

- negotiate with friends and family on behalf of residents to enable them to stay where they are for longer while we help them to find something more suitable
- provide debt counselling services with independent financial advisors
- negotiate with residents' landlords if they have arrears
- see whether residents are eligible for mortgage advice
- support tenants to find a rented property in the private sector, in some cases we can help with a deposit
- help residents to apply for social housing
- help single people to access hostel accommodation
- provide practical help and support if a resident needs to leave home because of violence or abuse.

The number of people on the housing register at 31 March 2017 was 834 (1,061 in the previous year).

We have accommodated many applicants throughout the year in our own stock, which is brought to a 'fit to let' standard before being offered to potential new tenants. Assistance is also provided to people in finding accommodation in the private sector through our Housing Options Service and Home Swapper schemes.

Case study: protect and help support the most vulnerable Tenant food education pack

An innovative new food education programme was trialled among our housing tenants in 2016/17.

Designed to help households - many of which are on limited incomes - to save money, it teaches new cookery skills and encourages the reduction of food waste.

It has also improved levels of nutritional awareness, healthy eating and confidence among participants to cook from scratch.



Community food hub Buh-Doof served up its 1,000th meal.

The initiative was made possible thanks to the Waste less, Save more project, under which £1 million was invested by Sainsbury's in Swadlincote to help tackle food waste.

On taking part in the food education programme, more than 100 South Derbyshire residents received a welcome pack with more than £50 worth of food and storage solutions such as Tupperware, food labels and freezer bags, encouraging users to store their items correctly and make the most of leftovers.

The pack also included more than 30 easy-to-follow recipes, based around the ingredients provided, along with tips on meal planning and ways to make the most of leftovers and revitalise wilting foods.

The information also detailed local community services such as the 'Buh-doof' Community Food Hub, which operates on a 'pay what you can afford' basis and which dished up its 1,000th meal in 2016/17.

In addition to the pack itself, welcome sessions were held at Swadlincote's Sainsbury's store. Participants met and received advice from the team of Food Saver Champions, a group of workers recruited under the Waste less, Save more initiative to help people to curb food waste.

After three months of a six-month trial, research with a sample of participants showed that 65 per cent of people reported wasting less food.

More than 37 per cent said they felt more confident in cooking from scratch, while 43 per cent reported they had 'learned a lot' about food waste and nutrition.

Objective 2: Protect and support the most vulnerable, including those affected by financial challenges

Area covered	Supporting information
Food Education pack	An innovative food project was introduced among our tenants this year. The Buh-Doof food hub also continued, serving its 1,000 th meal in less than a year. The project includes providing meals to those in need. More details are in the case study above.
Dementia Action Alliance	SDDC has officially signed up as a member of the South Derbyshire Dementia Action Alliance (DAA). Seven other local organisations have signed up and two smaller organisations have become supporters. An agreed action plan for SDDC includes encouraging front line staff and Elected Members to become Dementia Friends (113 so far). More details are in the case study on page 15.
Universal Credit	Universal Credit, a result of changes to the Benefits system being introduced as part of the Welfare Reform bill, has been added to the agenda of the Corporate Equalities and Safeguarding Group agenda as a standing item.
Safer Places scheme	The Safer Places scheme, supported by the leading national charity MacIntyre, aims to keep vulnerable adults safe if they feel scared, threatened or are in trouble while out and about. Further details are in our case study below.

Case study: protect and help support the most vulnerable Safe Places scheme

Work started during the year to get South Derbyshire District Council to sign up to the Safer Places scheme. This is an initiative coordinated by Derbyshire County Council as part of the 'hate crime and keeping people safe project'.

The scheme is aimed at supporting all vulnerable adults in Derbyshire with a learning difficulty by providing a temporary place of safety if they get into difficulty when they are out in the community.

Committee approval was granted in February and a successful application for accreditation was made. In 2017/18, detailed training for all Customer Service staff and some key officers (e.g. Communities team) will be provided. Basic awareness-raising for all staff will be carried out via team briefs.



Objective 3: Enable people to live independently

Area covered	Supporting information
<p>Adapting homes</p>	<p>We offer a range of locally determined 'discretionary' grants or provide assistance through loans and equity release products or a combination of both. Details on providing housing assistance are contained in our Private Sector Housing Policy documents.</p> <p>Residents who have problems managing their home because they have a disability can access various types of help, such as making minor adaptations to their homes. For instance, grab rails, stair rails and lever taps can be fitted to help around the home.</p> <p>If the property is rented from us minor adaptations can be requested directly. Home owners or tenants who rent from private landlords need to contact Social Services.</p> <p>For major adaptations, our residents can apply for a Disabled Facilities Grant to help pay for the works, such as installing a stair lift and widening doorways.</p> <p>If a home cannot be reasonably adapted, there is an option to consider moving to a more suitable property, where a Disabled Relocation Grant may be available to help with costs involved.</p>
<p>Supported housing schemes</p>	<p>Supported housing schemes consist of flats, bed sits and bungalows, which have:</p> <ul style="list-style-type: none"> • Access to the services of an off-site Careline Support Coordinator (CSC) • Their own private facilities <p>Supported housing is designed for people who are:</p> <ul style="list-style-type: none"> • Of pensionable age • Nearing pensionable age and whose circumstances would benefit from the services offered within sheltered housing • Able to live independently but would benefit from the services provided by the scheme <p>Careline is located at Oakland Village in Swadlincote. CSCs offer support and advice and act on residents' behalf to get assistance from other organisations, such as Social Services. CSCs can help with other housing issues such as repairs and maintenance and tenancy issues.</p>

Case study: Enable people to live independently Dementia-friendly community

During the year, South Derbyshire District Council stepped up its efforts to become a Dementia Friendly Community.

An action plan for the work was approved by committee in June 2016.

The plan identifies four aims. These are:

- Make South Derbyshire District Council dementia friendly
- Develop a housing offer that supports residents with dementia and their carers
- Provide information and advice about dementia-friendly services to local residents
- Support the South Derbyshire Dementia Action Alliance

Since the plan was approved we have trained more than 40 members of staff as 'Dementia Friends' to improve life for those in the District living with the condition. The plan is to ensure that all front-line staff and managers can offer understanding and support.

The Council is part of the South Derbyshire Dementia Action Alliance, a group of organisations that came together early in 2016 to set out how Dementia Friendly Community status would be achieved.

The interactive information training increases understanding of dementia and encourages people to think about the small things they can do to make a difference to people affected.

A national programme coordinated by the Alzheimer's Society, becoming a Dementia Friendly Community means putting in place strategies that improve inclusion and quality of life for people living with dementia, as well as their families, friends and carers.

The South Derbyshire scheme was initiated by community groups including Swadlincote Town Team and South Derbyshire CVS as well as local businesses such as Timms Solicitors, and is being supported by both the District Council and Derbyshire County Council.

Dementia is a condition which affects so many lives and, with those aged 75-plus living in South Derbyshire expected to increase by 100 per cent by 2031, it is essential plans to cater for those affected are in place.



Front-line staff complete their training.



Appendix B – Equalities and Safeguarding Action Plan 2017/18

Aim	Action	Lead Officer	Completion
Increased awareness of the Corporate Equalities and Safeguarding Group and its work.	Share details of the work/successes of the group throughout the Council via internal communication channels.	Head of Communications	March 2018
Develop a housing offer that supports residents with dementia and their carers	Achieve Dementia Friendly Community status	Health and Wellbeing	December 2017
Support all vulnerable adults with a learning difficulty by providing a temporary place of safety if they get into difficulty.	Achieve Safe Places accreditation for the Civic Offices	Senior Customer Services Advisor	July 2017

<p>Equalities and Safeguarding awareness training delivered, where required.</p>	<p>Review and where required refresh the Training Plan to ensure training activities take place that raise awareness of responsibilities for both equalities and safeguarding issues.</p>	<p>Communities Manager Head of Organisational Development</p>	<p>January 2018</p>
<p>Maintain a central record for any training courses attended by Council staff.</p>	<p>Accurate management information to be recorded on MyView. Continually assess whether the Council is achieving its corporate aim to 'promote inclusion' across the organisation and beyond. This will also be factored into the performance reporting process.</p>	<p>Head of Organisational Development Head of Communications</p>	<p>March 2018</p>
<p>Meet the new legislative requirements of gender pay gap reporting.</p>	<p>Undertake a Workforce Profile, and consider any issues to be addressed.</p>	<p>Head of Organisational Development Director of Finance and Corporate Services</p>	<p>March 2018</p>

To meet the requirements of the Public Sector Equality Duty. Monitor progress and achievements.	Produce and publish the Corporate Equalities Annual Report.	Director of Finance and Corporate Services Head of Communications	June 17
To deliver best practice in delivering its statutory functions relating to homelessness.	Attain 'Bronze' standard for the Council's homelessness service, as defined by the NPSS, by March 31, 2018	Housing Operations Manager	March 18

REPORT TO:	FINANCE & MANAGEMENT COMMITTEE	AGENDA ITEM: 9
DATE OF MEETING:	15TH JUNE 2017	CATEGORY: DELEGATED OPEN
REPORT FROM:	DIRECTOR OF FINANCE & CORPORATE SERVICES	
MEMBERS' CONTACT POINT:	LOYD BAKER, SERVICE LEAD HR & TRAINING (ext 8770) loyd.baker@south-derbys.gov.uk	DOC:
SUBJECT:	ANNUAL TRAINING REPORT 2016/17 AND PRIORITIES FOR 2017/18	REF:
WARD(S) AFFECTED:	NONE	TERMS OF REFERENCE: FM05

1.0 Recommendations

- 1.1 To approve the priority areas for training and development during 2017/18, which are linked to the delivery of the key priorities of the Council's Corporate Plan.
- 1.2 That Members note the range of training activities and actions provided during 2016/17.

2.0 Purpose of Report

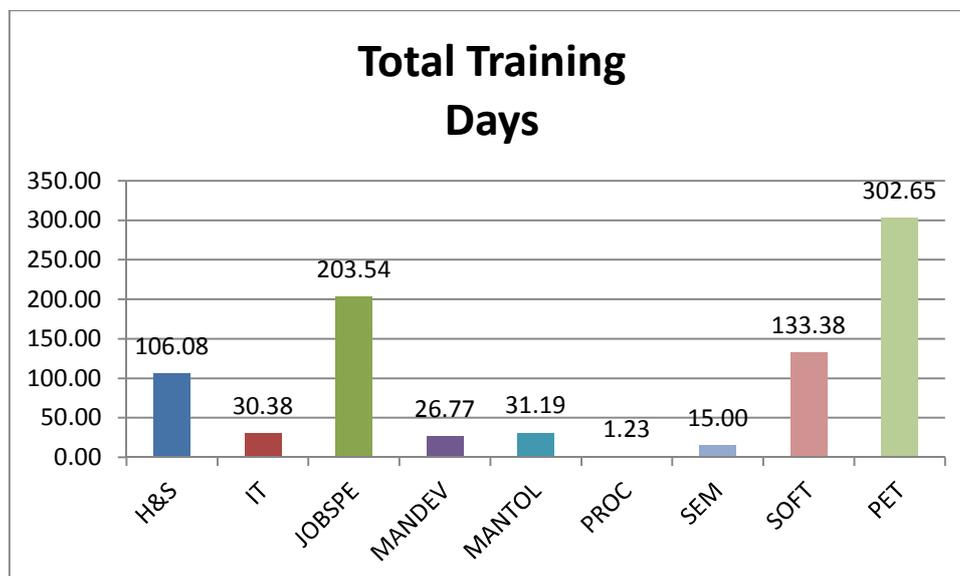
- 2.1 To propose the priority actions for corporate training activities during 2017/18 to support the achievement of the Council's Corporate Plan. These are reflected in the Council's Workforce Development Strategy, which provides the framework for the effective management and deployment of the Council's workforce.
- 2.2 To provide an overview of corporate training, learning and development activities completed during 2016/17 and the outcomes.

3.0 Executive Summary

- 3.1 In line with previous years the assessment of the training priorities for the year 2016/17 were identified from a number of different sources. This includes the Corporate Plan, Service Plans and individual Performance Development Reviews. Organisational Development is responsible for proposing appropriate training interventions to meet the needs identified with employees and Managers responsible for allocating, attending and ensuring that the objectives and benefits of the training are transferred back into the workplace.
- 3.2 A variety of learning activities have been provided. During 2016/17, the focus has been on providing mandatory training for staff along with the continuation of the leadership and management development programme delivered in partnership with Penna.

3.3 On 1st February 2017, 53 employees were TUPE transferred back to the Council from Northgate Public Services. These staff have not been included in this annual report as they were only employed by the Council for the final two months of the year.

4.0 Detail - Review of 2016/17



* Note that each training category will encompass a range of courses and the number of staff trained takes account of some staff attending different training courses within the same category.

** Soft skills training include course on customer care, time management etc.

4.1 Organisational Development delivered and supported 143 different training, learning and development programmes and provided almost 548 days of training. This is down from 774 days last year. The reason for this drop is in part due to less job specific training reported (see 4.6), and a reduction in management development training to enable a mid-programme review to be completed.

4.2 A further 302.65 days of learning and development were completed by employees through study on post entry training programmes. This is a slight decrease in post entry training on the previous year.

4.3 Based on current headcount of employees in the Council (as at 31/03/2017) of 275 this equates to 1.99 training days per employee, in comparison to 4.1 days in 2015/16, 2.8 days in 2014/15, 2.05 in 2013/14 and 2.03 in 2012/13.

4.4 “Technical / Job Specific” training is arranged by Service Areas and reported to Organisational Development to record in ResourceLink Aurora which is the Council’s Human Resources / Payroll IT system. This provides an electronic record of all training that has been completed and employees can view their own training records in the self service module, MyView.

4.5 Not all responses had been received in time to include in this annual report so the overall data maybe understated for the year. It is important the Council captures all training data completed across all services areas as it provides information that can be used for workforce planning, identifying skill gaps or areas of expertise. Also staff in many of these areas require CPD (continuous professional development) as a prerequisite for the professional institutes and to keep up with developments in their areas of expertise.

- 4.6 Organisational Development continues to develop and deliver in house training solutions wherever possible. However it is also important to provide a range of learning opportunities to ensure a varied provision of high quality learning and development interventions and specialist expertise. External training providers will continue to be used on occasions when specialist / technical expertise is required.
- 4.7 Twenty four scheduled training courses had to be cancelled due to insufficient bookings or late withdrawals. Over the last three years internal course cancellations have been 26% in 2016/17, 22.8% in 2015/16 and 33.33% in 2014/15. It is important to keep the number of courses cancelled to a minimum, particularly in respect of mandatory courses and these have been continually promoted throughout the year to ensure they can be run.

Review of training activity 2016/17

- 4.8 Managers have continued to be supported through the provision of the leadership and management development programmes.
- 4.9 “Planning for the Future” events and “Management Toolkit” sessions have continued to be delivered throughout the year along with a continued focus on providing learning opportunities for managers and employees to manage attendance levels across the Council.
- 4.10 The continued focus on health and safety training as a priority is evident, ensuring safe operating procedures and compliance with legislation. A range of programmes have been rolled out including general Health and Safety Awareness, Manual Handling, Asbestos, Working at Height and First Aid courses.
- 4.11 The main focus at the start of the year was to ensure the Council met its obligations in respect of mandatory training for its workforce. After an initial slow start, this has gained pace through the year and whilst there is more to be completed it is now on track to be completed by the end of July 2017.

Training for front line staff

- 4.12 Organisational Development continued to support and respond positively to training requests for front line employees in Waste and Transport, Street Scene, Housing Maintenance and Sports Development.
- 4.13 The development of skills within our front line workers promotes continuous improvement, as well as demonstrating our commitment to the workforce and reaffirming their value to the Council.
- 4.14 A flexible approach to training delivery is taken to ensure it is arranged to fit in with working patterns and service needs.

Modern Apprenticeships

- 4.15 The Council has continued to support the development and engagement of young people in local government careers, and at the end of 2016/17 employed four modern apprentices.

Work Experience

- 4.16 The Council continued to support local schools by providing 13 work experience placements for pupils from years 10 and 11, university students and the

unemployed. Co-ordinated by Organisational Development this provides a valuable opportunity for young people to gain an insight into Local Government, and raises the profile of the Council within the community. These are generally for short periods of up to a week, although longer placements have also been provided when required.

- 4.17 In addition to this, for the fourth year running the Council is in partnership with Jobcentre Plus, as part of the national “Get Britain Working” campaign, making longer term placements available to long term unemployed.

Key Outcomes

Leadership and Management Development

- 4.18 A three year programme based on the Council’s competency framework is almost complete, equipping the Council’s managers with the necessary skills for them to manage their teams in the current climate and beyond.
- 4.19 The successful “Planning for the Future” sessions for senior and middle managers across the Council have continued, ensuring managers are informed of and given the chance to influence corporate strategy.
- 4.20 Mandatory manager courses on Attendance Management and Performance and Development Reviews were rolled out as part of the “Manager Toolkit” set of training courses.

Health & Safety

- 4.21 Regular Health and Safety Awareness, Risk Assessment and Manual Handling courses were delivered this year.

Vocation / professional training

- 4.22 Support has been provided for employees in a number of career graded posts and modern apprenticeship positions to progress towards vocational or professional qualifications. This provides opportunities to develop talent within the Council and is a positive approach towards succession planning.

Investors in People

- 4.23 As part of the updated Investors in People accreditation, accredited organisations are required to have an eighteen month health check. The Council had a successful accreditation health check from its IIP assessor in 2016.

5.0 Priorities for 2017/18

- 5.1 The Council’s Workforce Development Strategy aligns the development of people with the improvement of services. The Corporate Training Plan for 2016-2021 reflects the priorities in the Workforce Development Strategy, in addition to other identified needs arising from the Corporate Plan, Service Plans and individual PDRs. The following priorities have been identified for inclusion within the Council’s Corporate Training Plan for 2017/18.

Investors in People

- 5.2 The Council will consider whether to seek Investors in People reaccreditation in October 2017. Irrespective of whether or not it does, it will continue to support staff wherever possible and continue to illustrate the importance it gives to the learning and training at the Council.

Apprenticeship Levy

- 5.3 The Council will consider its options with regard to the new Apprenticeship Levy that came into being in April 2017.

Leadership and Management Development

- 5.4 “Planning for the Future” sessions will continue and enable closer working for managers across different levels.
- 5.5 A second programme for Aspiring managers is to commence in 2017 / 2018. This illustrates the Council’s approach to identifying and promoting talent; developing its own people wherever possible.
- 5.6 Leadership and management development programmes for managers that were launched in early 2015 will complete in 2017.

Health & Safety

- 5.7 Organisational Development will continue to deliver a rolling programme of Health and Safety training, which includes health and safety awareness, training for risk assessors, and manual handling techniques for designated staff.
- 5.8 Accident Reporting and Investigation courses are proposed for all risk assessors to improve the risk assessment process in identifying all underlying and root causes of incidents.
- 5.9 The two existing mandatory training courses (Basic Health and Safety awareness and Manual Handling) will be reviewed, and it will be considered whether it is beneficial to combine or keep as stand alone sessions.
- 5.10 “Toolbox talks” will continue to fit into the working patterns of, and engage with, front line staff based at the Council depot, Oaklands Village in Swadlincote and Rosliston Forestry Centre. In the past this has ensured that employees are provided with the appropriate knowledge and understanding to undertake their roles safely and promoted a proactive approach towards health & safety management.

Equalities

- 5.11 A number of Dementia briefings for front line staff will supplement the existing equalities training available.
- 5.12 In addition, the existing equalities and fairness course will be redesigned and relaunched.

Job Evaluation

- 5.13 As part of the Council’s Pay and Grading Review, training is required for staff TUPE’d from Northgate who will take part in the job evaluation process, to ensure

staff are supported in both the completion of the questionnaires, and any subsequent appeals.

Employment Policy

- 5.14 Organisational Development will continue to provide training for employees in employment practices used by the Council. This will include continued training for managers in attendance management, recruitment and selection, performance development reviews and disciplinary processes.

E-learning resources

- 5.15 There is a range of e-learning opportunities made available to employees, such as the corporate e-induction, equalities and fairness and Safeguarding Children and Vulnerable Adults. Due to the lack of take-up on all of these courses across the Council, a review will be completed to identify any causes for the low participation and to consider whether this training solution remains a viable option for the Council

Mandatory Training

- 5.16 In recent years mandatory training has not been attended at the levels required. Organisational Development will schedule sufficient courses for all mandatory training and continue to provide managers with data so that they can identify and take action with their staff that have yet to complete their mandatory training.

- 5.17 Mandatory training consists of four courses and two briefings for all staff, plus a further two courses for managers. They are:

- Stress Awareness
- Equalities and Fairness
- Manual Handling
- Health and Safety Awareness
- Data Security
- Environmental Awareness
- How to conduct a PDR
- Attendance Management

6.0 **Financial Implications**

- 6.1 The corporate training budget, along with resources within Organisational Development will be allocated to support the priorities identified in the report.

7.0 **Corporate Implications**

- 7.1 The development of a learning culture within the Council is supported and promoted by Organisational Development who ensure that frameworks are developed and implemented to enable training, learning and development opportunities. However, employees remain ultimately responsible for their learning and development, and line managers maintain a key role in developing and managing talent in their service areas.

- 7.2 Set against a backdrop of economic, social, environmental and technical change, Local Government is continually under pressure to improve. Effective leadership is critical to such improvement. The continued focus on leadership and management development will support the development of effective leadership in the Council.
- 7.3 The Council should also ensure it protects itself by ensuring its mandatory training requirements are met.

8.0 **Community Implications**

- 8.1 Having a suitably skilled and trained workforce enables the continued improvement of Council services. Workforce development is co-ordinated by Organisational Development based on information from a variety of sources that is then analysed and prioritised in accordance with corporate priorities.

9.0 **Conclusions**

- 9.1 This report has provided an overview of training, learning and development activity during 2016/17 and recommends the continual prioritisation of leadership and management development training.
- 9.2 In addition, the Council will need to continue to address the failure of employees to attend mandatory training courses.

10.0 **Background Papers**

- 10.1 Corporate Plan

REPORT TO:	FINANCE & MANAGEMENT COMMITTEE	AGENDA ITEM: 10
DATE OF MEETING:	15th JUNE 2017	CATEGORY: DELEGATED
REPORT FROM:	DIRECTOR OF FINANCE & CORPORATE SERVICES	OPEN
MEMBERS' CONTACT POINT:	TONY GUEST, HEALTH & SAFETY OFFICER (EXT 5872) antony.guest@south-derbys.gov.uk	DOC:
SUBJECT:	ANNUAL HEALTH AND SAFETY REPORT 2016/17 AND ACTION PLAN 2017/18	REF:
WARD(S) AFFECTED:	NONE	TERMS OF REFERENCE: FM05

1.0 Recommendations

- 1.1 To review the key health and safety achievements and performance for the year ending March 2017 and endorse the health and safety action plan that sets down the priority actions for 2017/18.

2.0 Purpose of the report

- 2.1 This report provides an overview of the Council's health and safety performance for 2016/17. It reflects the Councils' approach in enabling Managers and employees to understand and fulfil their health and safety duties and responsibilities.
- 2.2 The health and safety action plan, approved by the Health and Safety Committee on the 26th April 2017, is attached at Appendix 2. The action plan sets down the priorities for the health and safety work during 2016/17.

3.0 Detail

- 3.1 This Committee approved the Health and Safety action plan for 2016/17. This plan set out a number of actions to continually improve and enforce the importance of good health and safety management and practice at work.
- 3.2 Progress against the action plan is reviewed monthly by the Director of Finance and Corporate Services and the Health and Safety Committee that meets quarterly. Two Elected Member health and safety champions, Councillor P Watson and Councillor S Taylor, were members of the Health and Safety Committee for 2016/17.

3.3 Professional health and safety services were delivered in partnership with Northgate Public Services up to 31st January 2017 and then delivered internally when Corporate Services were moved back into the Council. The Health and Safety Officer, Antony Guest, provides support and advice on site for managers and employees.

4.0 **Main achievements**

4.1 Actions under the agreed Health and Safety Action Plan were progressed as scheduled unless otherwise agreed.

Accidents/Incidents

4.2 The consistent monitoring and taking appropriate actions following any incident/accidents within the Council are one of the key requirements for good health and safety practice. Any that result in an employee to be off work for 7 consecutive days are classed as a RIDDOR and are reported to the Health and Safety Executive (HSE) which is the government agency which deals with Health and Safety matters nationally. RIDDOR stands for Reportable Injuries, Diseases and Dangerous Occurrence Regulations.

As well as reporting those that result in an injury to an employee or member of the public, it also important to record any 'near misses' These help to identify any potential risks to others and enable Managers to review existing work practices.

To provide the Council with more detailed analysis on accidents/incidents, following discussions with Trade Union H&S representatives, from 1st April 2016, they have been split between work related and non-work related incidents. Using this method enables a clearer focus to be given of actions that can be taken to improve working practices, where additional training is required or different resources/equipment can be used.

Compared to last year, the overall number of reported accidents and incidents has decreased to 56 from 75. This includes 15 from the summer scheme which had over 7,250 participants and 5 reported work related 'near misses'.

The number of work related incidents for the year is 23 of which 2 of these were RIDDOR reportable. These are shown in Appendix 1. It should be noted that these figures exclude non work related incidents as noted above.

RIDDORs

As noted, there were 2 RIDDOR reportable accidents during the year.

1. An employee trapped their hand when closing the door of a works van resulting in a fracture to the fingers
2. An employee was taken to hospital as a precautionary measure after being struck by a vehicle when it was reversing.

Both incidents were fully investigated and actions taken to reduce any identified risks.

RoSPA Gold Achievement Award

- 4.3 For the sixth year in a row the Council achieved the RoSPA Gold Award. In recognition of this continued excellent performance, RoSPA has awarded the Council a Gold Medal.

Training

- 4.4 The proven method for establishing and maintaining a positive health and safety culture is to provide training for staff. The Council continued an extensive portfolio of health and safety training courses in subjects such as Basic Health and Safety Awareness, Manual Handling, Risk assessment for assessors, COSHH (Control of Substances Hazardous to Health), fire warden and a range of tool box talks.

The Health and Safety Officer has also completed mandatory training sessions for all front line workers at the Depot. Further details on training are provided in the Training and Development annual report also included on this agenda.

Inspections and Workplace Audits

- 4.5 An annual programme of inspections and audits is agreed each year for the Health and Safety Officer to visit different service areas to inspect and audit their health and safety arrangements. These are then documented and shared with the Health and Safety Committee so they can review and monitor the agreed actions.

Other significant achievements included:

- Reviewed and updated the categorisation of accidents/incidents to improve recording and ensure consistency.
- Reviewed security arrangements in public areas at the Civic Offices.
- Worked with a contractor to ensure a safe system of work was in place for renovation work on a listed building.
- Supported an Events Committee with the organisation of safety arrangements for a Town Centre event.
- Providing professional advice for the review of corporate and service health and safety policies and procedures.
- Completed a detailed accident investigation and provided advise for an external partner on remedial measures to be taken following enquires by the Health and Safety Executive resulting from an accident.
- Provided a range of toolbox talks to front line workers that included working at height which was a national initiative from the HSE.

Professional Support

- 4.6 Throughout the year, advice and support is provided across all Council service areas with the completion and review of risk assessments, accident investigations and the implementation of appropriate control measures, use of the IT Health and Safety System (Assessnet) and the development of bespoke training and toolbox talks.

5.0 Accident Analysis

- 5.1 The Health and Safety Officer is responsible for producing management information on the number of accidents occurring, as well as carrying out investigation and reporting functions to the Health and Safety Executive (HSE) where required.
- 5.2 Accident statistics are collated and reported to the Health and Safety Committee on a quarterly basis. This Committee reviews the accident reports/trends and makes recommendations on any actions or learning that needs to be implemented.
- 5.3 The Director of Finance & Corporate Services chairs the Health and Safety Committee. The Elected Member champions for Health and Safety, Officers from across the Council along with Trade Unions health and safety representatives also attend the meeting.
- 5.4 An annual trend analysis of all accidents has been produced for April 2016 – March 2017 with a comparative analysis provided for the previous year 2015 - 2016. Further analysis on the work related accidents/incidents for the year (April 16 – March 17) are included at Appendix A.
- 5.5 In the year April 2016 – March 2017, there were 56 accidents/incidents, 2 of which were reported to the HSE, as RIDDOR (Reporting of Injuries, Diseases, Dangerous Occurrence Regulations) reportable incidents. This represents a 25% decrease from the previous year where 75 accidents/incidents and 71% decrease in (2 compared to 7) RIDDORs'.
- 5.6 The decrease is attributable to now reporting work related incidents only which is the stated requirement of the HSE. There was a lower total of work related incidents, 23 (41%), compared to 33 (59%) non work related incidents. Work related incidents are illustrated on a graph in Appendix A.

Health and Safety Action Plan for 2017-2018

- 5.7 The Corporate Health and Safety Action plan for 2016/17 sets out a number of actions for this year in line with the Council's aim to continually improve health and safety performance. A copy of the Action Plan is attached at Appendix 2 and some of the work planned is shown below;

- To complete workplace audits and inspections across a number of different services in the Council with a focus on those services transferred back from Northgate Public Services
- To develop an internal procedure to record and make available to all staff a list of potentially violent persons to ensure that appropriate safety arrangements can be put in place.
- To complete a review of fire wardens and first aiders
- To implement additional measures to improve the security arrangements in place at the Civic Offices
- To support wellbeing initiatives in support of the Derbyshire Healthy Workplaces Programme

6.0 Financial Implications

6.1 None. All resources are contained within existing budgets.

7.0 Corporate Implications

7.2 Having effective health and safety arrangements promotes better working methods and early, preventative action to protect the well-being of the workforce.

8.0 Community Implications

8.1 The Council has a responsibility for providing a safe work environment for its employees and any members of the public, contractor or visitor receiving services or accessing buildings or areas managed or owned by the Council. The arrangements detailed in this report outline how this responsibility is managed.

9.0 Background Papers

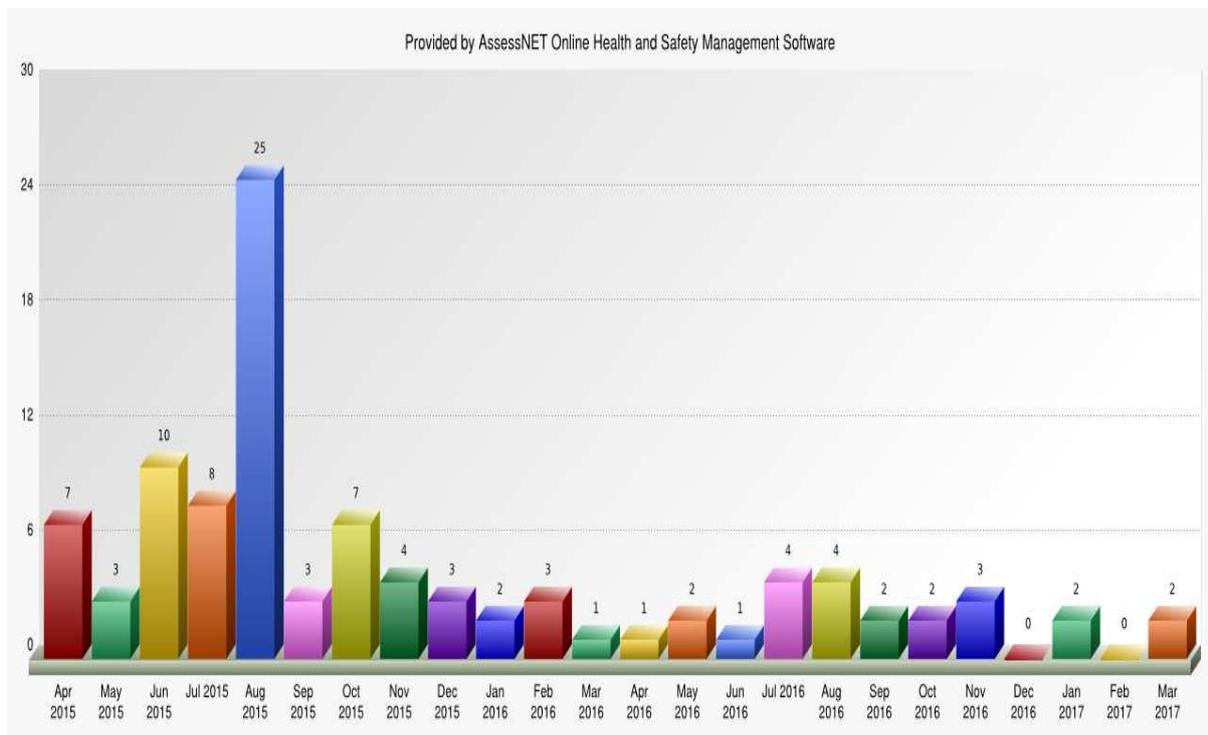
None

Appendix 1

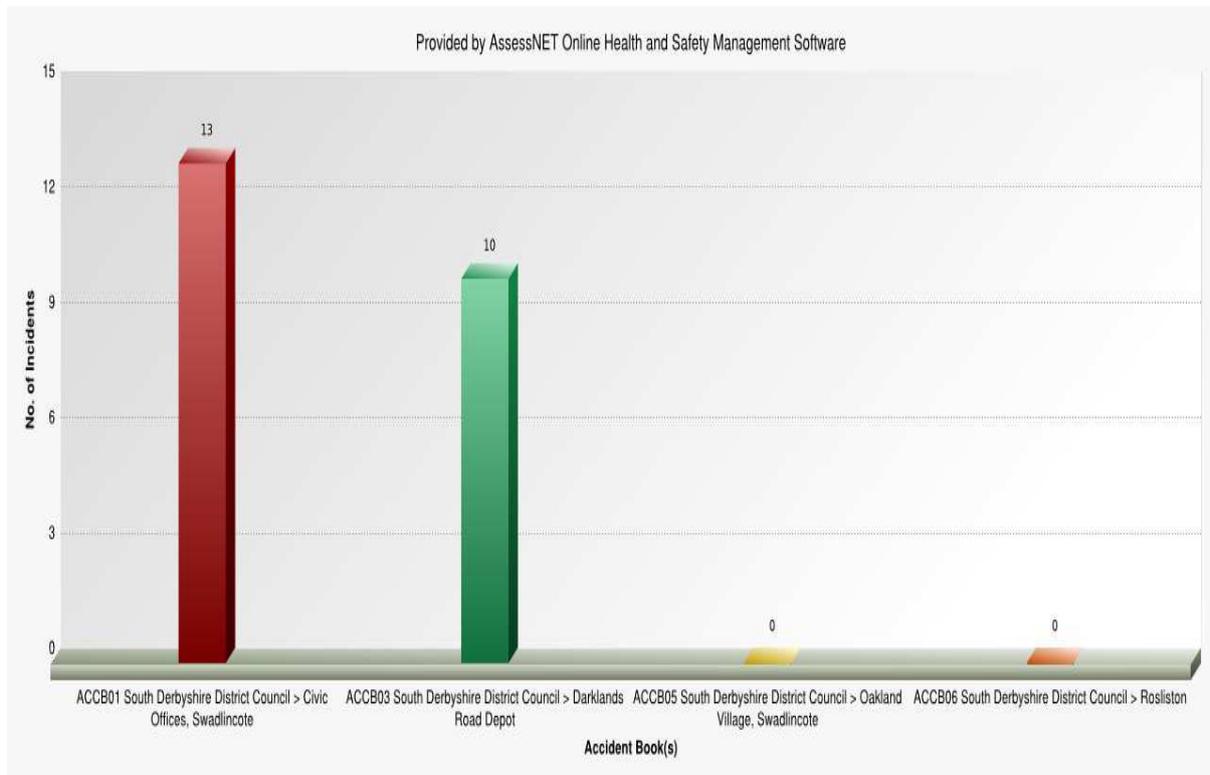
SDDC Headline Accident Statistics for 2016-17

For the year April 2016 – March 2017, there were 23 work related accidents/incidents, 2 of which were reported to the HSE, as RIDDOR reportable. The previous year's figures included both work and non-work related accidents and this accounts for the difference shown.

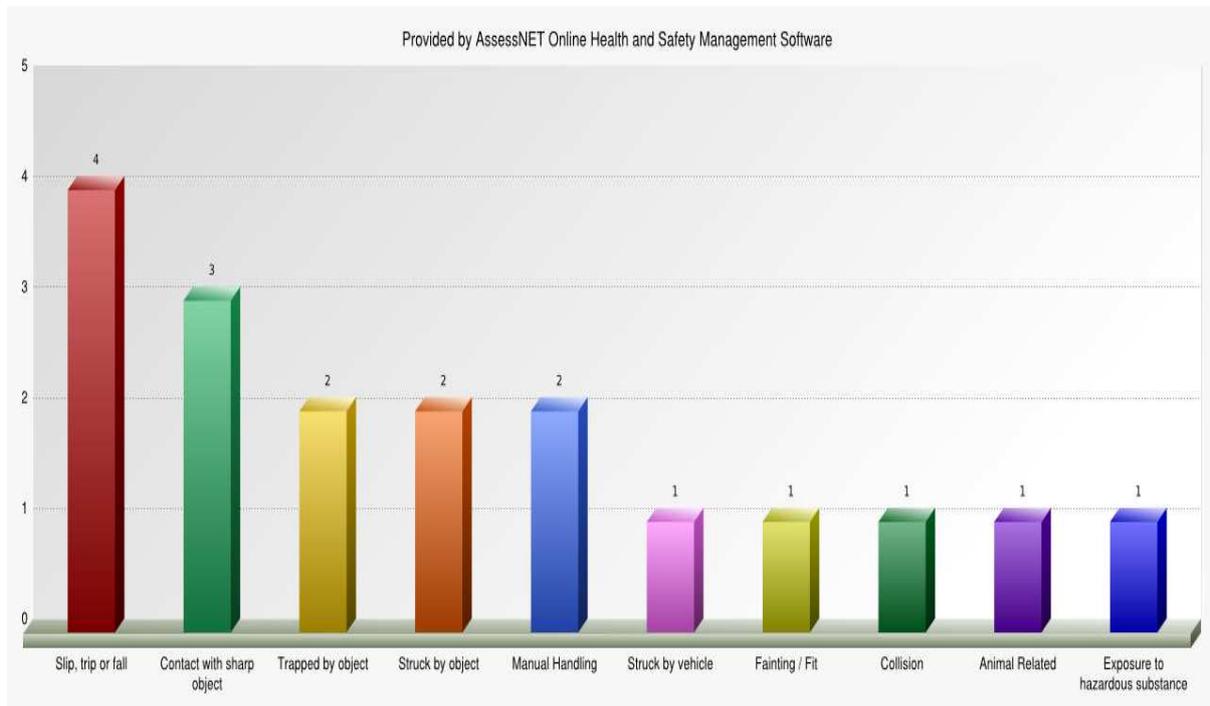
Graph 1 below illustrates the breakdown of all **work related** accidents/incidents by month and compares the number of accidents in the last two financial years. Despite moving to a new format for reporting the month with the highest incidence of accidents is August. It is not possible to draw any clear considerations on why this has occurred at the moment as more annual data will be needed to enable more relevant comparisons to be made.



Graph 2 shows the rates of accidents/incidents for the year by Council area. As shown, more have occurred to employees based from the Civic Offices when compared to other work areas. This follows a similar trend in previous years.



Graph 3 shows the type of work related accidents/incidents that occurred during the year. The highest types are again slips, trips and falls followed by contact with a sharp object (e.g. falling over boxes in an office or colliding with a bin). Note that the graph does not include the number of near misses (5).



Ref	Details of Work	Targets	Status R-Red A-Amber G-Green	Estimated Time of Delivery	Comments
1	Policy and Procedure	1.0 Reviews 1.1 Statement of Intent (Annual review) 1.2 Potentially Violent Person Policy 1.3 Fire Safety Policy 1.4 Lone Worker Policy 1.5 Vibration at Work Policy 1.6 Safety Policy Organisational Structure	A A A A A A	April 2017 July 2017 Oct 2017 Dec 2017 Feb 2018 Mar 2018	
2	Training	2.0 Training Programme 2.1 Deliver mandatory training programme 2017 - 2018 2.2 Deliver H&S training for Playscheme staff 2.3 Develop and provide risk assessment training 2.4 Review provision of work place first aiders and arrange training as required. 2.5 Review training materials and provide tool box talks to front line and other staff as requires	A A A A A	March 2018 July 2017 Dec 2017 June 2017 March 2018	
3	Audit	3.0 Health and Safety Audits 3.1 Audit – Revenues and Benefits 3.2 Audit – Environmental Health 3.3 Audit – Cultural Services 3.4 Audit – Public Buildings & Cleaners 3.5 Workplace Inspections 3.6 Inspection - Customer Services 3.7 Inspection – Waste & Cleansing 3.8 Inspection – HR, Communications and Economic Development 3.9 Inspection – Housing Operations	A A A A A A A A	June 2017 Sept 2017 Dec 2017 Feb 2018 July 2017 Oct 2017 Jan 2018 Mar 2018	
4	Reports	4.0 Reports 4.1 Submit annual health and safety report – 16/17 4.2 Produce quarterly accident statistics 4.3 Produce management information for H & Safety Cttee and other bodies as required	A A A	June 2017 Jun/Sep/Dec /Mar Apr/Jul/Oct/ Jan	

5	Assessnet	5.0 Maintain system 5.1 Maintain Accident module and report RIDDORs 5.2 Review and update DSE module questions 5.3 Review annual licence	A A A	As required Nov 2017 Dec 2017	Carried forward from 16/17
6	ROSPA	6.0 RoSPA submission 6.1 2016 submission due 6.2 Register for 2017 and plan submission	A A	5 th June 17 Dec 2017	
7	Meetings	7.0 Governance 7.1 Monthly update meeting with Senior Management 7.2 Quarterly Health and Safety Committee	A A	Ongoing Monthly Jun/Oct/Dec /Mar	
8	Communication	8.0 Communication activities 8.1 Health and Safety notice board update 8.2 Intranet updated with new procedures/policies 8.3 Provide campaign on general housekeeping within offices	A A A	Ongoing As required Mar 2018	Carried forward form 16/17
9	Health & Safety Management Framework	9.0 Miscellaneous 9.1 Support well-being initiatives 9.2 Provide advice on relocation of Depot 9.3 Asbestos Policy review and then support any additional actions as required 9.4 Annual health surveillance programme for HAVS and Audiometry	A A A A	March 2018 TBC TBC March 2018	

REPORT TO:	FINANCE AND MANAGEMENT CPMMITTEE	AGENDA ITEM: 11
DATE OF MEETING:	15th JUNE 2017	CATEGORY: DELEGATED
REPORT FROM:	DIRECTOR OF FINANCE AND CORPORATE SERVICES	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (595811) kevin.stackhouse@south- derbys.gov.uk	DOC: s:\cent_serv\complaints\committee reports\working papers for June 2017\Complaints and FOI report for June 2017 .
SUBJECT:	COMPLIMENTS, COMPLAINTS & FREEDOM OF INFORMATION REQUESTS 1 OCTOBER 2016 TO 31 MARCH 2017	REF: KS/SH/RW/CS
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: FM11

1.0 Recommendations

- 1.1 That the complaints and FOI requests, as detailed in the report, are considered and noted.

2.0 Purpose of Report

This report provides:

- 2.1 A summary of official comments, compliments and complaints received by the Council for the period 1 October 2016 to 31 March 2017. Figures for the corresponding period in 2015/16 are given for comparison purposes.
- 2.2 A summary of the Freedom of Information (FOI) requests received by the Council for the period 1 October 2016 to 31 March 2017. Figures for the corresponding period in 2015/16 are given for comparison purposes.

3.0 Executive Summary

Comments, Compliments and Complaints

- 3.1 The comments, compliments and complaints procedure is designed to encourage people to give informal feedback on our services.
- 3.2 0 comments, 38 compliments and 21 complaints have been received between 1 October 2016 to 31 March 2017.

- 3.3 The number of complaints received in the second half of this financial year has decreased compared to the corresponding period of 2015/16, and the number of compliments received has increased.
- 3.4 Members are informed via e-mail (enclosing a copy of the original complaint) when a complaint is received relating to their ward. This is for information purposes only.

Freedom of Information

- 3.5 South Derbyshire District Council is committed to making itself more open. A large amount of information is already available to the public, through our website or through our offices and at local libraries.

Publication Scheme

- 3.6 Under the Freedom of Information Act, South Derbyshire District Council has a duty to adopt and maintain a Publication Scheme describing:
- The classes of information it publishes
 - How and where such information is published (e.g. website, paper copy, etc.) and
 - Whether or not a charge is made for such information

The purpose of a Publication scheme is to let everyone know what information will be automatically or routinely published by the Council and to ensure that a significant amount of information is available to the public, without the need for a specific request to be made.

In line with guidance from the Information Commissioner's Office, the scheme is updated regularly and the current version is available from the Website at:

http://www.south-derbys.gov.uk/council_and_democracy/data_protection_and_freedom_of_information/default.asp

- 3.7 A total of 344 Freedom of Information requests have been received from 1 October 2016 to 31 March 2017. This is an increase of 57 over the corresponding period for 2015/16.

4.0 Background

- 4.1 The Comments, Compliments and Complaints customer leaflet and procedure is available for download from the Website at or can be completed using an electronic form:

http://www.south-derbys.gov.uk/council_and_democracy/complaints/comment_compliment_or_complaint_form/default.asp

4.2 The aim of The Freedom of Information Act 2000, which came into force on 1st January 2005, is to extend the right to allow public access to information that the Council holds.

5.0 Detail

Comments

5.1 0 comments were received over the past six months. Any comments received are carefully considered and, if appropriate, are investigated under the complaints procedure.

Department	1 October 2015 – 31 March 2016	1 October 2016 – 31 March 2017
	0	0
Total	0	0

Compliments

5.2 The table below compares the number of compliments received for the second half of 2015/2016 against the second half of 2016/2017. Compliments generally relate to the quality of the service provided and/or actions of individuals.

Department	1 October 2015 – 31 March 2016	1 October 2016 – 31 March 2017
Customer Services	0	7
Environmental Services	10*	18
Planning	7	2
Housing	2	3
Community Services	9*	7
Corporate	1	1
Policy and Communications	0	0
Total	29	38

* This indicates where one compliment has referred to two separate Departments

Complaints

5.3 The table below compares the number of official complaints received:-

	1 October 2015 – 30 March 2016	1 October 2016 – 31 March 2017
Resolved at Stage 1	21	17
Stage 1 still ongoing	0	0
Resolved at Stage 2	8	4
Stage 2 still ongoing	0	0
Total received	29	21

5.4 The 21 complaints received can be broken down as follows:-

Department	1 October 2015 – 31 March 2016	1 October 2016 – 31 March 2017
Planning Services	6*	2
Housing	8*	9
Customer Services (including Revenue)	4	2
Environmental Services	5	5*
Community Services	2*	1*
Legal and Democratic Services	2	1
Corporate Services	1	1
Property	1	0
Derbyshire County Council	0	0
Total	29	21

* This indicates where one complaint has referred to two separate divisions

5.5 For comparison, the table below shows the total number of complaints over the last four complete years:-

Department	2013/14	2014/15	2015/16	2016/17
Planning Services	10	14	15	6
Housing	20	26*	21	17
Customer Services (including Revenue)	17	22*	15	4*
Environmental Services	6*	12*	10	7
Community Services	4	3	2	1*
Legal and Democratic Services	0	8	6	4
Finance	0	0	0	0
Corporate Services	2	2	3	1*
Property	1	0	1	0
Derbyshire County Council	0	2	1	0
Licensing	0	0	0	1
Client Services	0	0	0	2
Total	60	89	74	43

* This indicates where one complaint has referred to two separate divisions

5.6 The schedule, giving details of the comments, compliments and complaints received, actions taken and improvements made is attached at **Annexe A**.

Note: On the schedule there is a column headed 'Resultant Action' which shows any changes/improvements made as a result of the complaint. It is not always relevant for resultant action to be taken. If a complaint is not as a result of incorrect procedures or working practices then resultant action is not always appropriate.

- 5.7 Directors of Service are asked to complete a questionnaire following each complaint. This provides details of actions taken and improvements made as a consequence of a complaint.
- 5.8 If a complaint cannot be resolved at Stage 2 of our procedure, it can be taken to the Local Government Ombudsman for independent consideration. These complaints are the subject of a separate annual report.

Freedom of Information Requests

- 5.9 Although the Freedom of Information Act 2000 creates a general right of access to information, it also sets out information that we do not have to make available for specific reasons. This is information, which, if published, might prejudice the health, safety or security of the Council, our staff, systems, services or property.
- 5.10 We make as much information available as possible without charging for it. We do however reserve the right to levy a reasonable charge where the information request is extensive and would require more than 2 days' staff time to satisfy the request.
- 5.11 The Council deals with hundreds of routine requests for information every day by phone and by letter. These are referred to as "business as usual requests". We will deal with these in the normal way. However, information that is not readily available and that has to be prepared or extracted is handled differently. We are entitled to make a charge for this kind of information.
- 5.12 Requests for information under Freedom of Information have to be processed within 20 working days. However, requests for details under the Freedom of Information Act can be turned down if they fall within certain exemption criteria.
- 5.13 The table below compares the Freedom of Information requests received for the second half 2015/2016 against the second half of 2016/2017.

Note: the figures also include any requests that have been made under EIR (Environmental Information Regulations).

	1 October 2015 – 31 March 2016	1 October 2016 – 31 March 2017
Number received	287	344
Number replied to within 20 statutory days	268 (93%)	333 (97%)
Number replied to after 20 statutory days	19	11
Number of Exemptions or partial exemptions	9	4
Number passed to Third Party	42	58
Number withdrawn	1	5

5.14 The requests for information received can be broken down as follows:

Department	1 October 2015 – 31 March 2016	1 October 2016 – 31 March 2017
Environmental Services	41*	66*
Planning Services	16	29
Legal & Democratic	15*	12*
Financial Services	7	7*
IT	7*	19*
Customer Services	61*	65*
Housing Services	44*	30*
Organisational Dev.	11*	16*
Community Services	10*	18*
Passed to 3 rd Parties	43*	58*
Corporate Services	9*	16*
Property Services	2*	5*
Procurement	5*	3*
Communications	4*	0
All Departments	12*	0

* Same request has involved several Services.

5.15 The details of the Freedom of Information requests received are attached at **Annexe B**.

5.16 A breakdown of who originated the Freedom of Information request is attached at **Annexe C**.

6.0 Financial Implications

6.1 None directly stemming from this report.

7.0 Corporate Implications

7.1 Under the Complaints procedure the Council will write to the complainant within 5 working days, telling them who is dealing with their complaint and when they can expect to receive a reply. In most cases a full reply will be sent within 10 working days.

7.2 Under the Freedom of Information Act the Council has to respond to any requests received within 20 working days. For many requests the information required cuts across areas of the Council. Consequently a coordinated approach has to be taken in the Council's response, with each service area being responsible for providing the information requested relating to their area.

7.3 If these deadlines are not met it will impact on the Council's reputation to deliver services effectively.

8.0 Community Implications

8.1 None.

9.0 Background Papers

None.

South Derbyshire District Council
Comments, Compliments and Complaints 1 October 2016 – 31 March 2017

Comments

There were no comments for the period 1 October 2016 to 31 March 2017.

Compliments

Date	Ward	Subject	Division
07.10.16	Hilton	Pleased to report hearing only good things about the Youth Group in Hilton, Caretaker is reporting that the venue is left in very nice state and everyone is respectful of the venue which is greatly appreciated. Facebook is full of positive posts so well done all.	Community Services
14.10.16	Hilton	A 'thank you' for the removal of fly tipping on Common Lane, Church Broughton.	Waste Management
18.10.16	Hilton	Thank you to Customer Services and the Refuse Crew for returning to empty the brown bin which was genuinely missed yesterday, service received was excellent.	Customer Services/Waste Management
20.10.16	Ticknall	Thank you to Customer Services, Depot Staff & Crew for prompt and excellent service she has received with regards to a missed bin.	Customer Services/Waste Management
03.11.16	Hilton	Thank you to the grave diggers who operate at the cemetery for their tidiness over the past few burials. They have turfed and made a very good effort to clean up the remaining spoil. This makes my job easier for mowing and keeping it tidy. Please pass on my gratitude and thanks to the diggers and long may it continue.	Community Services
14.11.16	Hilton	Many thanks again and the Clean Team for such efficient service for fly tipping.	Waste Management
14.11.16	Littleover Derby - (new development)	You guys are super quick to respond and really helpful.	Waste Management
14.11.16	Etwall	Thank you for the very prompt reply and full explanation. I look forward to the replacement bin in due course.	Waste Management
14.11.16		Many thanks for all your help and support and kindness regarding my new bungalow.	Housing Services
14.11.16		On behalf of myself and my partner, thank you for the kindness and consideration you have shown us at a very difficult time in our life.	Housing Services
29.11.16	Drakelow	Thank you for organising the 'clean up' I am pleased to say it's a pleasure to walk to the shops again.	Waste Management
29.11.16	Swadlincote	Any success achieved can only come from a well organised event in the first place and the partnership work which goes to make that happen. Well done to you and a large number of SDDC staff. We have definitely found an effective and efficient formula for all agencies to make 'Swad lights' a safe and fun event for the people of South Derbyshire. From our point of view, it was a 'model event' with very little need for the police to intercede.	Community Services
01.12.16	Midway	Compliments to new caretaker at Midway Community Centre for helpfulness in setting up the room for an	Community Services

South Derbyshire District Council
Comments, Compliments and Complaints 1 October 2016 – 31 March 2017

		event.	
13.12.16	Swadlincote	Thank you for your intervention regarding Parking Eye fine at the Pipeworks. It is genuinely appreciated and I can feel welcome at the Pipeworks once again.	Corporate Services/ Environmental Services
20.12.16	Aston	Rang Customer Services to congratulate and say well done to the team on the refuse collections and to wish them a Merry Christmas. "A job well done and one I wouldn't want to do myself".	Environmental Services
21.12.16	Melbourne	Pass on thanks to Planning Officer for his help (Bog Lane, Melbourne, 9/2015/0543).	Planning Services
03.01.17	Church Gresley	Called twice today to enquire about the pest control service and comments as follows "May I say the service I have received this morning has been absolutely excellent. It was bang on, a very well done to you all."	Customer Services
03.01.17	Woodville	Thank you. It was very kind of you to personally deliver the caddy. I will certainly make use of it over the holiday. Happy Christmas.	Waste Management
03.01.17	Swadlincote	I represent the Methodist Church on West Street and I had the pleasure of meeting and working with the staff of Harvey and Clark together with the cherry picker driver on Friday last. They were extremely helpful and allowed me to photograph the roofs, gutter and chimneys of our building which occurred at an opportune time as we have just had structural surveys conducted on the premises. Thank you to you and the Council for arranging for the gutters and ledges to be cleared and for the assistance to me and the church.	Community Services
03.01.17	Aston	Referring to replacement damaged black bin – "Thank you so much. Another example of the excellent service your department provides. I'm very grateful to you. May I wish you a very happy New Year."	Waste Management / Customer Services
12.01.17	Linton	Could you say a massive thank you to the guy's on the village of Linton route that came this morning, they are so helpful and polite and always go out their way to say good morning and wave hello, with a small baby, little sleep, your guys always go out their way even when my partner forgets to put the bin out, as he was running late for work, I ran after the waste guys but they were at the end of the road and could not hear me shout (or so I thought) and they came back reversing their lorry to collect the bin, I don't know what I would have done if it wasn't for their kindness and consideration, especially when your up to your neck in nappies, wet wipes and having to wait another two weeks for collection when your dustbin is already full. Well done guys 5* Service from the Linton crew! Makes it a pleasure to pay my council tax for service like that. 😊	Waste Management
01.02.17	Overseal	Overseal pitch improvement project - The project has been very successful and the pitch is now in regular use, despite the very wet period around the turn of the year, which would have closed the pitch previously. Thank you for your help and that of your Officers.	Community Services
03.02.17	Hilton	The bin has been collected this morning, thank you very much. You have been very helpful and professional, thank you very much.	Waste Management
06.02.17	Swadlincote	Reported a failed bin collection to 'a very nice lady' and within the hour it had been rectified. She phoned to compliment the Council on a speedy service in these days of poor customer service.	Waste Management

South Derbyshire District Council
Comments, Compliments and Complaints 1 October 2016 – 31 March 2017

15.02.17	Shardlow	Thanks as always for the great work from all of you to keep our district clean and tidy.	Waste Management
17.02.17	Newhall	Just wanted to say thank you so much for the extremely comprehensive email; it is very much appreciated. I send you kind regards, and many thanks again for your time and that of your team.	Community Services
24.02.17	N/A	Social services sending big thanks for saving their staff. They are genuinely very grateful! (regarding emergency tree work undertaken to free staff trapped on site).	Grounds Maintenance
27.02.17	Linton	I would just like to compliment the team going through Linton today they were doing an excellent job in such dreadful conditions and even went the extra mile trying their best to secure the bins after emptying. Great work team.	Waste Management
03.03.17	Barrow on Trent	Thank you for guidance and input over the last four months which has resulted in us obtaining planning for this site.	Planning Services
10.03.17	Hilton	Thank you for providing such a splendid, efficient services in relation to renewal of Derbyshire Gold Cards.	Customer Services
10.03.17	Hilton	Many thanks for a quick response in relation to fly tipping.	Waste Management
13.03.17	Repton	Thanks to council workmen who removed a Lime Tree from garden boundary.	Grounds Maintenance & Community
14.03.17	Willington	Rang to book a Bulky Waste Collection late on Monday evening, she was impressed that the Adviser was extremely helpful and professional so late in the day, she said there were problems with her card when she tried to pay, and also her husband's, the adviser reassured her that it was most likely an internet problem and to call back today to pay. Rang again to make her payment, and was pleased she had been advised to do this as it has saved her and her husband a trip from Willington to Swadlincote to pay cash in the offices. She said she had received excellent Customer Service.	Customer Services
16.03.17	Aston on Trent	She is delighted with the service she received when she requested Snelsmoor Lane was cleaned, says it was prompt and very good and would like the crew to know she appreciated their work. (re Rural Road Litter Pick).	Grounds Maintenance
17.03.17	Repton	Re fly tipping on Milton Road, between Repton and Milton Thanks for sorting this out. I actually saw your guys doing a great job clearing it up this morning on the way to work. Any chance you can pass on a big 'thank you' to them?	Clean Team
20.03.17	Swadlincote	Re Housing Complaint – re use of car park in Park Street Thank you for being prompt and courteous. The problem has been resolved very satisfactorily.	Housing
21.03.17	Shardlow	A thank you for continuing to support them by giving the discretionary relief from the business rate.	Client Services
24.03.17	Severn Trent	Just wanted to say thank you for sending me the report and so quickly.	Client Services

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Complaints

Date	Ref No	Ward	Subject	Division	Resultant Action Taken	Date response due and date sent
04.10.16	762	Hilton	Customer Services Advisor – advise re Council Tax discount	Customer Services	N/A	Due: 18.10.16 Sent: 10.10.16
07.10.16	763	Midway	Council's Handling of Planning Application 9/2016/0447 – Development at Burton Road, Midway	Planning Services	N/A	Due: 21.10.16 Sent: 19.10.16 STAGE 2 Due: 03.11.16 Holding letter sent: 02.11.16 Due: 16.11.16 Sent: 07.11.16
17.10.16	764	Woodville	Alleged bullying by member of Housing staff	Housing Services	Service improvements to be discussed with Unit Manager and his team once repairs have been completed.	Due: 31.10.16 Holding letter sent: 27.10.16 Now due: 10.11.16 Sent: 10.11.16 STAGE 2 Due: 24.11.16 Holding letter sent 24.11.16 Due: 08.12.16 Further holding letter sent: 08.12.16 Sent: 28.03.17

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17.10.16	765	Woodville	Alleged bullying by member of Housing staff	Housing Services	Service improvements to be discussed with Unit Manager and his team once repairs have been completed.	Due: 31.10.16 Holding letter sent: 27.10.16 Now due:10.11.16 Sent: 10.11.16 STAGE 2 Due: 30.11.16 Further holding letter sent: 08.12.16 Sent: 28.03.17
18.10.16	766	Woodville	Complaint about staff in the Housing Dept	Housing Services	Held 'lessons learnt' session with the team. Agreed protocol for managing any similar incidents should they occur.	Due: 01.11.16 Holding letter sent: 27.10.16 Now due:10.11.16 Sent: 10.11.16
19.10.16	767	Midway	Damp and mould spores on ground floor of home	Housing Services	None.	Due: 01.11.16 Sent: Holding letter sent: 01.11.16 Now due:15.11.16 Sent: 10.11.16
20.10.16	768	Midway	Repair of back gate	Housing Services	Ensure officers give clear instruction to tenants regarding responsibility for maintenance of certain items	Due: 03.11.16 Sent: 02.11.16
27.10.16	769	Stenson Fields	Customer Services Advisors – advise on Council Tax	Customer Services	None. Staff acted within code of conduct and customer care	Due: 10.11.16 Holding letter sent: 10.11.16 Now due:24.11.16 Sent: 17.11.16

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07.11.16	770	Aston on Trent	New property being built on Swarkestone Road, Chellaston	Planning Services	Not a complaint. To be dealt with as Enforcement issue.	Due: 21.11.16 Sent: Cancelled
07.11.16	771	Newhall	SDDC contravention of ToR for the Governance Review Process	Legal & Democratic Services	N/A	Due: 21.11.16 Holding letter sent 21.11.16 Now due: 05.12.16 Sent: 28.03.17
22.11.16	772	Swadlincote	Council Tax Summons and dispute against amount outstanding	Client Services	N/A	Due: 06.12.16 Sent: 02.12.16
08.12.16	773	Swadlincote	High hedge	Environmental Services	The case highlighted a problem during 2012 and 2013 where there was insufficient oversight of existing open cases during periods when the investigating officer was absent due to sick leave. This was addressed during 2014 when we introduced revised performance management processes around the duration of time that cases remain open	Due: 21.12.16 Sent: 19.12.16 STAGE 2 Due: 24.03.17 Sent: 20.03.17
03.01.17	774	Swadlincote	Not gritting the Delph,	Environmental	None	Due: 17.01.17

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			Swadlincote	Services		Sent: 16.01.17
16.01.17	775	Overseal	Smell coming from drains	Environmental Services	Site visit to check drains, liaison with Environmental Health over previous complaints. No improvements necessary.	Due: 30.01.17 Sent: 19.01.17
06.02.17	776	Swadlincote	Lack of maintenance to public garden/tree fronting property	Environmental Services	Complainant visited and service level explained. No changes/improvements to service.	Due: 17.02.17 Sent: 07.02.17
06.02.17	777	Melbourne	Response to FOI	Community Services (Director of Finance & Corporate Services)	Not required. The complaint was not in respect of process or procedure but information and advice that the Council had provided to a third party. The complaint clarified the extent of the information provided.	Due: 20.02.17 Sent: 15.02.17
20.02.17	778	Seales	Housing allocation and banding	Housing Services	None	Due: 06.03.17 Sent: 22.02.17
08.03.17	779	Newhall	Use of car park in Park Street	Housing Services	None	Due: 22.03.17 Sent: 17.03.17
16.03.17	780	Newhall	Complaint about Housing Staff	Housing Services	None	Date: 30.03.17 Sent: 10.04.17
17.03.17	781	Melbourne	Complaint regarding Homefinder process	Housing Services	None.	Date: 31.03.17 Sent: 27.03.17

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21.03.17	782	Church Gresley	Ground/land maintenance	Environmental Services (fwd to Community Services)	Initial cutting done. Further investigation to be done to identify ownership.	Date: 04.04.17 Sent: 05.04.17
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South Derbyshire District Council
Freedom of Information Requests
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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-322	I	Planning Services	Amateur Radio Aerials and Masts	03.10.16	31.10.16	04.10.16	
1617-323	C	Customer Services	Business Rates Accounts	03.10.16	31.10.16	07.10.16	
1617-324	I	Planning Services	Building Control, Fernlea, Stanton	03.10.16	31.10.16	21.10.16	
1617-325	M	Derbyshire County Council	Children taken into care of Authority & given child protection	04.10.16	01.11.16	04.10.16	
1617-326	I	Housing Services	Monthly Rent Payments	04.10.16	01.11.16	05.10.16	
1617-327	C	Customer Services	Unclaimed credits for non-domestic ratepayers	04.10.16	01.11.16	07.10.16	
1617-328	I	Procurement/IT Services	IT/ICT training and procurement processes	05.10.16	02.11.16	06.10.16	
1617-329	I	Environmental Services	LA-PPC and LA-IPPC processes	05.10.16	02.11.16	26.10.16	
1617-330	I	Customer Services	Newly registered businesses, companies and charities between 15.09.16-06.10.16	06.10.16	03.11.16	31.10.16	
1617-331	I	Derbyshire County Council	School Meal Provision in Primary Schools	10.10.16	07.11.16	10.10.16	
1617-332	C	Planning Services & Organisational Dept	Structure of the Planning Department	11.10.16	08.11.16	11.11.16	
1617-333	I	Legal & Democratic Services/Finance	Spend on external legal services	11.10.16	08.11.16	N/A	Closed – No response from requester re clarification
1617-334	I	Environmental Services	Dog fouling complaints and fixed penalty notices	12.10.16	09.11.16	13.10.16	
1617-335	C	Community Services	Town & Village Greens	12.10.16	09.11.16	17.10.16	
1617-336	C	Customer Services	SMI Council Tax Deductions	13.10.16	10.11.16	17.10.16	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-337	C	Derbyshire County Council	Names & email addresses for County Council related services	13.10.16	10.11.16	13.10.16	
1617-338	C	Customer Services	Business Rate credit on account	13.10.16	10.11.16	17.10.16	
1617-339	I	Procurement Services/ Finance Services	Electronic Purchasing Cards	14.10.16	11.11.16	27.10.16	
1617-340	C	Legal & Democratic Services	Contact details for Manager responsible for Council's premises licensing	14.10.16	11.11.16	17.10.16	
1617-341	M	Derbyshire County Council	Allegations against employees of nurseries	17.10.16	14.11.16	17.10.16	
1617-342	W	Community Services	Local legislation or circus animals performing on Council owned land	17.10.16	14.11.16	18.10.16	
1617-343	C	Environmental Services	Shisha Cafes & provision of guidance	17.08.16	14.11.16	17.10.16	
1617-344	I	Derbyshire County Council	What %age of children are place in homes with foster carers who they are related to	17.10.16	14.11.16	17.10.16	
1617-345	I	Derbyshire County Council	Bridges in the Borough	17.10.16	14.11.16	17.10.16	
1617-346	C	Environmental Services	Fixed Penalty Notices, Public Spaces & Protection Orders	17.10.16	14.11.16	17.10.16	
1617-347	I	Environmental Services	Public Welfare Funerals and/or people who have died with no next of kin	17.10.16	14.11.16	17.10.16	Exempt under Sect. 31(1)(a)
1617-348	MP	Housing Services	Households with children in annex/nightly accommodation	17.10.16	14.11.16	08.11.16	
1617-349	W	Community Services	Safety inspections for Findern Playing Field	17.10.16	14.11.16	21.10.16	
1617-350 (2)	W	Community Services	Maintenance Performed on Findern Playing Field	17.10.16	14.11.16	21.10.16	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-351	M	Financial Services/Community Services	List of domestic violence services funded by Council	17.10.16	14.11.16	27.10.16	
1617-352	C	Customer Services	Business Rates Accounts	17.10.16	14.11.16	08.11.16	
1617-353	I	Licensing Services	Taxi drivers from other areas	19.10.16	16.11.16	20.10.16	
1617-354	I	Housing Services	Solar Panel Investment & Infrastructure	19.10.16	16.11.16	20.10.16	
1617-355	I	Finance/Housing Services	Homelessness, number of shelters/hostels	19.10.16	16.11.16	08.11.16	
1617-356	I	Customer Services	Housing Benefit questions	20.10.16	17.11.16	15.11.16	
1617-357	I	Derbyshire County Council	War Pension Scheme & Care	20.10.16	17.11.16	20.10.16	
1617-358	I	IT Services	Spend on print estate	20.10.16	17.11.16	24.11.16	
1617-359	N	Derbyshire County Council	School Finances	21.10.16	18.11.16	21.10.16	
1617-360	I	Derbyshire County Council	Emergency Planning	21.10.16	18.11.16	21.10.16	
1617-361	I	Customer Services	Business & charities newly liable for business rates 06.10.16 - 24.10.16	24.10.16	21.11.16	31.10.16	
1617-362	O	Housing Services	HMO properties and temporary accommodation	25.10.16	22.11.16	08.11.16	
1617-363	I	Housing Services	Housing Company	25.10.16	22.11.16	28.10.16	
1617-364	C	Corporate Services	Contact details re Information Asset Register Software	26.10.16	23.11.16	N/A	Not an FOI
1617-365	I	Planning Services	Side roofs in terraced houses	26.10.16	23.11.16	28.10.16	Not an FOI

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-366	I	Environmental Services	Welfare funerals	26.10.16	23.11.16	31.10.16	Exempt under Section 31(1)(a)
1617-367	N	Environmental Services	Street Cleaners	27.10.16	24.11.16	28.10.16	
1617-368	O	Environmental Services/Customer Services/Client Services	The Council's relationship with Charity Shops	27.10.16	24.11.16	31.10.16	
1617-369	I	Housing Services & Customer Services	Use of Bailiffs	28.10.16	25.11.16	08.11.16	
1617-370	I	Derbyshire County Council	Mental Health Residential Care & Learning Disability Residential Care	28.10.16	25.11.16	28.10.16	
1617-371	I	Environmental Services	Fines and/or Fixed Penalty Notices	28.10.16	25.11.16	11.11.16	
1617-372	C	Organisational Development/ Finance Services	HR & Payroll	28.10.16	25.11.16	02.11.16	
1617-373	O	Property Services	Requests for Environmental Information/ Personal Searches	28.10.16	25.11.16	N/A	No clarification received. CLOSED 08.12.16
1617-374	I	IT Services	LAN maintenance information	28.10.16	25.11.16	21.11.16	
1617-375	C	Environmental Services	Indicators of street cleanliness	31.10.16	28.11.16	31.10.16	
1617-376	W	Customer Services/ Legal & Democratic	Debt & Court Statistics SDDC	31.10.16	28.11.16	24.11.16	
1617-377	O	Derbyshire County Council	Compensation to motorists	31.10.16	28.11.16	31.10.16	
1617-378	C	Organisational Development	People with a visual impairment, learning disability, challenging behavior, autism	31.10.16	28.11.16	11.11.16	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-379	C	Planning Services	Self-build & Custom Housebuilding – number of Register registrations on 31.10.16	01.11.16	29.11.16	02.11.16	
1617-380	C	Planning Services	Self-build & Custom Housebuilding – information about Registers and land availability	01.11.16	29.11.16	25.11.16	
1617-381	C	Customer Services	Credit Balances (Business Rates Accounts)	01.11.16	29.11.16	08.11.16	
1617-382	C	Community Services/ Financial Services	Council Spend on Christmas Lights	01.11.16	29.11.16	11.11.16	
1617-383	C	Legal & Democratic Services	Use of IVR telephone systems by private hire operators	01.11.16	29.11.16	24.11.16	
1617-384	I	Environmental Services	Blocked drains – Kings Mill Lane, Weston on Trent	01.11.16	29.11.16	21.11.16	
1617-385	I	Planning Services	Validation/Completion of Planning Applications	02.11.16	30.11.16		
1617-386	I	Community Services	Waste Management at Public Events	03.11.16	01.12.16	N/A	Not an FOI
1617-387	O	Derbyshire County Council	Meals on Wheels	03.11.16	01.12.16	03.11.16	
1617-388	I	Planning Services	Weston Hill Park	03.11.16	01.12.16	07.11.16	
1617-389	I	Organisational Development	Virtual Learning Environments, Learning Management Systems, E-Learning	04.11.16	02.12.16	28.11.16	
1617-390	I	Customer Services	Tribunals, Courts & Enforcement Act 2007 - Enforcement Agents	04.11.16	02.12.16	15.11.16	
1617-391	C	Customer Services	Business Rates	04.11.16	02.12.16	16.11.16	
1617-392	O	Legal & Democratic & Directors	Regulation of Investigatory Powers Act 2000	07.11.16	05.12.16	09.11.16	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-393	W	Customer Services	Complete Non-residential/Business Property Rates Data	07.11.16	05.12.16	09.11.16	
1617-394	M	Organisational Development	Spend on Management Consultants in past 10 years	07.11.16	05.12.16	10.11.16	
1617-395	I	Legal & Democratic Services/Financial Services	Council spend on the services of external law firms and barristers	08.11.16	06.12.16	09.11.16	
1617-396	C	Derbyshire County Council	Adult Social Care	09.11.16	07.12.16	09.11.16	
1617-397	O	Derbyshire County Council	Children in care going missing	10.11.16	08.12.16	10.11.16	
1617-398	I	Customer Services	Businesses & charities liable for non domestic rates between 25.10.16-10.11.16	11.11.16	09.12.16	21.11.16	
1617-399	O	Planning Services	Payments under Section 106 Planning Agreements	14.11.16	12.12.16		
1617-400	I	Planning Services	Breach of Condition Notices	14.11.16	12.12.16	29.11.16	
1617-401	I	Customer Services	Unclaimed/non refunded credits on Business Rates	14.11.16	12.12.16	16.11.16	
1617-402	I	Housing Services	Application numbers and waiting lists for your Council's housing register	15.11.16	13.12.16	05.12.16	
1617-403	I	Planning Services	Total value of Section 106 Agreements reached over the last five years	15.11.16	13.12.16		
1617-404	MP	Derbyshire County Council	Drug & alcohol treatment and rehabilitation	16.11.16	14.12.16	18.11.16	
1617-405	W	Housing Services & Derbyshire County Council	Services for women experiencing multiple disadvantage	16.11.16	14.12.16	28.11.16	
1617-406	I	Customer Services	Business Rates SBRR	17.11.16	15.12.16	21.11.16	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-407	I	Planning Services	Street Naming and Numbering	17.11.16	15.12.16	09.12.16	
1617-408	C	Community Services	Christmas lights switch on	18.11.16	16.12.16	21.11.16	
1617-409	M	Housing Services	Bird Control	18.11.16	16.12.16	24.11.16	
1617-410	O	Corporate Services	FOI systems	18.11.16	16.12.16	22.11.16	
1617-411	M	Housing Services	Gross cost of Bed & Breakfast and Temporary Accommodation	18.11.16	16.12.16	08.12.16	
1617-412	I	Customer Services	Newly registered businesses and charities	21.11.16	19.12.16	21.11.16	
1617-413	O	Environmental Services	Alternate Weekly Collections	21.11.16	19.12.16	25.11.16	
1617-414	M	Derbyshire County Council	Parking Fines	21.11.16	19.12.16	21.11.16	
1617-415	M	Environmental; Customer, Housing, Finance Services	Flooding, C/TAX, Business rate relief; grants, repairs, etc.	22.11.16	20.12.16	08.12.16	
1617-416	C	IT Services & Finance Services	Cyber Security Budgets 2015	22.11.16	20.12.16	24.11.16	
1617-417	C	Community & Environmental Services	Public Spaces Protection Order and Community Protection Notice	22.11.16	20.12.16	25.11.16	
1617-418	C	Environmental Services	Fly Tipping	23.11.16	21.12.16	24.11.16	
1617-419	M	IT Services & Financial Services & Organisational Dvt	Printing	23.11.16	21.12.16		
1617-420	M	Derbyshire County Council	LADOs – referrals relating to teachers	23.11.16	21.12.16	24.11.16	
1617-421	M	Housing Services	Questions relating to Social Housing	24.11.16	22.12.16	14.12.16	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-422	O	Housing Services	HMO Licensing Consultations	28.11.16	03.01.17	29.11.16	
1617-423	C	Customer Services	Public Houses/Pub Restr with Rateable values between £100 and £12k etc	30.11.16	05.01.17	30.11.16	
1617-424	M	Derbyshire County Council	Child Sexual Exploitation Teams	30.11.16	05.01.17	30.11.16	
1617-425	O	Community Services	Questions in relation to Leisure Services	30.11.16	05.01.17	16.12.16	
1617-426	I	Environmental Services	Welfare Funerals	30.11.16	05.01.17	02.12.16	Exempt under Section 31(1)(a)
1617-427	M	Derbyshire County Council	Unaccompanied Asylum Seeking Children	30.11.16	05.01.17	30.11.16	
1617-428	M	Environmental Services	Gypsy & Traveller Sites	30.11.16	05.01.17	05.01.17	
1617-429	I	Customer Services	Credit balances – Business Rates Accounts	01.12.16	06.01.17	05.12.16	
1617-430	O	Organisational Development	Unison Local Authority Pay Bill Costs 2016	01.12.16	06.01.17	23.12.16	
1617-431	M	Environmental Services	Private rented sector housing	01.12.16	06.01.17	09.01.17	
1617-432	I	IT Services	Software supplier and product name for various Council IT functions	01.12.16	06.01.17	23.12.16	
1617-433	I	Environmental Services	Waste Management & Fly Tipping	02.12.16	09.01.17	09.01.17	
1617-434	I	Licensing Services	Licensing Act 2003	05.12.16	10.01.17	15.12.16	
1617-435	C	Customer Services	Business Rates	05.12.16	10.01.17	06.12.16	
1617-436	I	Environmental Services	Bin collections	05.12.16	10.01.17	06.12.16	
1617-437	I	Customer Services	New Liabilities	06.12.16	11.01.17	23.12.16	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-438	C	Environmental Services	Residential Park Home Sites	06.12.16	11.01.17	08.12.16	
1617-439	I	Environmental Services	Litter – Fixed Penalty Notices	08.12.16	13.01.17	08.12.16	
1617-440	C	IT Services	IT Service Questions	08.12.16	13.01.17	22.12.16	
1617-441	M	Environmental Services	Welfare Funerals	08.12.16	13.01.17	08.12.16	
1617-442	M	Environmental Services	Public Space Protection Orders & Information on people sleeping rough	08.12.16	13.01.17	09.12.16	
1617-443	M	Housing Services	Repairs to Housing Stock	09.12.16	16.01.17	11.01.17	
1617-444	I	Corporate Services	Business Process Automation	09.12.16	16.01.17	09.12.16	
1617-445	O	Housing/Environmental Services	Landlord Immigration Checks Policy	12.12.16	17.01.17	11.01.17	
1617-446	O	Derbyshire County Council	School Capacity	12.12.16	17.01.17	12.12.16	
1617-447	C	Planning Services	Rose Hill, Woodville, Swadlincote	12.12.16	17.01.17	12.12.16	
1617-448	I	Environmental Services	Tracing agents/Welfare Funerals	12.12.16	17.01.17	11.01.17	
1617-449	O	Housing Services	Council House Waiting Lists	12.12.16	17.01.17	11.01.17	
1617-450	C	Environmental Services	Public Health Funerals	12.12.16	17.01.17	12.01.17	
1617-451	C	Licensing Services	Pub Complaints	12.12.16	17.01.17	15.12.16	
1617-452	C	Customer Services	Business Rates	13.12.16	18.01.17	14.12.16	
1617-453	I	Environmental Services	Pruning, pollarding and cutting of trees	13.12.16	18.01.17	13.01.17	
1617-454	C	Customer Services	Business Rate Accounts	13.12.16	18.01.17	23.12.16	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-455	C	Customer Services	Non Domestic Business Rates	13.12.16	18.01.16	12.01.17	
1617-456	M	Derbyshire County Council	Referrals to LADOs relating to abuse	15.12.16	20.01.17	15.12.16	
1617-457	N	Environmental Services	Private rented sector enforcement	15.12.16	20.01.17	16.12.16	
1617-458	O	Customer Services	Vacant Properties	15.12.16	20.01.17	23.12.16	
1617-459	I	Customer Services	Business Rates	15.12.16	20.01.17	23.12.16	
1617-460	I	Planning Services	2016/17 Annual network Update Plans for Mobile Telecommunication installations	16.12.16	23.01.17	19.12.16	
1617-461	O	Planning Services	Article 4 direction re HMO's securing planning permission	19.12.16	24.01.17	21.12.16	
1617-462	O	Customer Services	Non collection – Council Tax & Business Rates	20.12.16	25.01.17	18.01.17	
1617-463	A	Licensing Services	Scrap Metal Dealers Act 2013	20.12.16	25.01.17	17.01.17	
1617-464	I	Customer Services	New Benefit Cap	21.12.16	26.01.17	18.01.17	
1617-465	O	Community Services	Melbourne Sporting Partnership	21.12.16	26.01.17	26.01.17	
1617-466	O	Environmental /Housing Services	Contact Information	21.12.16	26.01.17	22.12.16	
1617-467	I	Customer Services	Council Tax Payments	21.12.16	26.01.17	06.01.17	
1617-468	I	Customer Services	Business Rates	21.12.16	26.01.17	23.12.16	
1617-469	O	Environmental Services	Pest Control Services	23.12.16	27.01.17	04.01.17	
1617-470	M	Derbyshire County Council	Parking Challenges	03.01.17	31.01.17	03.01.17	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-471	O	Environmental Services	Paupers funerals	03.01.17	31.01.17	17.01.17	
1617-472	M	Derbyshire County Council	Unpaid Parking Fines to foreign registered vehicles	03.01.17	31.01.17	03.01.17	
1617-473	I	Corporate Services	FOI responses for the last calendar year	03.01.17	31.01.17	03.01.17	
1617-474	M	Environmental Services	EIR request recycling and plastic	03.01.17	31.01.17	17.01.17	
1617-475	O	Derbyshire County Council	Childcare provision costs	03.01.17	31.01.17	03.01.17	
1617-476	C	Customer Services	Credit balances (Business Rate Accounts)	03.01.17	31.01.17	06.01.17	
1617-477	I	Environmental Services	Microchipping of Dogs	03.01.17	31.01.17	05.01.17	
1617-478	O	Customer/Corporate Services	Monitoring the progress of Agent's performance	03.01.17	31.01.17	Not an FOI	
1617-479	I	Community Services/ Environmental Services	Biodiversity Action Plan	03.01.17	31.01.17	04.01.17	
1617-480	I	Customer Services	Complete list of Commercial Properties	03.01.17	31.01.17	06.01.17	
1617-481	M	Customer Services	Non payment of Council Tax	03.01.17	31.01.17	13.01.17	
1617-482	O	Customer Services	Council Tax Debt	03.01.17	31.01.17	17.01.17	
1617-483	O	Planning Services	Infinity Garden Village	03.01.17	31.01.17	25.01.17	
1617-484	W	Organisational Development	Organisational Structure	04.01.17	01.02.17	05.01.17	
1617-485	I	Organisational Development & IT Services	Number of staff within organisation & IT questions	04.01.17	01.02.17	30.01.17	
1617-486	O	Corporate Services	Council Tax Support Scheme 2017-18	04.01.17	01.02.17	04.01.17	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-487	I	Planning Services	Planning Applications submitted after 01.10.13 where no decision made within 26 weeks	04.01.17	01.02.17		
1617-488	I	Customer Services	Business Rates	04.01.17	01.02.17	06.01.17	
1617-489	I	Environmental Services	Agricultural Bird Scaring Devices	05.01.17	02.02.17	17.01.17	
1617-490	I	Community Services	Management of Leisure Facilities	05.01.17	02.02.17	13.01.17	
1617-491	C	Finance Services/IT Services	Accounts Receivable/Payable and IT	06.01.17	03.02.17	24.01.17	
1617-492	C	Organisational Dev/ Stuart Batchelor	Health Trainer programmes, smoking, single point of access/referral hub, exercise on referral scheme, Healthy Lifestyle services	09.01.17	06.02.17	13.01.17	
1617-493	C	Customer Services	Business Rates Credits that have been written off	09.01.17	06.02.17	19.01.17	
1617-494	C	Customer Services	Business Rates accounts in credit	09.01.17	06.02.17	31.01.17	
1617-495	C	IT Services	IT Infrastructure	09.01.17	06.02.17	17.01.17	
1617-496	C	Customer Services	Completion Notices for Business Rates since 04.11.16	09.01.17	06.02.17	20.01.17	
1617-497	C	Derbyshire County Council	Maintenance Contract	09.01.17	06.02.17	09.01.17	
1617-498	N	Procurement	Procurement/Credit Card Spending	10.01.17	07.02.17	17.01.17	
1617-499	C	Property Services/ Finance Services	Empty Buildings	10.01.17	07.02.17	30.01.17	
1617-500	N	Derbyshire County Council	At home care for the elderly and/or infirm	10.01.17	07.02.17	10.01.17	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-501	I	Corporate Services	Information required to apply for Discretionary Housing Payments	11.01.17	08.02.17	01.02.17	
1617-502	W	Director of Finance & Corporate Services	Vehicle Provision	11.01.17	08.02.17	13.01.17	
1617-503	I	Derbyshire County Council	Looked after children/children leaving care	11.01.17	08.02.17	11.01.17	
1617-504	I	Planning Services	Land south of Wragley Way, Stenson Fields - Infinity Garden Village	11.01.17	08.02.17	02.02.17	
1617-505	C	Corporate Services	Number of Parking Meters	12.01.17	09.02.17	12.01.17	
1617-506	C	Corporate Services	Revenue Generated from Parking Meters	12.01.17	09.02.17	12.01.17	
1617-507	N	Environmental Services	Work-related deaths	12.01.17	09.02.17	17.01.17	
1617-508	C	Community Services	'Prevent' scheme	12.01.17	09.02.17	17.01.17	
1617-509	C	Customer Services	Support and funding for small businesses – small business rate relief, charitable relief, rural rate relief	13.01.17	10.02.17	20.01.17	
1617-510	I	Property Services	Council buildings empty and for sale	13.01.17	10.02.17	24.01.17	
1617-511	M	Environmental Services	Garden Waste	16.01.17	13.02.17	17.01.17	
1617-512	I	IT & Organisational Development	Questions re employees/locations/managed print services/Multi-functional devices/contracts	16.01.17	13.02.17	13.02.17	
1617-513	I	Environmental Services	Public & Welfare Funerals	16.01.17	13.02.17	17.01.17	Exempt under Section31(1)(a)
1617-514	I	Derbyshire County Council	Occupational Therapy	16.01.17	13.02.17	17.01.17	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-515	O	Derbyshire County Council	Car Parking Tickets	17.01.17	14.02.17	17.01.17	
1617-516	C	Customer Services	Council Tax Credits	17.01.17	14.02.17	20.01.17	
1617-517	M	Derbyshire County Council	Motorists stationary Idling fines	17.01.17	14.02.17	17.01.17	
1617-518	I	Derbyshire County Council	Schools and Education Information	17.01.17	14.02.17	17.01.17	
1617-519	I	Customer Services	Companies and charities registering for business rates between 01.01.17-15.01.17	17.01.17	14.02.17	20.01.17	
1617-520	I	Derbyshire County Council	Council funded care homes	18.01.17	15.02.17	18.01.18	
1617-521	I	Housing Services	Lift Contract Repairs and Callouts	18.01.17	15.02.17	08.02.17	
1617-522	N	Environmental Services	Refuse and Recycling Incidents	19.01.17	16.02.17	24.01.17	
1617-523	O	Derbyshire County Council	Penalty Charge Notices issued for moving traffic offences on roads	19.01.17	16.02.17	20.01.17	
1617-524	O	Derbyshire County Council	Number of cameras used to enforce moving traffic offences on roads	19.01.17	16.02.17	20.01.17	
1617-525	C	IT Services	Electronic Fax Management/Telephony systems	19.01.17	16.02.17	24.01.17	
1617-526	A	Derbyshire County Council	Medical Conditions Policy re schools	20.01.17	17.02.17	20.01.17	
1617-527	N	Environmental Services	Contaminated land	20.01.17	17.02.17	09.02.17	
1617-528	N	Derbyshire County Council	Trees	23.01.17	20.02.17	23.01.17	
1617-529	O	Derbyshire County Council	Street Lights	23.01.17	20.02.17	23.01.17	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-530	C	Customer Services	Rateable Values re Biffa Waste Services Ltd, New Elvaston Quarry	23.01.17	20.02.17	10.02.17	
1617-531	C	IT Services	Cybersecurity Practices	24.01.17	21.02.17	16.02.17	
1617-532	I	Derbyshire County Council	Discretionary Social Fund – Furniture & White Goods	25.01.17	22.02.17	25.01.17	
1617-533	M	Environmental Services	Recycling	25.01.17	22.02.17	25.01.17	
1617-534	I	Housing Services	Housing Waiting List	25.01.17	22.02.17	03.02.17	
1617-535	I	Community Services	Municipal Tree Works	25.01.17	22.02.17	13.02.17	
1617-536	I	Housing Services	Housing Waiting List/accommodation	25.01.17	22.02.17	03.02.17	
1617-537	W	IT Services	Organisation structure chart IT middle management	26.01.17	23.02.17	13.02.17	
1617-538	C	Planning Services	Urban Design skills survey	26.01.17	23.02.17	14.02.17	
1617-539	I	Organisational Development	Maternity, paternity, adoption leave policy for Councillors	26.01.17	23.02.17	27.01.17	
1617-540	I	IT Services & Organisational Dev	LLPG and GIS Roles	26.01.17	23.02.17	27.01.17	
1617-541	I	Environmental Services	Public Health Funerals	27.01.17	24.02.17	06.02.17	
1617-542	O	Community Services	Weight Management Service	27.01.17	24.02.17	27.01.17	
1617-543	I	Organisational Development	Interim Staff	27.01.17	24.02.17	16.02.17	
1617-544	O	Community Services	Budget for Parks	30.01.17	27.02.17	01.02.17	
1617-545	C	Customer Services	Business Rates	31.01.17	28.02.17	09.02.17	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-546	C	Derbyshire County Council	Medical Conditions Policy	31.01.17	28.02.17	31.01.17	
1617-547	I	Environmental Services	Deceased with no known next of kin	01.02.17	01.03.17	01.02.17	
1617-548	M	Community Services/ Finance	Sport	01.02.17	01.03.17	16.02.17	
1617-549	C	Customer Services	Credit balances (Business Rates Accounts) Ref: C30mC34mD3	01.02.17	01.03.17	09.02.17	
1617-550	O	Community Services	Strategy for Parks	31.01.17	28.02.17	24.02.17	
1617-551	M	Environmental Services	Recycling	01.02.17	01.03.17	01.02.17	
1617-552	O	IT Services/Derbyshire County Council	IT budgets/ Adult Social Care IT Systems	31.01.17	28.02.17	06.02.17	
1617-553	I	Housing & Environmental Services	Contractors working on public sector and private sector homes for bathroom adaptations	01.02.17	01.03.17	28.02.17	
1617-554	O	Derbyshire County Council	Care Leavers Online Courses	01.02.17	01.03.17	01.02.17	
1617-555	C	Property Services/ Organisational Dev	Structure for Estates Department	02.02.17	02.03.17	02.02.17	
1617-556	I	IT Services	Document Management	02.02.17	02.03.17	16.03.17	
1617-557	I	Derbyshire County Council	School holidays	03.02.17	03.03.17	03.02.17	
1617-558	C	Financial Services	Average time to pay suppliers invoices	06.02.17	06.03.17	13.02.17	
1617-559	C	Planning Services	Community Infrastructure Levy	07.02.17	07.03.17	07.02.17	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-560	I	Planning Services	Drains at 5 Lark Hill, Mickleover	07.02.17 (31.01.17)	07.03.17 (28.01.17)	13.02.17	
1617-561	I	Derbyshire County Council	Play Clubs	07.02.17	07.03.17	07.02.17	
1617-562	W	Housing Services/ Client Services	Households affected by the household benefit cap	07.02.17	07.03.17	03.03.17	
1617-563	I	Derbyshire County Council	Immigration Act	08.02.17	08.03.17	08.02.17	
1617-564	W	Customer Services	Business Rates Occupiers	08.02.17	08.03.17	09.02.17	
1617-565	C	Customer Services	Business Rates benefitting from mandatory relief	10.02.17	10.03.17	01.03.17	
1617-566	C	Environmental Services	Survey 1 EIR 2004 LA – How effective are they? Jan 16-Dec 16	13.02.17	13.03.17	14.02.17	
1617-567	C	Environmental Services	Survey 2 EIR 2004 LA – How effective are they? Jan 05-Dec 05	13.02.17	13.03.17	14.02.17	
1617-568	I	Customer Services	Commercial properties	13.02.17	13.03.17	14.02.17	
1617-569	I	Housing Services/Derbyshire County Council	Unaccompanied refugee children	13.02.17	13.03.17	15.02.17	
1617-570	I	Housing Services	Grit bins	13.02.17	13.03.17	07.03.17	
1617-571	I	Corporate /Housing Services	Business rates retention, temporary housing and sheltered housing	13.02.17	13.03.17	03.03.17	
1617-572	I	Financial Services	Accidents involving council vehicles	13.02.17	13.03.17	13.03.17	
1617-573	I	Environmental Services	Nuisance noise complaints	13.02.17	13.03.17	14.02.17	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-574	C	Customer Services	Unclaimed Business Rates Credit Balances	14.02.17	14.03.17	14.02.17	
1617-575	M	Derbyshire County Council	Adult Learning Disabilities	16.02.17	16.03.17	16.02.17	
1617-576	O	Environmental Services	Microchip notices	16.02.17	16.03.17	16.02.17	
1617-577	I	IT Services	IT Documents	16.02.17	16.03.17	09.03.17	
1617-578	C	Derbyshire County Council	Oxford Home Schooling	16.02.17	16.03.17	16.02.17	
1617-579	C	Corporate Services	Number of FOI requests received	17.02.17	17.03.17	23.02.17	
1617-580	N	Environmental Services	Public Space Protection Orders	17.02.17	17.03.17	20.02.17	
1617-581	O	Derbyshire County Council	Care packages	17.02.17	17.03.17	17.02.17	
1617-582	C	Customer Services	Business Rates	17.02.17	17.03.17	07.03.17	
1617-583	O	Customer Services	Business Rates	20.02.17	20.03.17	10.03.17	
1617-584	I	Legal & Democratic Services	EU Referendum Results	21.02.17	21.03.17	16.03.17	
1617-585	C	Environmental Services/Planning Services	Wind Farm Noise	21.02.17	21.03.17	21.03.17	
1617-586	M	Corporate Services	Parking Charges	21.02.17	21.03.17	21.02.17	
1617-587	I	Customer Services	High Streets	21.02.17	21.03.17	08.03.17	
1617-588	I	IT /Finance/Procurement Services	Photocopiers/MFD's/Desktop Printers	22.02.17	22.03.17	21.03.17	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-589	O	Derbyshire County Council	Commissioned services for survivors of domestic violence and abuse	22.02.17	22.03.17	22.02.17	
1617-590	I	Environmental Services	Charges for green waste collections	22.02.17	22.03.17	23.02.17	
1617-591	I	Planning Services	3 Grange Court, Linton, DE12 6RP	22.02.17	22.03.17	23.02.17	
1617-592	O	Customer Services	Business Rates	22.02.17	22.03.17	07.03.17	
1617-593	I	Housing Services	Cost of temporary accommodation	22.02.17	22.03.17	13.03.17	
1617-594	O	Environmental Services	Animal Welfare Enforcement	23.02.17	23.03.17	27.02.17	
1617-595	C	Customer Services	Business Rates Account Credits	23.02.17	23.03.17	07.03.17	
1617-596	C	IT Services	Cyber Security Strategy	24.02.17	24.03.17		
1617-597	M	Environmental Services	Waste and recycling	24.02.17	24.03.17	14.03.17	
1617-598	C	Environmental Services	Contaminated Land Register	24.02.17	24.03.17	27.02.17	
1617-599	I	Derbyshire County Council	Potholes	24.02.17	24.03.17	24.02.17	
1617-600	I	Housing Services	Direct communication magazines	27.02.17	27.03.17	10.03.17	
1617-601	I	Customer Services	Business Rates	27.02.17	27.03.17	09.03.17	
1617-602	C	Licensing Services	Taxi & private hire vehicle licenses	27.02.17	27.03.17	16.03.17	
1617-603	I	Customer Services	Local Housing Allowance for private and social housing	27.02.17	27.03.17	28.02.17	
1617-604	I	Planning/Housing Services	Self Build Data	27.02.17	27.03.17	27.03.17	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-605	I	Customer Services	Companies responsible for paying business rates between 1 Feb- 20 Feb 17	28.02.17	28.03.17	07.03.17	
1617-606	C	Customer Services	Non-domestic properties un-refunded or outstanding credits	28.02.17	28.03.17	08.03.17	
1617-607	I	Derbyshire County Council	Children's Services	28.02.17	28.03.17	28.02.17	
1617-608	C	Customer Services	Credit balances (Business Rates)	01.03.17	29.03.17	08.03.17	
1617-609	I	Environmental Services	Public Health Funerals	01.03.17	29.03.17	02.03.17	
1617-610	O	Derbyshire County Council	Incidents of Sexual Violence	01.03.17	29.03.17	01.03.17	
1617-611	I	Environmental Services	Public Health Funerals	01.03.17	29.03.17	02.03.17	
1617-612	I	Organisational Development	eLearning	01.03.17	29.03.17	24.03.17	
1617-613	I	Customer Services	Number of 18-21 yr olds receiving Housing Benefit	02.03.17	30.03.17	09.03.17	
1617-614	I	Corporate Services	Contact details for Heads of Service	02.03.17	30.03.17	02.03.17	
1617-615	C	Housing Services	Costs associated with rectifying construction work	03.03.17	31.03.17	07.03.17	
1617-616	C	Property Services	Compulsory Purchase Orders since 01.04.10	03.03.17	31.03.17	07.03.17	
1617-617	I	Customer Services	A2 rate payers	06.03.17	03.04.17	20.03.17	
1617-618	C	Customer Services	Business rates	06.03.17	03.04.17	08.03.17	
1617-619	I	Financial Services	Financial System	07.03.17	04.04.17	08.03.17	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-620	O	Environmental Services	Littering from Public Spaces Protection Order 2017	07.03.17	04.04.17	15.03.17	
1617-621	W	Housing Services	Non-traditional housing	08.03.17	05.04.17	08.03.17	
1617-622	C	Derbyshire County Council	Management & maintenance of the road network	08.03.17	05.04.17	08.03.17	
1617-623	C	Corporate Services	Discretionary Housing Payment	08.03.17	05.04.17	08.03.17	
1617-624	I	Organisational Development	HR questions	08.03.17	05.04.17	08.03.17	
1617-625	I	Organisational Development	HR questions	10.03.17	07.04.17	13.03.17	
1617-626	C	Environmental Services	Genealogist, probate researcher or tracing agent	13.03.17	10.04.17	20.03.17	
1617-627	I	Environmental Services	Factors making restaurants vulnerable to closure	13.03.17	10.04.17	15.03.17	
1617-628	C	I.T Services	Printing Services	13.03.17	10.04.17	14.03.17	
1617-629	C	Housing/Property Services	Unoccupied Council owned properties	14.03.17	11.04.17	31.03.17	
1617-630	I	Environmental Services	Food waste recycling	14.03.17	11.04.17	15.03.17	
1617-631	M	Planning Services	Exceptional Quality Isolated New Homes	14.03.17	11.04.17	15.03.17	
1617-632	I	Environmental Services	Welfare Funerals	14.03.17	11.04.17	16.03.17	Exempt under Section 31(1)(a)
1617-633	C	Housing Services	Disabled Facilities Grants	15.03.17	12.04.17	31.03.17	
1617-634	I	Financial Services	Personal injury claims and work related accident claims	15.03.17	12.04.17	06.04.17	

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Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-635	C	Legal & Democratic Services	List of Animal Boarding Services	15.03.17	12.04.17	16.03.17	
1617-636	O	Environmental Services	Hygiene rating of Albany Cakes, Newhall	15.03.17	12.04.17	24.03.17	
1617-637	C	Housing Services	Housing Allocation Policy Questions	15.03.17	12.04.17	31.03.17	
1617-638	I	Organisational Development	Employment Referencing Procedures	16.03.17	13.04.17	04.04.17	
1617-639	C	Planning Services	Register of brownfield sites and assets	16.03.17	13.04.17	31.03.17	
1617-640	I	Environmental Services	Refuse collections and locations	16.03.17	13.04.17	28.03.17	
1617-641	I	Environmental Services	Air quality monitoring and reporting	17.03.17	14.04.17	03.04.17	
1617-642	I	Environmental Services	Littering and Dog Fouling	20.03.17	19.04.17	22.03.17	
1617-643	C	Derbyshire County Council	Over-vend from car parking meters/machines	21.03.17	20.04.18	21.03.17	
1617-644	W	Organisational Development	Workforce Management	21.03.17	20.04.17	13.04.17	
1617-645	M	Environmental Services	Big Belly solar powered bins	22.03.17	21.04.17	22.03.17	
1617-646	C	Derbyshire County Council	Public Health Services	22.03.17	21.04.17	22.03.17	
1617-647	O	Organisational Development & Finance Services	Redundancies, compulsory/voluntary & redundancy payouts	22.03.17	21.04.17	05.04.17	
1617-648	I	Derbyshire County Council	Pothole faults/repairs	22.03.17	21.04.17	22.03.17	
1617-649	I	Planning Services	Locations of existing mine shafts, adits & quarry extents for mineral extraction	24.03.17	25.04.17	24.03.17	

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Freedom of Information Requests
1 October 2016 – 31 March 2017

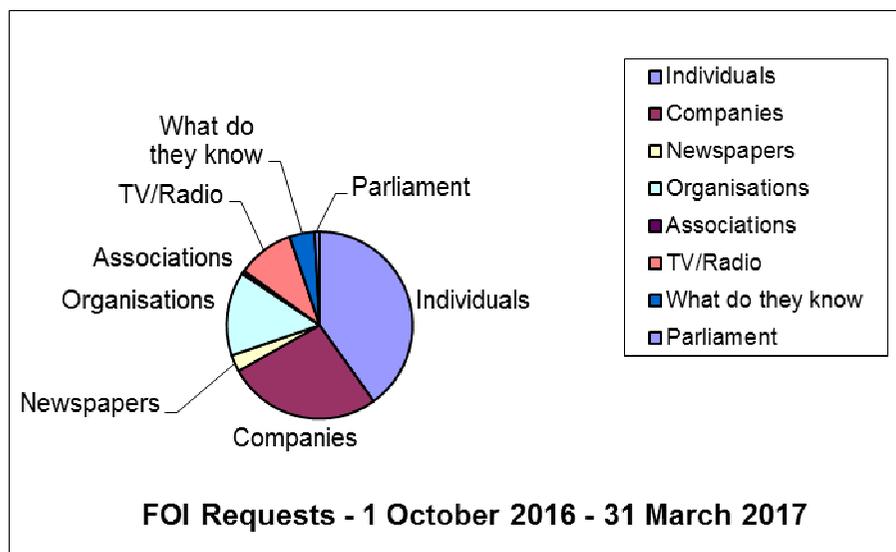
Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-650	I	Planning Services	Housing development planning permissions	24.03.17	25.04.17	18.04.17	
1617-651	C	Corporate Services	Names & emails for Housing & Business Transformation	24.03.17	25.04.17	27.03.17	
1617-652	C	Planning Services	Copies of structural drawings	24.03.17	25.04.17	19.04.17	
1617-653	C	Planning Services	Planning Application Ref 9/2016/1035/M Land adjacent to the Potlocks, Willington	27.03.17	26.04.17	20.04.17	
1617-654	O	Derbyshire County Council	Asbestos in schools	27.03.17	26.04.17	27.03.17	
1617-655	I	Customer Services	Business Rates	28.03.17	27.04.17	19.04.17	
1617-656	M	Derbyshire County Council	Runaways (Children)	28.03.17	27.04.17	28.03.17	
1617-657	C	Corporate Services	Contact & Email addresses	28.03.17	27.04.17	28.03.17	
1617-658	I	Housing Services	Distribution of size of households	28.03.17	27.04.17	19.04.17	
1617-659	C	Environmental Services	Weston Hill Park	29.03.17	28.04.17	26.04.17	
1617-660	W	Customer Services	Complete Non residential/Business Property Rates Data	29.03.17	28.04.17	20.04.17	
1617-661	C	IT Services/Financial Services	Council spend on computers and laptops, etc	29.03.17	28.04.17		
1617-662	I	Environmental Services	Food seized or voluntarily surrendered	29.03.17	28.04.17	31.03.17	
1617-663	C	Customer Services	Non domestic properties with empty rate charge since 1st April 2010	29.03.17	28.04.17	20.04.17	
1617-664	W	Derbyshire County Council	Number of women in South Derbyshire with learning difficulties who have had their children removed into LA care	30.03.17	02.05.17	30.03.17	

South Derbyshire District Council
Freedom of Information Requests
1 October 2016 – 31 March 2017

Ref:	Cat	Department	Details	Received	Reply Due	Reply Sent	Exempt
1617-665	MP	Derbyshire County Council	Troubled Families Programme	31.03.17	03.05.17	31.03.17	
1617-666	I	Customer Services	Business Rates	31.03.17	03.05.17	25.04.17	

Breakdown of Freedom of Information requests for second 6 months of 2016/17

Individuals	138	344	40%
Companies	92	344	27%
Newspapers	10	344	3%
Organisations	50	344	15%
Associations	2	344	1%
TV/Radio	34	344	10%
What do they know	15	344	4%
Parliament	3	344	1%
	344	344	100%



Individuals = Those sent to individual e-mail address, although probably sent on behalf of a company
 Organisations = Big Brother Watch, Tax Payers Alliance, Unison, Naturewatch, Guide Dogs for the Blind, etc
 What do they know = Website set up especially for making FOI requests

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 12
DATE OF MEETING:	15th JUNE 2017	CATEGORY: DELEGATED
REPORT FROM:	DIRECTOR OF FINANCE & CORPORATE SERVICES	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (EXT. 5811) Kevin.stackhouse@south-derbys.gov.uk	DOC:
SUBJECT:	CONSULTATION ANNUAL REPORT 2016/17	
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE:

1.0 Recommendations

1.1 To note the key consultation achievements for 2016/17 in **Appendix A**.

1.2 To agree the consultation action plan for 2017/18 in **Appendix B**.

2.0 Purpose of Report

2.1 To present the annual consultation report for 2016/17, detailing how our consultation activities supported the delivery of key priorities.

3.0 Executive Summary

3.1 Effective consultation with residents, service users, businesses and voluntary groups remains a priority. Robust systems and processes to assess and apply feedback ensure resources are directed to community priorities.

3.2 The Government's agenda continues to assert rights for residents to have more information and influence over local decision-making. This provides an opportunity to get involved in shaping how services are delivered.

4.0 Detail

4.1 Consultation and engagement are a key part of our approach to improve the quality and effectiveness of the services we provide.

4.2 The key outcomes achieved during 2016/17 are outlined below:

May 2016 – Residents were given the opportunity to comment on the second phase of a process to establish whether or not a **new Parish Council** would be created in Newhall and Stanton.

June and July 2016 - A series of drop-in events to give members of the public the opportunity to comment on the **Local Plan Part 2** took place in locations including Aston, Goseley, Repton and Swadlincote.

July 2016 - Extensive consultation, led by People Express, was carried out to gather opinion from people, businesses and community groups to develop designs for the **Diana Memorial Garden**, in Swadlincote.

July 2016 - A **Community Governance Review** was undertaken following a joint request from Barrow upon Trent Parish Council and Stenson Fields Parish Council to change their parish boundaries.

July 2016 - Consultation on the potential introduction of a **Public Spaces Protection Order (PSPO)** for Swadlincote town centre was launched. A drop-in event was organised and people could comment via the website or in writing. Further consultation, such as at public and parish council meetings, was carried out as PSPO powers were extended across the District to cover areas including Church Gresley, Hilton and the new Melbourne Sports Park, where dogs must be kept on leads.

October 2016 – the third round of **Local Plan** consultation saw drop-in events organised to give people a chance to view/comment on the pre-submission documents. In addition to drop-ins, reference copies of the documents were made available in all local libraries.

November 2016 - A questionnaire was circulated to every household in Findern to find out what residents wanted on the **Hillside Recreation Ground** in terms of play/recreation equipment and landscaping. A working group has been created with the parish council and local residents to improve facilities.

November 2016 – Outdoor Gym at Eureka Park, Swadlincote: A user group was consulted and three consultation events/meetings were organised to select gym equipment and the preferred supplier. The consultation included a visit to another park to try out equipment.

January 2017 - informal consultation took place over several evenings from January to March to find out what activities and events young people would like to do on **Eureka Park**. A multi-agency Youth Festival took place in May, informed by the consultation responses.

4.3 The usual channels – press releases, Area Forums and the website - have offered a useful foundation on which to build. Social media, including Twitter, has been used to signpost people to documents. In some cases this has led to two, three and four way conversations with groups and individuals wishing to offer their opinion or make suggestions.

4.4 Other consultations that took place during year include:

- National Forest Walking Festival Evaluation
- Reasons people follow SDDC on social media platforms

- Proposals for new parliamentary constituency (led by the Boundary Commission for England)
- Opinions and feedback on our financial plans for 2017/18 were sought at Area Forums

5.0 Looking ahead to 2017/18

We will continue to focus on embedding a culture of engagement across our functions and promote how people can 'have their say'. We'll also make best possible use of the new look website to get feedback on policies and practice. Higher level consultation activities for 2017/18 are featured in **Appendix B**.

6.0 Financial Implications

- 6.1 Any associated consultation costs during 2017/18 will be contained within existing budgets and resources.

7.0 Corporate Implications

- 7.1 This report is linked to our 'Outcomes' theme in the Corporate Plan and the aim to 'maintain customer focus'. Our values state we will 'actively listen' to residents to help make South Derbyshire a better place to live, work and visit.

8.0 Community Implications

- 8.1 This report is linked to the 'vibrant communities' theme within the South Derbyshire Partnership's Sustainable Community Strategy. A key outcome is to improve public involvement in our decision-making processes.

9.0 Conclusion

- 9.1 Our consultation and engagement programme continues to involve citizens and stakeholders in the decision-making process. This ensures their views are taken into account in improving our services and inform the development of our policies.

10.0 Background Papers

- 10.1 None



Appendix A – Consultation action plan progress 2016/17

Aim	Action	Lead Officer	Progress
Review Consultation and Engagement Strategy.	To align with the launch of the Corporate Plan 2016-21.	Head of Communications	<p>Our Communications Strategy for 2016-2021 was adopted in December.</p> <p>One of its goals is to create a 'culture of empowerment and engagement in public service by ensuring people have more opportunities to have their say.'</p> <p>Strong reference is made to our Consultation and Engagement Strategy and its role in achieving this aspiration. The document has been reviewed to ensure it remains fit for purpose.</p>

<p>To seek opinions and feedback on the Council's financial plans for 2016/17.</p>	<p>Overviews provided at the Area Forums. Views of the business and voluntary sector also sought on the proposals.</p>	<p>Director of Finance and Corporate Services</p>	<p>Several questions were raised at Area Forums for clarification and additional detail but no substantive issues were raised.</p>
<p>Support service areas in engaging with service users and the wider community.</p>	<p>We will continue to explore new ways to engage and consult with residents on key activities and priorities.</p>	<p>Head of Communications/ Directors</p>	<p>As referenced in the Committee Report, the consultation work undertaken by the Council continues to be varied. During 2016/17, we engaged with residents about the Local Plan Part 2, the establishment of a new parish council, proposed alterations to parish boundaries and the introduction of a Public Spaces Protection Order.</p>
<p>Effectively coordinate and disseminate results of consultation activity.</p>	<p>After a consultation has finished we'll publish the feedback and how it's been used in the final decision. This can be done in a variety of ways, whether through the website, mail drops, social media or other channels.</p>	<p>Head of Communications</p>	<p>We have continued to work with service areas to develop the most effective ways to publish consultation findings and outcomes. The new look website is being progressed to give us an advanced platform upon which to do this.</p>



Appendix B – Proposed consultation activities 2017/18

Aim	Action	Lead Officer	Completion
To create a user-friendly website	Extensive user testing to be undertaken with key stakeholders and different groups of users in the lead up to go live. A satisfaction survey will also be launched to identify key patterns and trends and ensure continuous improvement.	Head of Communications	Summer 2017
Consult on South Derbyshire's Playing Pitch Strategy.	Involve sports clubs, parish councils, national governing bodies and community sports venue operators to determine future provision, identify sites for improvement and create a 10 year action plan.	Open Space and Facilities Development Manager	March 2018

Support service areas in engaging with service users and the wider community. Effectively coordinate and disseminate results of consultation activity.	Explore new, innovative ways of getting residents to engage with us. This includes the roll out of a text messaging service being piloted in Housing.	Head of Communications/Directors	March 2018
To seek opinions and feedback on the Council's financial plans for 2017/18.	Overviews provided at the Area Forums. Views of the business and voluntary sector to be sought.	Director of Finance and Corporate Services	February 2018
Encourage tenants and residents to make a real contribution to the decisions that affect their homes and communities.	Series of activities planned, including door to door consultation on 2 x Dreamscheme projects; mail shot to homes to set up new Tenants and Residents Groups in Hartshorne, Newhall and Midway and Church Gresley and reviews on re-letting, the complaints process and supported housing.	Tenant Participation Officer	March 2018
Ensure residents can have their say on the future of the District via the Local Plan process.	Undertake consultations on Local Green Spaces Development Plan Document and Affordable Housing and Design Supplementary Planning Documents. A modifications consultation will also be held on the Local Plan Part 2.	Planning Policy Manager	March 2018

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 13
MEETING DATE:	15 th JUNE 2017	CATEGORY: DELEGATED/ RECOMMENDED
REPORT FROM:	DIRECTOR OF FINANCE AND CORPORATE SERVICES	OPEN/EXEMPT PARAGRAPH NO:
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (EXT. 5811) kevin.stackhouse@south-derbys.gov.uk	DOC:
SUBJECT:	COMMUNICATIONS ANNUAL REPORT 2016-17	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE:

1.0 Recommendations

- 1.1 That the Annual Communications Dashboard 2016/17 in **Appendix A** is noted.
- 1.2 That the Communications Annual Report 2016/17, as detailed in **Appendix B**, is noted.
- 1.3 That the updated Communications Strategy 2016-2021 in **Appendix C** is noted and the refreshed communications objectives for 2017/18, listed on pages 12 through to 19, are approved.

2.0 Purpose of report

- 2.1 To note the Corporate Communications Annual Report 2016/17.
- 2.2 To review recent progress and communications trends, using the Communications Dashboard, and to set communications objectives for 2017/18 that closely align with the objectives of the Council's Corporate Plan.

3.0 Executive summary

- 3.1 The Communications Annual Report looks at internal and external outcomes achieved during 2016/17. It provides trends and statistical evidence to support our work in communicating with customers. A revised set of objectives for 2017/18, featured within the Communications Strategy, outlines how key activities will be delivered.

4.0 Detail

- 4.1 The Communications Annual Report details the achievements of the approach to both internal and external communications. It also analyses and evaluates trends and, based on these, makes suggestions for an effective future approach.

4.2 A summary of progress during 2016/17 is as follows:

- Successfully delivered corporate communications campaigns.
- Produced and implemented both a new Internal Communications Strategy and overarching Communications Strategy.
- Continued to develop and improve internal communications channels, for example by transitioning the internal staff magazine to a digital format on a fresh, modern Better online (the intranet). Employees have been actively engaged in developing an action plan for phase II of the intranet project.
- Held a Corporate Plan Focus Group and implemented an action plan to raise workforce awareness of the Council's overall vision and to guide cultural change. Performance successes are celebrated on a quarterly basis through Better online, posters pinned up around the Civic Offices and a quarterly Performance Board.
- Protected and developed the Council's reputation with the local, regional and national media.
- Developed social media and digital tools to improve communication channels and hold two-way conversations with residents. This includes training for officers and conducting a survey with followers to analyse how effective our channels are.
- Executed a Channel Shift Strategy to help move customers towards self-service.
- Produced a comprehensive annual report to showcase the authority's successes and how it intends to further develop its services
- Successfully delivered a web editing and design service.
- Moved the process to deliver a new Council website towards completion.

5.0 Financial implications

5.1 All communication activities during 2016/17 have been funded from existing resources. It is the intention to continue developing old and new channels within current budgets.

6.0 Corporate implications

6.1 The Communications Team will continue to deliver projects set out in the Communications Strategy, closely linked to organisational objectives. All campaigns are aimed at further improving reputation and satisfaction with services delivered.

7.0 Community implications

7.1 All activities complement our vision of making 'South Derbyshire a better place to live, work and visit'. This will be achieved by improving accessibility to information and services, and promoting the work of the Council. As a result, our stakeholders will be better informed of the challenges and opportunities we face.

8.0 Conclusions

8.1 Through its communications objectives 2017/18, as set out in the Communications Strategy, the Council will continue to develop its reputation locally, regionally and nationally while keeping residents, staff, customers, partners, businesses, visitors and other stakeholders informed about services, successes and achievements.

9.0 Background papers

9.1 None.

Annual Communications Dashboard 2016/17



Social media

Twitter Impressions



Impressions

Number of times a tweet is seen in a timeline



Website

Sessions



Sessions

Number of website visits



Projects and Campaigns

Communications Strategies

Both documents were approved by committee in December 2016. The Communications Strategy sets out how we plan to keep residents, customers, stakeholders and other parties engaged and informed about Council services, successes and achievements. The Internal Communications Strategy identifies the way forward for engaging with employees and Elected Members.

Corporate Plan

Staff from across the Council attended a Corporate Plan Focus Group and, based on the outcomes, an action plan was drawn up to raise workforce awareness of our overall vision and to put in place measures that will help to guide cultural change. A Corporate Plan refresh workshop programme, targeting both Elected Members and Unit Managers, was completed in early 2017 and updated projects and measures for 2017/18 agreed.

Better online (the intranet)

Top Search Terms

75,092 Sessions 12.5% ↑

Pay | Leave | Overtime | Car | JEQ | Pay scales | Letter | ID badge | Sickness | Expenses

Most read articles

146,299 Page Views 22.9% ↑

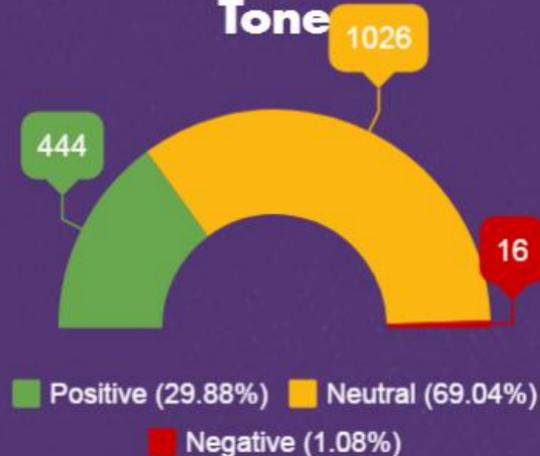
Blog, FM - launch of Better online (195); Housing Director's New Year message (148); Fresh faces, Liz Booth (143); Christmas jumper day (137); Chief Executive's Christmas message (134); Pay and grading blog, FM (128)

64.9% Bounce rate 3.4% ↓

8,527 News hits (NB from Sep 2016 onwards) N/A ↑

Media coverage

Tone



The media

The increasing focus on a 'digital first' approach by the press was reflected in a significant drop in media queries in 2016/17, with more and more content being sourced through social media. This, along with the continued growth of the Council's online audience, will be factored into our upcoming social media strategy.

Channel Shift

The creation on the new SDDC website is at an advanced stage. By March 31, 2017, content had been migrated across for 27 of 30 sections and more than 50 online forms had been produced and published.

APPENDIX B

Corporate Communications Annual Report 2016/17

1. Background

- 1.1 The overarching aim of our Communications function is to 'deliver consistently high-class, effective, efficient and measurable communications across all channels to support the priorities of the Council's Corporate Plan, ensuring stakeholders are well-informed and satisfied.'
- 1.2 We work both proactively and reactively to achieve our key objectives, which include:
- Upholding and strengthening the Council's excellent reputation
 - Demonstrating the success of our work
 - Working across multi-channels appropriate to different stakeholders
 - Ensuring people understand what we do and how we continue to deliver value for money
 - Effectively engaging residents and encouraging two-way conversation
- 1.3 Like all local authorities, we must be mindful of working effectively against a backdrop of reduced core funding, financial pressures, a changing media landscape and soaring expectations. The Communications Strategy guides how we do this.
- 1.4 Each year we deliver strategic campaigns, which provide linked activities to promote a shared goal of further enhancing the public's perception of the Council over the short and long term.
- 1.5 During the year our internal and external campaigns have been highlighted using marketing, graphics, branding, media management and digital tools. This informs residents, businesses, tourists, partners, employees, members and stakeholders about the services we deliver, including levels of performance.
- 1.6 We continue to see a rapid rise in the use of social and digital media, and in particular video. It is a trend that is expected to continue and increase into the future.
- 1.7 This annual report outlines the achievements of our approach to both internal and external communications. The Communications Dashboard, which is produced on a monthly basis, provides an insight into current communications trends and allows us to analyse the effectiveness of our work.
- 1.8 Everyone within the organisation has a responsibility to ensure the delivery of effective communications, with the Communications team at the centre of these efforts.

2. External communications

Media coverage

2.1 The Council continues to enjoy positive media coverage across multiple channels, both traditional and digital. A willingness to be proactive, helpful and to go the extra mile to build relationships with reporters enables us to showcase the many achievements of the organisation.

2.2 Local media and parish council contacts have been kept up-to-date, facilitating a dedicated service to community publications.

2.3 Regular articles and features on a whole range of subjects continue to appear in local magazines and newspapers such as the Burton Mail, Derby Telegraph, Swadlincote Times and Melbourne Village Voice. Recent examples to have gained significant positive exposure are the tribute exhibition to late boxer Jack Bodell at Sharpe's Pottery Museum, the opening of the Apex Climbing Centre at Green Bank Leisure Centre and the unveiling of Melbourne Sports Park.

2.4 During the past year the Communications team has played a key role in supporting Sainsbury's on its Waste less, Save more campaign, which saw £1 million invested in Swadlincote to reduce food waste. This has resulted not only in extensive local coverage for the town but also national exposure in The Independent, The Guardian, The Grocer and the Evening Standard, to name but a few, as well as via television.

2.5 Officers and Members have promoted Council and community events on radio stations such as Radio Derby and Touch FM, with highlights including our proactive approach to tackling Benefit fraud and the launch of a 'Mouldy Matters' video designed to help residents tackle condensation issues.

2.6 The use of video and website content in 'digital first' newsrooms is now prioritised above print by local newspapers, whose online audiences continue to grow rapidly. Video footage has been recorded at events such as the Swadlincote International Food and Drink Festival, the launch of the Council's Economic Development Strategy and the construction of new Council homes.

2.7 During 2016/17, an average of 15 press releases per month have been issued, each backed up by links to information on the Council's website through social media channels. As is evident on the Communications Dashboard, a large proportion of the subsequent media coverage has been positive – of 1,486 newspaper stories relating to the Council and South Derbyshire in the year, just 16 (1.08%) were negative in tone.

2.8 There were 243 media enquiries received in the year, down by 36.4% compared to 2015/16. The figure is indicative of the change in media working practices and its increasing reliance on social media and digital channels for sourcing information. Stories about tackling fly-tipping and changes to Easter recycling collections, for example, were both recently published by the press based on information released by the Council on Facebook and Twitter.

2.9 These changing trends mean we must carefully consider our future tactics in terms of how we supply information to journalists. For a hard-pressed media industry where resources are reducing, a digital approach is crucial. Thanks to our extensive media contacts book and network of communication channels, we are in a prime position to further promote the Council in a positive way.

Website

2.10 An increased demand to access Council information and services via online channels continues. During 2016/17 there were an average 32,855 visits per month to our website (www.south-derbys.gov.uk), an increase of more than 4% on the previous year. On average there have been 98,605 page views a month, up by 1% on 2015/16 and up 9.46% compared to just three years ago.

2.11 During 2016/17, and for the first time, more than half (52.75%) of all visits to the website were made via mobile devices (phones or tablets). This was up from 49.11% in 2015/16.

2.12 The most viewed sections of the Council's website during 2016/17 were Planning/Building Control (178,947 page views), Council and Democracy (155,359), Environment and Licensing (137,498) and Leisure, Culture and Tourism (88,248). The 'Contact us' page was viewed 30,535 times in the year – 2.58% of all website traffic.

2.13 Of the 394,261 visits to the Council's website in 2016/17, just under 70% lasted fewer than 60 seconds.

2.14 The Communications team, supported by a project board made up of staff across the authority, plans to deliver a new Council website in the 2017/18 financial year with appointed developer Web Labs. The aim is to establish and maximise transactional, task-oriented online services which are flexible, accessible and easy to use.

2.15 The project will see refreshed content moved away from departmental silos and instead be shaped around customer demand. The website must become the Council's primary customer information source and number one contact mechanism, a 'shop window' for all Council services.

2.16 The website will be controlled and maintained in-house, rather than via Derbyshire County Council as is currently the case. The impact of the new website will be monitored and analysed on an ongoing basis.

Social media

2.17 With official figures suggesting more than seven in 10 adults now have a social media profile, it is little surprise that levels of engagement with the Council via this method continue to increase. In a June 2016 survey, 76 per cent of people listed it as their preferred method of keeping in touch with Council news and information and it continues to act as an additional customer services tool.

2.18 More than 6,800 individuals, businesses and organisations now follow us on Twitter, up by 14.4% compared to the previous year and helping us to maintain our position as the most followed district or borough council in the county.

2.19 Queries and conversations on a range of subjects are common, from waste collections and environmental issues to council tax and highways matters. As shown on the Communications Dashboard, more than 1.52 million Twitter impressions (the number of times a tweet is seen in a timeline) were achieved in 2016/17.

2.21 The Council currently controls or has administration input into 11 Facebook accounts, ranging from Housing and the Safer South Derbyshire Partnership to Swadlincote Town Team and the Environmental Education Project. 'Likes' across these accounts have risen by almost a quarter to 7,080 in 2016/17.

2.22 Posts uploaded to some of the Facebook accounts are automated to appear on Twitter also, adding depth to our offering and 'cross-pollinating' key messages. This has worked effectively on subjects such as food hygiene inspections and appeals for information following criminal acts, for example.

2.23 We continue to use the social media management tool Hootsuite to schedule tweets weeks and months into the future, encouraging interaction on a 24/7 basis as appropriate. Our social media channels are continuously monitored.

2.24 The use of hashtags to link and track conversations, such as #SDwhatson and #swadfoodfest, has resulted in our messages reaching wider audiences and attracting a new community of followers.

2.25 The Council's YouTube channel has been utilised in the past year to promote a Mouldy Matters video, an information animation put together to help people avoid condensation in their homes. It has been viewed more than 700 times to date.

2.26 We appreciate that social media has huge potential for improving the way we work and how residents and the media interact with us. In 2017/18 we plan to create a social media strategy that will harness this potential and drive forward our approach.

Channel shift

2.27 In recent years, a rapidly expanding population and an increasingly complex benefits system have both contributed to a major increase in all customer contacts.

2.28 The Communications team has implemented and is leading a 'Channel Shift Strategy,' under which technology is used to help move customers towards self-service and a model that is fit for purpose in the future.

2.29 Examples of this work have included implementing payment machines at the Civic Offices, revamping the Council's existing website home page and creating a virtual Council Tax bill.

2.30 The new Council website will afford us the opportunity to drive this work forward further and to create a lasting legacy in terms of broadening and improving online services.

Print and design services

2.31 We use strong corporate branding on all of our major publications. This has been modernised during 2016/17 to tie in with the Corporate Plan. All internal documents now carry the Venn watermark, while external publications contain banners reflecting our core themes of People, Place and Progress. The photographs used within our publications showcase South Derbyshire in all of its glory, in terms of both location and people. Design projects throughout the year have supported both our statutory and non-statutory functions. Publications include the Council's Annual Report, the What's On guide and various strategic documents.

Corporate campaigns 2016/17

2.32 During the year, through the Communications Strategy and closely aligned with the objectives of the Corporate Plan 2016-21, activity has been focused around corporate campaigns to support the delivery of key priorities. Some examples, under the themes of the Corporate Plan, are as follows:

PEOPLE

- Working with partner agencies to further push initiatives that help drive down poverty and support the vulnerable, such as the Community Food Hub.
- Publicising successful prosecutions and enforcement actions supported by or initiated by the Council, especially with regard to fly-tipping and Benefit fraud, as well as partnership campaigns and initiatives with the police and other agencies.
- Focusing on the wide variety of facilities, opportunities and events in South Derbyshire for people of all ages, such as school holiday activities, and targeting younger audiences through social media engagement.
- Targeting campaigns across all channels to reach new audiences and educate residents on the importance of recycling and reducing contamination. This includes heavily promoting our animated recycling video.

PLACE

- Supporting the promotion, marketing and creation of a lasting legacy for infrastructure projects including the Midway Community Centre and Melbourne Sports Park.
- Promoting events and outcomes that build on the District's reputation as a safe place to live, work and visit. I.e. Liberation Day.
- Supporting staff with the knowledge of how to reach residents and volunteers through digital/social media channels. Suitable training has been provided.
- Promoting events around responsible dog ownership and littering, such as the green dog walker pledge.
- Working closely with Swadlincote TIC and other organisations to promote the area's rich and diverse culture. E.g. Heritage Open Days.

PROGRESS

- Building on the District's positive reputation of being 'open for business,' celebrating the success of both large and small enterprises.
- Promoting events and initiatives, including the new Swadlincote Makers Market, that help town centres to thrive.
- Raising awareness of activities in the What's On guide through the website and social media.
- Continuing to support tourism growth by promoting events such as the Festival of Leisure.
- Keeping the community up to date with progress on the delivery of homes and key infrastructure. This has included extensive consultation and publicity for the Local Plan.

OUTCOMES

- Continuing to purvey the Council's ethos of doing more with less and playing a key role in utilising marketing techniques to maximise commercial income.
- Producing the SDDC annual report to demonstrate key achievements and promoting the Council's Annual Governance Statement.
- Through the new website and Channel Shift Strategy, focusing on shaping and improving services around customer demand and expectation.
- Supporting work internally to educate staff on anti-fraud processes and strengthening resilience.
- Helping to maintain a culture of openness and accountability through continuing good relations with residents and the media.
- Helping to implement and maintain the process(es) needed for internal and external communications relevant to the ISO14001 environmental management system.
- Communicating clearly with staff through a range of internal channels, celebrating their achievements, providing regular and useful information and highlighting training/learning opportunities.
- Building on the themes of our Corporate Equalities and Safeguarding work and focusing on key projects like the Dementia-Friendly District bid.

3. Internal communications

3.1 Our Internal Communications Strategy sets out the aims, aspirations, channels and an action plan for effective engagement with employees and Elected Members. Our goal is to unite our team members, create a sense of pride and instil our values, all the time reflecting the aims of the Corporate Plan.

3.2 Internal communications channels currently used include:

- Better online (the intranet) and its rolling news section
- Noticeboards
- Email bulletins
- Team/unit meetings

- Team briefs
- Staff briefings (as and when required on key issues)
- Inductions for new starters

3.3 Having been relaunched in March 2015 with a fresh, modern look and interactive features, the Council's new-look intranet (now called 'Better online') has really made an impact on staff's day-to-day work. In 2016/17, there were 75,092 sessions on Better online - up by 12.5% on the previous year - and 146,229 page views, an increase of 22.9% compared to 2015/16.

3.4 In line with industry trends moving towards digital workplaces, the monthly internal staff magazine Better was migrated onto the intranet in April 2016 and has become a one-stop shop of news and information for staff who want and expect information at their fingertips 24 hours a day. A monthly printout summary is produced for employees and Elected Members without access to the intranet.

3.5 Between September 2016 and March 31, 2017, there were more than 8,500 clicks on news stories on Better online. Blogs, features about new members of staff and celebrations of individual/team achievements are among the most widely read.

3.6 A Better online focus group was held in March 2017, with subjects discussed including features, design and the rolling news channel. The results will be used to inform an action plan to steer phase two of the intranet project.

3.7 Having been reviewed and improved to reflect the branding and themes contained within the Corporate Plan, team briefs continue to play an important role in communicating key internal messages. Work is due to take place to consider how best to create a council-wide team brief moving forward.

3.8 Efforts have been made to standardise branding in line with the Corporate Plan, helping to ensure consistency of message. A review of the current arrangements for sending out internal emails will be considered in 2017/18, with the same purpose.

4. Looking ahead

4.1 Work will continue to focus on the achievement of key priorities in the Corporate Plan. An agreed list of communications objectives, published within the refreshed Communications Strategy (see **Appendix C**) and set against each Corporate Plan objective, will help to target our efforts.

4.2 Through the Communications Dashboard, additional focus will be placed on measuring the effectiveness of campaigns and the communications channels used.



Communications Strategy 2016 – 2021

Ahead of the Game

Effective communication is key to the success of any business or organisation.

Establishing a two-way conversation that engages stakeholders, informs about services, celebrates achievement and creates a culture of openness, honesty and trust is crucial to long-term prosperity.

However, in a crowded marketplace of social media and digital channels at the centre of a world with information available on tap, standing out from the crowd can be far from easy.

South Derbyshire District Council prides itself on its track record of delivering high-quality services to those living in, working in and visiting one of the fastest-growing areas in the country.

Like all local authorities, though, it is facing up to the tough task of further developing and improving these services against a backdrop of reduced core funding, financial pressures, a changing media landscape and soaring expectations.

The Council must find budget savings in its General Fund of £850,000 by March 2018. Never has its mantra of 'doing more with less' been so relevant.

In its previous Corporate Communications Strategy, the focus was put firmly on moving away from traditional reactive communication to a pro-active online approach. During its lifespan the Channel Shift Strategy was launched, while internally a new intranet was designed and implemented.

The trend is reflected across the local government sector. Research into the communications practices of other authorities has shown a clear evolution towards digital methods across the board.

While the work of the Communications team is central to keeping residents, customers, stakeholders and other parties informed, it is not exclusive to it. Consistency of message both internally and externally, to and from all staff and Elected Members, will be pivotal in achieving high levels of performance.

This strategy maps out how, in line with its Equality Policy and against the priorities laid down in its Corporate Plan, South Derbyshire District Council will embrace the fast-changing world of communications to stay ahead of the game for the benefit of those it serves.

Communications Priorities

Our Top 10





Day-to-day Communications



Promoting and raising awareness of what the Council does



Promoting the Council's values and priorities



Demonstrating how the Council spends public money



Publicising Council events, activities and opportunities



Upholding and playing a key role in the democratic process



Helping to deliver digital services and solutions



Developing channels for effective engagement



Highlighting partnership and community working



Maximising commercial opportunities



Creating modern and consistent branding



Doing more with less



Supporting staff and Elected Members in communicating effectively

Aim

'To deliver consistently high-class, effective, efficient and measurable communications across all channels to support the priorities of the Council's Corporate Plan, ensuring stakeholders are well-informed and satisfied.'

How We Communicate



Social Media



SDDC Website



The Media



Better Online (the intranet)



Housing News (quarterly)



**Face-to-face
Customer Services/
Councillor Surgeries**



**Internal Communications
Staff briefings, Email,
One-to-ones**



**Council /
Committee
Meetings**



**SMS & IVR
Messages**



Consultation Exercises and Events



Reports and Policy Documents



**Branding
Posters, Leaflets etc**

Our Stakeholders

- South Derbyshire residents
- Service users
- Council staff
- Elected Members
- Parish councils
- Local businesses
- Visitors/tourists
- Local, regional and national media
- Derbyshire County Council and neighbouring authorities
- Partner organisations
- Community organisations/the third sector
- D2N2 Local Enterprise Partnership



Here is a closer look at our key communications channels:

The Media

While the Council's long-established strong relationship with the local media continues, the landscape has changed considerably in the past decade – particularly with regard to the written press.

The ever-increasing popularity of the internet and digital world has hit circulation figures hard.

However, local titles can now boast a bigger audience than ever before thanks to their daily website visitors and social media followers.

The Trinity Mirror-owned Burton Mail, for example, attracts (*as at October 2016) around 25,000 unique visitors (UVs) to its website each day, with more than 73,300 page views, while its Facebook page has in excess of 20,000 'likes' (*as at May 2017). The Derby Telegraph (*as at May 2017) has around 80,000 UVs to its website, with 250,000 page views, and has around 53,000 Facebook page 'likes.'

This has led to a 'reverse publishing' model where news is shared through digital channels before it is even considered for print, with members of the public encouraged to be content providers or 'citizen journalists.' It is this group of activists, armed with the tools and ever more keen to play their part in local life, that the Council must consider how best to engage.

The Council's Communications team distributes on average 12 to 15 press releases and deals with between 15 and 30 media queries in a typical month, with statements issued where necessary to uphold the authority's reputation and radio/television interview opportunities arranged as requested.

While times have changed, a significant proportion of residents still rely on newspapers, radio and television for their news in South Derbyshire, a predominantly rural District where for many outlying villages broadband speeds are a major issue.

The Council's model of distributing press releases, uploading them to its website and backing that up with promotion through social media channels to drive web traffic, is still a relevant one. Research has shown that it reflects the media practices of 15 'most suitable groups' - other local authorities of a similar size to South Derbyshire District Council and with similar characteristics in terms of their populations and urban/rural mix.

Strong content, complemented by images and video where appropriate, is crucial to positive engagement.



The Website

Around 33,000 web sessions are currently taking place each month at www.south-derbys.gov.uk, which has increased by almost 10 per cent compared to just three years ago and more than 40 per cent since the beginning of 2010.

In recent times a review of content and web traffic has taken place to help us understand what information people are looking for and areas of particularly high contact.

The data established that 40 per cent of all contacts handled by Customer Services staff concerned Council Tax and Benefits enquiries.

Based on the findings, and to improve website functionality, two home page buttons linking to Council Tax and Benefits landing pages were introduced, literally 'channel shifting' people away from phone and face-to-face contact by allowing them to more easily access the information they need online. A third 'Pay for it' button was introduced soon after.

The Council recognises the power of its website as a one-stop shop of services and information and plans to launch a new site in the 2017-18 financial year, satisfying Corporate Plan aims of maintaining customer focus and advancing digital inclusion.

The ambition is to establish and maximise transactional, task-oriented online services which are flexible, accessible and easy to use.

Provider Web Labs Ltd is working with the Council to deliver this project.



Social Media

A simple and cost-effective way to reach a wider audience, the Council has seized the opportunity that social media presents.

Our Twitter account (@SDDC) has around 6,900 followers, which has increased by around 1,300 since January 1, 2016 and compares well with neighbouring authorities.

Though we do not currently have a central corporate Facebook page several departments run their own, with regular support and annual training provided. The Council also has a YouTube account (South Derbyshire DC) and has begun to trial the use of video.

According to UK communications regulator Ofcom the social media scene continues to grow quickly - more than seven in 10 adult internet users now have a social media profile and ownership of smartphones and tablets is booming.

We are reaching a huge audience via social media and, in a June 2016 survey, 76 per cent of people listed it as their preferred option for keeping in touch with Council news and information.

In a Twitter poll, 54 per cent of respondents thought the Council's current social media content was 'good' or 'excellent' with only eight per cent saying it was below average.





Internal Communications

Our Internal Communications Strategy identifies the way forward for engaging and communicating with employees, setting out the aims, aspirations, channels and action plan to achieve this.

Our internal communications efforts strive to unite our staff and Elected Members, create a sense of pride, instil our values and reflect the aims of the Corporate Plan, demonstrating to everyone the part they play.

The current channels include team meetings, team briefs, one-to-ones, email, Better online (the intranet) and noticeboards. A recent survey was conducted to help understand the quality of these channels, in which 91 per cent of people said they were either satisfied or very satisfied with internal communications overall.

The very latest trends and influences are being considered, alongside the needs of staff, as the Council looks to review and create a quality system of internal communications with the following objectives:

- Improve the flow of communication between the leadership team, Elected Members and staff to ensure team members understand key messages and the impact of them.
- Allow questions and feedback to be shared between directorates and up and down the communication chain.
- Define and promote the internal communication channels available, including the purpose and audience for each channel.
- Increase the use of Better online by educating users, developing new features and promoting content to users.
- Embed the Corporate Plan 2016-21 and ensure that staff understand their role in delivering it.



Branding

With the introduction of the Corporate Plan 2016-21, the Council's approach to branding is evolving.

Using pre-existing corporate colours the design style has been modernised and refreshed to demonstrate a new direction for the Council.

A Venn diagram watermark is being used to link the Corporate Plan and branded materials together, the key elements of the design style being:

- The Venn diagram watermark;
- Primary colours including specific shades of purple and green;
- A set of secondary colours to be used that complement the primary colours;
- Use of photographs to showcase the District; and
- Use of icons and vectors to illustrate or add visual impact.

The refreshed look is being introduced across the Council throughout official documents and digital channels, with a new, consistent style for promotional materials being devised to complement the new brand.

With local authorities under increasing pressure to deliver more with less, branding and its use in terms of innovation, commercialisation and marketing is perhaps more important than ever.



Consultation

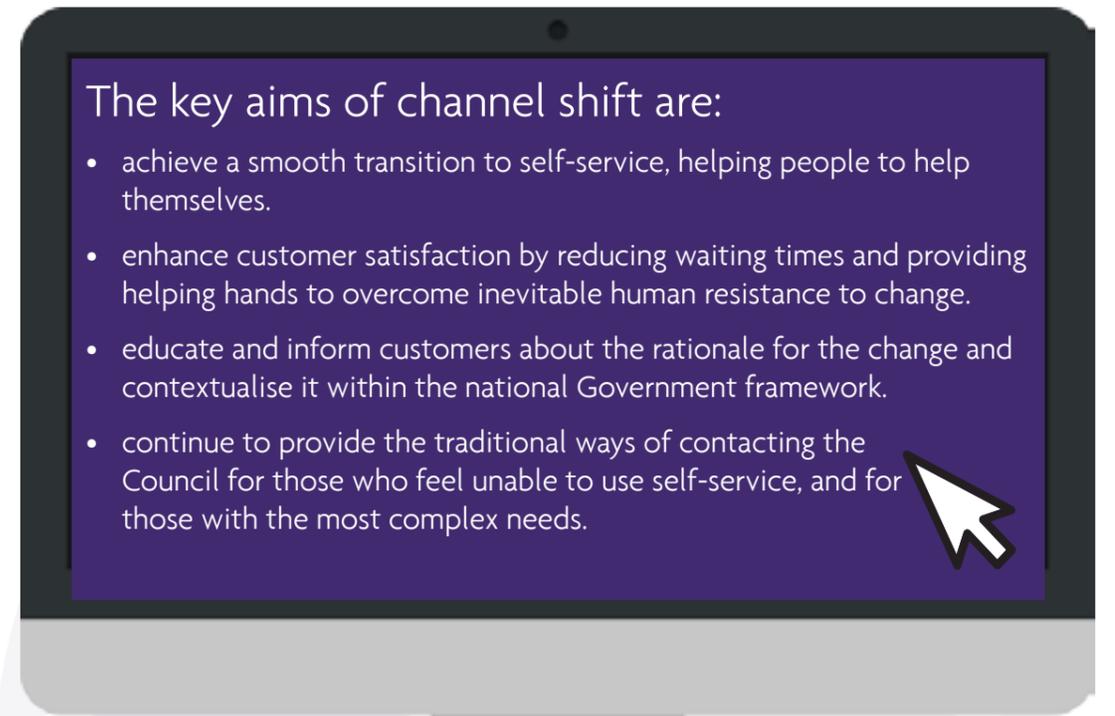
The Council has a statutory duty to consult on various matters affecting the community and its focus is on creating a culture of empowerment and engagement in public services, by ensuring that people have more opportunities to have their say.

This change is reflected in the Council's Consultation and Engagement Strategy, which aims to support strong, active and inclusive communities who are informed and involved in decision-making, with the ultimate aim of enhancing the quality of life across South Derbyshire.

Media relations and communications play an important role and help ensure that residents are kept up to date with services, as well as being informed about all Council consultations and community engagement events.

Each year a Consultation Annual Report is presented to Elected Members, detailing how consultation activities supported the delivery of key priorities.





The key aims of channel shift are:

- achieve a smooth transition to self-service, helping people to help themselves.
- enhance customer satisfaction by reducing waiting times and providing helping hands to overcome inevitable human resistance to change.
- educate and inform customers about the rationale for the change and contextualise it within the national Government framework.
- continue to provide the traditional ways of contacting the Council for those who feel unable to use self-service, and for those with the most complex needs.

Channel Shift and a Digital Future

It has been a time of unprecedented change for local authorities. In South Derbyshire, where there are now more than 41,000 homes registered to pay council tax and a population of around 100,000, the demand on services is higher than ever before.

Customer Services has borne the brunt of this demand and, faced with an increasingly complex and fast-changing benefits system to administer, staff were typically handling between 6,000 and 7,000 face-to-face contacts each month by the end of 2014, with an average handling time of seven minutes per customer.

Aside from the lengthy queues and waiting times, face-to-face contact is expensive.

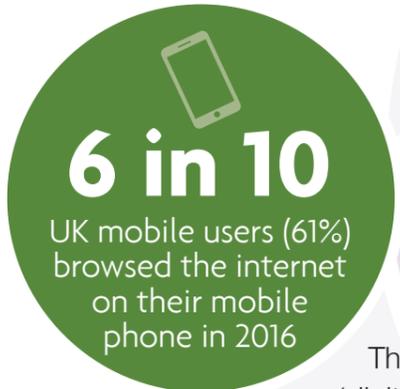
Set against a national Government agenda of digital inclusion, something had to give – and the Channel Shift Strategy was born.

Aiming to get customers ‘online, not in line’ and fitting hand in hand with the ethos of doing more with less, a process of gathering, processing and analysing information begun. The end goal was to not only provide customers with the means to self-serve, but positively encourage them to do so by designing services so good that they would prefer to.

Analysis of the data gave a clear picture of the face-to-face customer demographic, as well as an indication that a high proportion would be more than happy to use the internet, via mobiles and tablets, to access services.

Armed with the information, a specialist team known as the Media Forum set about developing intervention strategies to ensure that not only would demand be met, but that essential resources in customer services would be freed up.

These have included redesigning the Council’s website based on traffic trends, introducing new telephony systems and payment machines, designing an online guide to council tax bills and creating a recycling video.



The driver behind it all is the Government’s Digital Inclusion Strategy, which aims to make services ‘digital by default’ by increasing online access and giving people the necessary skills to use the internet.

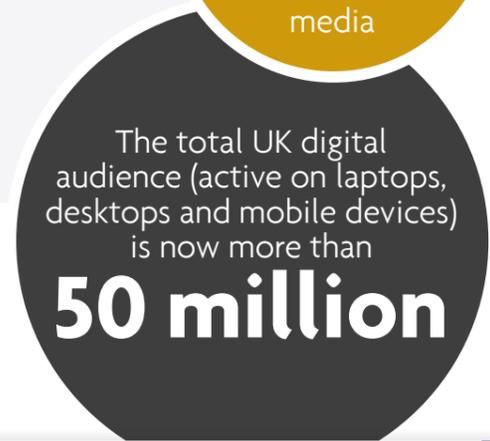
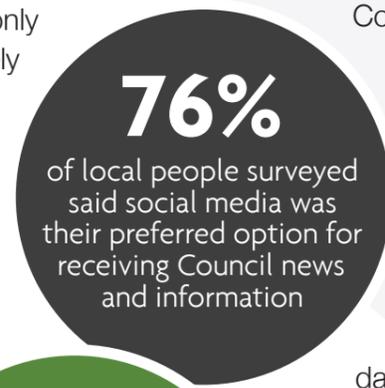
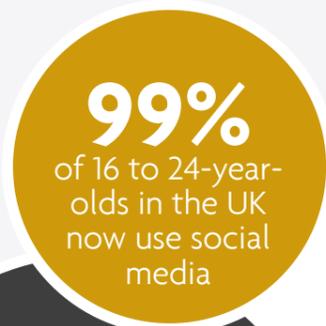
The requirement for councils to fall in line with this strategy is compelling. Both nationally and locally there is a need to work more efficiently, while satisfying customer demand for quick and convenient access to services, at times and in ways that suit them.

Social media will play an important role as our audience continues to grow organically, attracted by strong content and the opportunity for instant and meaningful engagement with the Council.

However, the Council’s new website is our opportunity to achieve true channel shift by creating a transaction-led resource that will change the way people in South Derbyshire access information and conduct their business indefinitely.

It must become our primary customer information source and number one contact mechanism, a ‘shop window’ for all Council services including everything from recycling collection dates and paying council tax to checking business rates and looking at leisure activities.

Everyone within the Council needs to take ownership for the upkeep of the website, which will demonstrate the vision for South Derbyshire and highlight the District’s desire and plans for growth.



Our Objectives

Set against the Corporate Plan objectives, a series of communications objectives have been agreed to reflect the Council's current focus. These objectives will be reviewed on an annual basis to ensure they remain relevant.

People

Organisational objective	Communications objective
Enable people to live independently	Celebrate success stories, such as maintaining grant funding to the voluntary and community sector. Share outcomes of the Supported Housing Service review with staff and more widely where necessary. Publicise the availability of new and adapted developments, as well as resident satisfaction and any successes relating to efforts to reduce tenancy turnover. Help to engage health professionals about the benefits of services like Telecare to broaden income streams.
Develop the workforce of South Derbyshire to support growth in relation to aspirations, employability, skills and travel to work	Continue to help build on the success of the Swadlincote Jobs and Skills Fair, with a focus on human interest stories. Support efforts to raise aspirations of youngsters and promote employability and entrepreneurship. Increase awareness of volunteering opportunities/training and promote the Modern Apprentice scheme. Support the growth and development of community volunteers.
Protect and help support the most vulnerable, including those affected by financial challenges	Work with partner agencies including the CAB to further initiatives that support the vulnerable, such as the Safe Place initiative. Continue to promote and celebrate our bid to become a Dementia-Friendly Community, our work to attain the NPSS Bronze Standard for Homelessness and the ongoing roll-out of Universal Credit. Promote initiatives designed to keep people in their own homes, as well as sports and leisure activities for targeted groups. Continue to develop internal/cross-departmental processes to ensure effective shared knowledge and good practice.
Use existing tools and powers to take appropriate enforcement action	Publicise successful prosecutions and enforcement actions supported by or initiated by the Council, as well as partnership campaigns and initiatives with the police and other agencies. Assist with statutory consultation where appropriate.
Increase levels of participation in sport, health, environmental and physical activities	Support the implementation of the new Physical Activity, Sport and Recreation Strategy, with a focus on the wide variety of facilities, activities, opportunities and events available in South Derbyshire for people of all ages. Target younger audiences through social media engagement. The new-look website will offer ease and convenience for booking activities, as well as another platform to celebrate key events in South Derbyshire.
Reduce the amount of waste sent to landfill	Targeted campaigns across all channels to reach new audiences and educate residents – particularly those on new housing developments - on the importance of recycling, composting and reducing the amount of waste sent to landfill. Raise awareness of good recycling practices and share top tips, particularly at peak times such as Christmas. Our quirky recycling video, describing what goes into which bin, will assist with this. Help to cement positive behavioural change brought about by the Waste less, Save more initiative on a local level, for example via the SnapBox and Fab Foods projects.



Place

Organisational objective	Communications objective
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Support aspirations to increase the supply of affordable homes in the District and better understand housing needs. Consultation will continue to take place with a view to achieving the adoption of the Local Plan Part 2. Complement efforts to bring the District's empty homes back into use and identify the best communications methods for contacting those involved. Support the delivery of outcomes from the Housing Strategy 2016-21.
Enhance understanding of the planning process	Deliver a website that contains clear information, enhances clarity through web GIS and helps to simplify the planning process for members of the public. SDDC is consulting with interested parties on developing Neighbourhood Plans, while a series of in-depth parish council briefings are under consideration to enhance understanding of the planning process.
Help maintain low crime and anti-social behaviour levels in the District	Focus on events and outcomes that build on the District's reputation as a safe place to live, work and visit (in the financial year 2016-17, the District had 38.81 crimes per 1,000 population, compared to 81.8 in Derby City and 51.95 in Derbyshire as a whole). Support the delivery of actions within the Safer South Derbyshire Community Safety Partnership Plan. Keep the public informed of local crime issues and hotspots, while helping to educate youngsters on issues including hate crime, drugs and sexual exploitation. Publicise the positive and diversionary activities taking place.
Connect with our communities, helping them feel safe and secure	Publicise Area Forums and other opportunities for community/tenant involvement, while arming staff with the knowledge of how to reach residents and volunteers through digital/social media channels. Offer appropriate crime prevention advice in response to spikes in crime, while celebrating community cohesion through initiatives like the Dreamscheme and Safer Neighbourhood concept. Promote events around responsible dog ownership and littering, utilising digital channels to spread the public health message where necessary. Celebrate significant security investments in the Council's housing stock and improvements to its repairs service.
Support provision of cultural facilities and activities throughout the District	Work closely with Swadlincote TIC and other organisations to promote the area's rich and diverse culture, and continue to gauge online feedback on the National Forest Walking Festival. Offer appropriate guidance on how to publicise future plans for Rosliston Forestry Centre and support the roll-out of development plans for Green Bank and Etwall Leisure Centres.
Deliver services that keep the District clean and healthy	Continue to raise awareness of PSPO powers, as well as the public health impacts and interventions around improving air quality and minimising noise pollution. Share our informative Mouldy Matters video with interested parties to reduce exposure to mould. Support efforts to tackle fly-tipping, focusing particularly on the innovative solutions being used, publicising online reporting methods and highlighting successful enforcement action. Promote the implementation of a climate change adaptation strategy and local flooding resilience.

Progress

Organisational objective	Communications objective
Work to attract further inward investment	Build on the District's positive reputation of being 'open for business,' celebrating the success of both large and small enterprises. Herald the creation of new jobs and businesses in South Derbyshire, as well as support efforts to keep unemployment rates low. Publicise a new investor prospectus and vacant commercial property bulletin, while supporting the delivery of actions within the Economic Development Strategy.
Unlock development potential and ensure the continuing growth of vibrant town centres	Promote events and initiatives that help town centres to thrive. Further expand the use of the Swadlincote Town Team's social media offering to educate people of its purpose. Work with businesses where necessary to share key success stories and encourage their participation in initiatives like the Swadlincote Wedding Fair. Support the delivery of the Swadlincote Townscape Heritage Scheme and the project to revamp the Diana Memorial Garden.
Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists	Focus on South Derbyshire's unique position at the heart of The National Forest, working with the National Forest Company, Swadlincote TIC and partners to market it as a facility that can encourage sporting participation and promote health. Raise awareness of activities in the What's On guide through the website and Twitter and continue to use the #SDwhatson hashtag to build a brand. Continue to support tourism growth by heralding events such as the Festival of Leisure. Promote South Derbyshire's evening economy as part of a new project included in the Corporate Action Plan.
Help to influence and develop the infrastructure for economic growth	Keep the community up to date with progress on delivery of key infrastructure projects, such as those identified in the Infrastructure Delivery Plan.
Provide business support and promote innovation and access to finance, including in rural areas	Support the South Derbyshire Business Advice Service and the training opportunities it provides, using case studies and targeted social media campaigns to promote potential opportunities. Celebrate business growth created through good environmental practices and positive regulation.



Outcomes

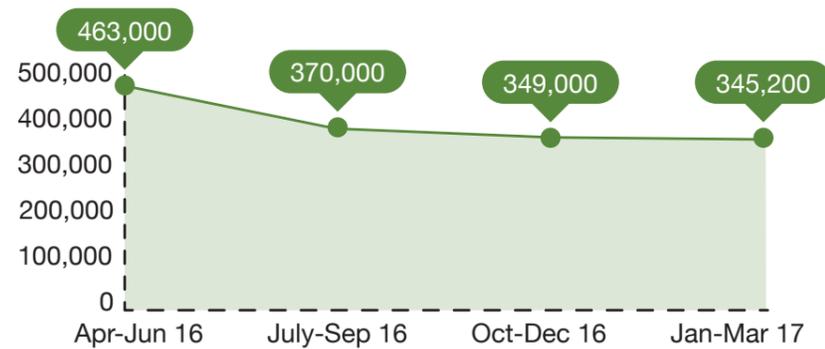
Organisational objective	Communications objective
Maintain financial health	Continue to purvey the Council's ethos of doing more with less and play a key role in utilising marketing techniques to maximise commercial income. Deliver a more transactional website that supports this aim. Assist with campaigns to minimise rent arrears and clamp down on benefit fraud.
Achieve good Corporate Governance	Produce the SDDC annual report to demonstrate key achievements and promote the Council's Annual Governance Statement. Ensure compliance with the Council's Local Code of Corporate Governance and maintain an effective work programme. Continue to evolve the Corporate Plan 2016-21 and raise awareness of its role.
Maintain customer focus	Through the new website, online forms and Channel Shift Strategy, focus on shaping and improving services around customer demand and expectation (around 33,000 monthly web sessions took place in 2016/17, an increase of more than 4% on the previous year, with more than half of these made via mobile devices). Respond to media enquiries within two working days and develop a Social Media Strategy to increase following and provide innovative options for people to engage with the Council. Continue a phased roll-out of new branding, creating a clear corporate identity and focusing on reputational excellence. Support relevant consultation work (e.g. changes to the Council Tax Reduction Support Scheme).
Be aware of and plan for financial, legal and environmental risks	Pro-actively prepare for risk scenarios and focus on upholding the Council's reputation at all times. Create an emergency situation website banner. Assist in the production of a new ICT Strategy and action plan. Support work internally to educate staff on anti-fraud processes, risk management strategy and strengthening resilience.
Promote and enable active democracy	Help to maintain a culture of openness and accountability through continuing good relations with residents and the media. Promote democracy with schools and young people and encourage voter registration on a continual basis. Support the delivery of any elections and efforts to revise the electoral register.
Enhance environmental standards	Support the development of public spaces, District-wide climate change action and the work of Environmental Health in fighting environmental crime, improving air quality and raising environmental/sustainability standards. Help implement and maintain the process(es) needed for internal and external communications relevant to the ISO14001 environmental management system. Facilitate the consistent and reliable communication of compliance obligations, awareness and competency requirements and respond to relevant environmental communications, subject to the needs and expectations of interested parties. Focus on flooding awareness, educating residents on managing emergency incidents/building resilience, supporting the development of a local low carbon economy and energy services which reduce fuel poverty across South Derbyshire.
Maintain a skilled workforce	Communicate clearly with staff through a range of internal channels, celebrating their achievements, providing regular and useful information and highlighting training/learning opportunities. Produce an action plan for phase two of Better online (the Intranet). Help to ensure mandatory training compliance and play a role in creating a refreshed and relevant PDR process. Work against the Internal Communications Strategy to unite staff and ensure the system is fit for purpose going forward. Support the implementation of the Healthy Workplaces scheme across the organisation and help to compose/promote external awards entries where appropriate.
Promote inclusion	Promote the wide variety of activities taking place across the District aimed at people of all ages and backgrounds. Appreciate different audiences and the channels best suited to communicating with them. Build on the themes of our Corporate Equalities and Safeguarding work, raise awareness of individual responsibilities and focus on key projects like the Dementia-Friendly District bid. The new website must offer accessible online services and comply with the Disability Discrimination Act, meeting a range of accessibility standards including translation services, compatibility with screen readers, speech recognition software and meet Level AA of the Web Content Accessibility Guidelines (WCAG) 2.0. Continue to promote the Disability Confident employer scheme as part of the Council's recruitment procedure.



Communications Dashboard

Our Communications Dashboard has been designed to reflect our performance in terms of media coverage, social media, the website and Better Online, as well as key communications projects. It is updated monthly and presented to the Council's Performance Board quarterly to help inform future communications activities and priorities. Below is the annual dashboard, which compares 2016-17 to 2015-16.

Social Media - Twitter Impressions



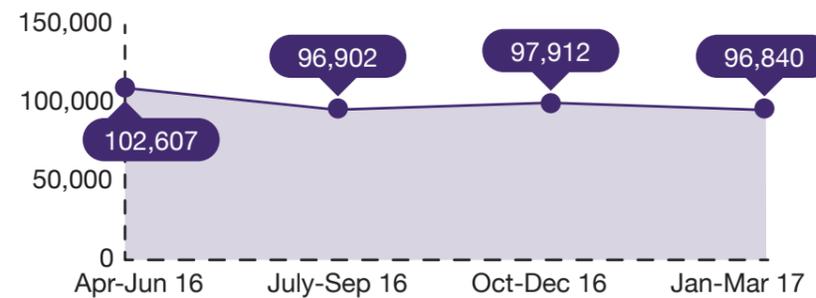
■ Impressions

Number of times a tweet is seen in a timeline

6,800 ↑
Followers 14.4%

7,080 ↑
Likes 24.3%
(NB from 9/9/16)

Website - Sessions



■ Sessions

Number of website visits

219,834 ↑
Users 8.8%

1,183,255 ↑
Page Views 0.6%

Projects and Campaigns

Communications Strategies

Both documents were approved by committee in December 2016. The Communications Strategy sets out how we plan to keep residents, customers, stakeholders and other parties engaged and informed about Council services, successes and achievements. The Internal Communications Strategy identifies the way forward for engaging with employees and Elected Members.

Corporate Plan

Staff from across the Council attend a Corporate Plan Focus Group and, based on the current outcomes, and action plan was drawn up to raise awareness of our overall vision and to put in place measures that will help guide cultural change. A Corporate Plan refresh workshop programme, targeting both Elected Members and Unit Managers, was completed in early 2017 and updated projects and measures for 2017/18 agreed.

The Media

The increasing focus on 'digital first' approach by the press was reflected in a significant drop in media quires in 2016/17, with more and more content being sourced through social media. This, along with the continued growth of the Council's online audience, will be factored into our upcoming social media strategy.

Channel Shift

The creation of the new SDDC website is at an advanced stage. By March 31, 2017, content had been migrated across for 27 of 30 sections and more than 50 online forms had been produced and published.

Better Online

75,092 ↑
Sessions 12.5%

146,299 ↑
Page Views 22.9%

64.9% ↑
Bounce Rate 3.4%

8,527 ↑
New hits N/A
(NB from Sep 2016 onwards)

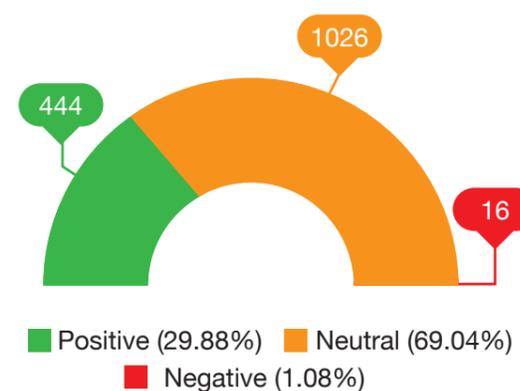
Top Search Terms

Pay | Leave | Overtime | Car |
JEQ | Pay scales | Letter |
ID badge | Sickness | Expenses

Most read articles

Blog, FM - launch of Better online (195)
Housing Director's New Year message (148)
Fresh faces, Liz Booth (143)
Christmas jumper day (143)
Chief Executive's Christmas message (134)
Pay and grading blog, FM (128)

Media Coverage - Tone



183 ↓
Press releases 5.2%
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243 ↓
Media enquiries 36.4%

Positive Transformation

Little over 25 years ago, the World Wide Web was born.

Today it has around 2.5 billion users across the globe, having transformed almost every aspect of public, private and work life, underpinning the economy, creating entire new industries and changing the way we all talk to each other.

The world of communications never stands still. While people's demand for news, information and services remains undimmed, the way they choose to access them has altered almost immeasurably.

Newspapers have long realised it. With print sales in sharp decline their focus has turned to an online audience which is often just as keen to share and participate in the news process as the paid employees of the media.

This strategy sets out a clear direction for the Council - while press releases will always have their place, digital communications is now king.

More than seven in 10 adults now have a social media profile. Smartphone users spend nearly two hours a day using the internet on their mobile phone. Almost 40 million mobile users could access 4G services at the last count.

The statistics are undeniable.

We must not lose sight of the fact, however, that 4.8 million UK adults today have still never used the internet. With research suggesting that possessing basic digital skills can help the average UK household save more than £700 a year, local authorities have a duty to ensure these people are not left behind.

Shaping digital services is about understanding customers' needs rather than wants. That means an 'inside out' approach, where the most successful councils are able to put themselves in a service user's shoes and create solutions that work for them.

With a new website just around the corner and increasingly popular social media channels to boot, South Derbyshire District Council is well placed at the forefront of the digital revolution. It is ready to engage with a modern audience and, based on their desires, to offer them what they want – news, information and services at their fingertips.

People, Place and Progress - this is a communications strategy that will help to engage residents fully with the vision to make South Derbyshire a better place to live, work and visit.



REPORT TO:	FINANCE AND MANAGEMENT SERVICES COMMITTEE	AGENDA ITEM: 14
DATE OF MEETING:	15th JUNE 2017	CATEGORY: DELEGATED
REPORT FROM:	CORPORATE MANAGEMENT TEAM	OPEN
MEMBERS' CONTACT POINT:	FRANK MCARDLE (EXT. 5700) KEVIN STACKHOUSE (EXT. 5811)	DOC:
SUBJECT:	SERVICE PLANS 2017/18	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE:

1.0 Recommendations

- 1.1 That the Service Plans for Finance and Corporate Services (**Appendix A**) and the Chief Executive's Directorate (**Appendix B**) be approved as basis for service delivery over the period 1 April 2017 to 31 March 2018.

2.0 Purpose of Report

- 2.1 To consider the Service Plans for Finance and Corporate Services and the Chief Executive's Directorate.

3.0 Detail

Introduction

- 3.1 Service Plans are a key part of our Performance Management Framework and act as a link between high-level plans and strategies, such as the Corporate Plan and Sustainable Community Strategy, as well as performance objectives established for employees.

Form and content

- 3.2 Each Service Plan contains information about:

- The Directorate
- Its workforce and budget
- Service performance, including key measures and projects
- Partnerships
- Transformation programmes
- Managing risks

- 3.3 The Service Plans reflect the current priority themes and outcomes within the Corporate Plan 2016-21 and Sustainable Community Strategy 2009-29.

3.4 The Service Plans cover a one-year period and will be reviewed in March 2018 to link in with the Corporate Plan and Sustainable Community Strategy.

3.5 Progress reports on Service Plans will be made to Elected Members as part of the Performance Management Framework monitoring process.

4.0 Financial implications

4.1 All implications are detailed in the relevant Service Plans.

5.0 Corporate implications

5.1 All implications are detailed in the relevant Service Plans.

6.0 Community implications

6.1 All implications are detailed in the relevant Service Plans.

7.0 Background papers

7.1 Electronic copies of the Finance and Corporate Services and the Chief Executive's Directorate Service Plans are available on request.



South
Derbyshire
District Council



Service Plan 2017/2018

Finance and Corporate Services

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

Introduction

The Corporate Plan 2016–2021 forms an important part of planning for the future and leads our performance management. As well as enabling effective monitoring, it links strategic priorities and objectives directly to the activities of service areas.

As part of this, Service Plans are created for our four directorates – Housing and Environmental Services, Community and Planning, Finance and Corporate Services and the Chief Executive’s department.

Covering the 2017-2018 financial year, the Service Plans (which are updated annually) align current delivery arrangements with changing patterns of demand, making the most effective use of available and future resources.

Key aims

All priorities and activities undertaken by Finance and Corporate Services complement our collective vision of making ‘South Derbyshire a better place to live, work and visit’.

We will:

- positively contribute towards Council policies and procedures
- deliver continuous improvements in performance
- ensure compliance with relevant legislation
- maintain a strong customer focus
- ensure a widespread understanding of core values, key aims and performance measures and encourage participation in their development
- ensure that data quality principles are applied
- encourage a positive health and safety culture

All of these contribute to the main themes running through the Corporate Plan of People, Place, Progress and Outcomes.

The importance of service planning

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

While the budgetary setting is constrained, there are ever increasing pressures and demands to do more with less.

In this context, it is essential that services are well planned, with the capability to evolve in order to meet community needs.

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

Scene setting

Overview of the directorate

The Finance and Corporate Services directorate plays a key role in meeting our strategic objectives for supporting People, Place and Progress. Its main focus is to help the Council secure successful outcomes and manage the core principles which underpin all service delivery.

In particular the aims of the directorate are to ensure:

- Financial health
- Good governance
- Customer focus

Much of the work undertaken by the directorate has a statutory base. The non-statutory services also have a fundamental role in ensuring that the Council operates within statutory powers and regulations. Here is a breakdown of statutory and non-statutory duties undertaken.

Statutory Services

- Financial services
- Administration of Housing Benefits
- Revenues collection
- Internal audit
- Land Charges

Non-Statutory Services

- Prevention and detection of fraud
- Property management
- ICT
- Customer Services
- Secretarial support
- Procurement

Service Operations

The directorate is now relatively mature following a Council restructure in May 2013, which established current functions. The directorate is responsible for:

- Financial services - accounting, budgets and medium term financial planning
- Internal audit
- Asset and estate management
- Land Charges
- Revenue collection
- Processing claims for Housing Benefit
- Customer services and the contact centre
- Detecting and investigating fraud

- Co-ordinating Procurement
- ICT
- Reprographics and Document Services
- Data protection and Freedom of Information
- Co-ordinating the resolution of complaints against the Council
- Secretarial support

On February 1, 2017, responsibility for operational management of several of the above services was transferred back to the Council following the expiration of an out-sourcing contract.

Since January 2012, internal audit has been delivered through the Central Midlands Audit Partnership, of which the Council was a founding member and remains a constituent partner.

In addition, on January 1, 2017, the Council formed a partnership with Derby City Council to prevent and detect fraudulent activity across its area. In particular, this service currently focuses on fraud and error in Council Tax discounts, Business Rate Relief and Housing.

The main functions of the Directorate

Through the Director of Finance and Corporate Services, the directorate is responsible for setting and monitoring budgets, reviewing and advising on the Council's medium term spending plans and its financial strategy

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

This is not just about finance but encompasses other resources such as land, property and ICT, together with ensuring that the Council undertakes its activities and responsibilities in a proper manner through good corporate governance.

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

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

The directorate has a number of smaller, discrete service areas, although joint working and synergy exists between the individual areas. Specific units are as follows:

Secretarial support and corporate administration

The Director of Finance and Corporate Services is the Council's Data Protection (DP) and Freedom of Information (FOI) Officer.

In accordance with this responsibility, this unit co-ordinates day to day activity associated with requests for information under DP, FOI regulations and Subject Access Request. It also monitors the corporate framework to ensure that data and records are managed and maintained correctly.

The unit also provide a range of administrative functions, including secretarial support and co-ordinating complaints made against the Council.

Internal audit

Through the Central Midlands Audit Partnership (CMAP) internal audit is the primary assurance that the Council maintains a sound system of internal control and this feeds into the priority outcome of strong corporate governance. Working under the terms of reference of the Council's Audit Sub Committee, CMAP undertake audits on the main systems and processes that underpin service delivery.

Land Charges

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

The financial aim of the service is to 'break even', including the cost of overheads. The income generated by the service is currently around £110,000 per year and is an important income stream for the Council's Medium-Term Financial Plan to cover the costs of providing the service.

The unit reports to the Corporate Asset Manager and is part of the Property Services function.

Property Services

This unit is responsible for the overall strategic management of the Council's operational land and property holdings under the Asset Management Plan. This includes identifying and making recommendations regarding assets deemed 'surplus to requirements'.

The unit has a key role in major development/regeneration projects, in particular where the Council has a property/land interest. This is to ensure that the Council maximises the use of its assets to enable service provision, generate capital receipts or to improve local community facilities.

The unit is also responsible for managing the Council's investment (property) portfolio. This includes shops, industrial units and a factory, all of which generate income of approximately £575,000 per year.

Financial Services

This unit is responsible for maintaining the accounts of the Council and assisting the Director on strategic financial issues. The operational aspects of the unit are:

- **Management accounting** - provides day to day support to Council services on managing budgets and maintaining accounts; this involves the monthly reporting of financial performance.
- **Financial accounting** - ensuring the Council complies with accounting standards and statutory financial reporting requirements. It also includes treasury management, insurance, taxation and banking, together with the payment of invoices and the raising of sundry debtors.
- **Payroll** - payments to Elected Members and the workforce and accounting for the associated transactions.

Revenues and Customer Services

The unit is responsible for acting as the first point of contact for people visiting and contacting the Council, mainly face-to-face, by telephone and email. In addition, the unit processes claims for Housing Benefit and collects the Council Tax and Business Rates.

It also provides the link with Derby City Council for the fraud service and undertakes compliance checks to ensure residents and businesses are claiming the correct discounts and housing benefit entitlement.

Procurement

This unit is responsible for ensuring that the Council's services adhere to procurement regulations when buying and contracting supplies and services. To this extent, the unit co-ordinates all tenders.

The unit also has a role to ensure that the Council achieves value for money through this process by advising on the best procurement method and market conditions.

ICT and Document Services

This unit manages and maintains the Council's computer and telecommunications network. They support all services and provide the technological means in order for services to be delivered.

This includes the sourcing and procurement of all hardware and corporate software systems such as email. In addition, the unit manages third parties who the Council utilise for technical back-up and to maintain servers and network connections.

The unit also provides the central print and reprographics facility, together with co-ordinating post and document scanning.

Workforce

As at April 1, 2017, 71 employees were directly employed by the Council and work in Finance and Corporate Services. A breakdown is shown in the following table.

Service area	Employees
Revenues and Customer Services	39
ICT and Document Services	11
Financial Services (including Payroll)	9
Secretarial Support	4
Property Services	3

Land Charges	2
Procurement	2
Director of Finance and Corporate Services	1
Total	71

The Council's internal auditors are employed by Derby City Council as the accountable body for the Audit Partnership. The Partnership employs approximately 20 staff. These provide audit, compliance and investigatory services to six authorities in the Partnership.

In terms of workforce development, an annual training and development plan is produced after Performance Development Reviews are held.

Several staff have attained professionally qualified status in accountancy, revenues and property management; other staff possess vocational and administrative qualifications.

This requires those staff to demonstrate to their professional institute a continuing programme of professional development (CPD). Regular attendance at external training courses takes place throughout the year to maintain standards and to keep pace with changing requirements.

Several staff work from home, in particular in back-office processing for Revenues and Benefits. This provides flexible working in the modern-era and is considered crucial to motivate and engage high performing staff.

Budgets

The directorate's budget for 2017/18 is outlined in the following table. The amounts represent the **net revenue cost** to the Council of delivering these services, including staffing, supplies and services, etc.

Service area	2016/17	2017/18
ICT	£656,868	£661,571
Customer Services	£592,635	£599,566
Revenues and Benefits	£397,813	£472,350
Financial Services	£309,186	£318,815
Property Services	£344,265	£293,567
Procurement	£104,126	£105,477
Internal Audit	£103,115	£103,115

Land Charges	£88,674	£99,517
Reprographics	£78,355	£79,188
Total	£2,675,037	£2,733,166

Notes: The large increase in Revenues and Benefits from 2016/17 to 2017/18 is due to a reduction in a specific Government grant, which is a contribution towards the Council's costs in this area.

In addition, the lower cost in Property Services is due to a restructure which transferred the Land Conveyancing function into the Legal Services Unit, which is part of the Chief Executive's Directorate.

Capital Expenditure

Apart from one-off projects associated with the purchase and sale of land and buildings, the directorate is not directly responsible for any on-going capital programmes.

Relocation of the Council's Depot

Currently, the Property Services unit is co-ordinating the relocation of the Council's Works Depot and the sale of the current site. This project is valued at approximately £3.5m in total and is part of a wider regeneration project for a site on the outskirts of Swadlincote Town Centre. This project is planned to be completed by September 2017.

ICT Replacements

The directorate is responsible for the deployment of the ICT Capital Reserve, which is used to upgrade and replace the hardware associated with the computer and telecommunications network.

Performance

The Performance Board details our key projects for the year. These are broken into quarters to help us monitor and manage our performance effectively.

All actions are essential if the Council is going to achieve its ambitions and aspirations. These are complemented by a set of performance measures which will help us to gauge whether we are meeting outcomes and providing excellent services.

In some instances, proxy measures will be used. These are outside of the Council's control but provide an indication of the overall health of the District. The number in the Corporate Plan is however small. In addition, some measures are included not as a target, but to gather data as a baseline to assess future targets, for example, the number of visitors using a service.

All projects and measures for Finance and Corporate Services are listed below under the themes of People, Place, Progress and Outcomes and these are shown in the following tables. More detail is provided in the main Corporate Plan.

People measures

Aim	Measure	Annual target 2017/18
Protect and help support the most vulnerable including those affected by financial challenges	PE2.3 Average time for processing new Benefit Claims	Less than 18 Days
As above	PE2.4 Average time for processing notifications of changes in circumstances for Benefits	Less than 8 Days
As above	PE2.5 Housing Benefit Subsidy Local Authority error below target threshold set by the DWP	Less than 0.48%

Outcomes measures

Aim	Measure	Annual target 2017/18
Maintain financial health	O1.1 Generate on-going revenue budget savings in the General Fund	£850,000 ongoing savings made by March 2018 as approved in the Medium-Term Financial Plan

Maintain customer focus

Speed of answering telephone calls in contact centre

O5.1 The average time to answer a telephone call is 20 seconds or less with a call abandonment rate of less than 5%

Outcomes projects

Aim	Project 2017/18	Outcomes
Be aware of and plan for financial, legal and environmental risks	O6.1 Three year review of ICT Strategy and adoption of action plan to 2020	Continue to strengthen the ICT platform and ensure that ICT is able to support change and minimise business risks

Service Indicators

In addition to the Corporate Plan, the directorate also maintain a set of key performance indicators to monitor the progress of its services. These indicators, although more operational, also relate back to the main aims in the Corporate Plan.

For example, the savings target for Procurement is designed to support the key outcome of 'maintaining financial health' and service standards in the Contact Centre are designed to support the key outcome of 'maintaining customer focus'.

The indicators are maintained to ensure that each service area meets its intended outcomes and are a measure of its success. Several of the indicators are governed by statute, whilst others are monitored and reviewed on a regular basis. The targets are based on current benchmarks and are designed to improve on previous year's performance.

These indicators are reported to the Finance and Management Committee and are detailed in the following table. On-going performance monitoring includes benchmarking against other local councils where data is available.

Corporate Plan Aim	Measure	Annual target 2017/18
Maintain financial health	Deliver a balanced budget in accordance with the statutory timetable	Balanced budget agreed by the Council on February 26, 2018
Maintain financial health	Produce regular budget monitoring information	Performance against budget reported to the Council on a quarterly basis
Maintain financial health	Through better procurement, generate budget savings directly or through supporting other services	Total cashable savings meet salary costs of £80,000

Maintain financial health	Collection of Council Tax	In-year collection rate of at least 98%
Maintain financial health	Collection of Business Rates	In-year collection rate of at least 98%
Maintain financial health	Arrears for Council Tax, Business Rates and Housing Benefit overpayments	Reduction in the annual provision for Bad Debts
Maintain financial health	Identification of fraud	Value of fraud identified meets service costs of £35,000
Maintain financial health	Lettings of industrial and commercial properties	Achieve 90% occupancy of all units and less than 10% of properties with rent arrears of less than three months
Maintain financial health	Income from Land Searches	Service breaks-even
Good Governance	Produce a draft set of accounts and financial statements for Annual Audit and Inspection	June 30, 2017
Good Governance	Completion of approved Internal Audit Plan and outcomes reported to the Audit Sub-Committee	At least 90% completed
Customer focus	Expand services in the Customer Contact Centre and maintain facilities for face-to-face enquiries where required	Ensure services remain accessible to residents and visitors
Customer Focus	Minimise downtime of IT	Downtime is less than 1% over the year
Customer Focus	Prompt payment of invoices for goods and services	97% of undisputed invoices paid within 30-days and within 10-days for local suppliers
Customer Focus	Freedom of Information requests answered within the statutory time limit	98% of requests satisfactorily answered with 20-days

Partnerships

Our significant constituted partnerships are outlined below:

Partnership	Main purpose
Central Midlands Audit Partnership	To deliver the Council's Internal Audit and to share best practice with other partners to strengthen the internal control environment
Fraud Investigation Service	To prevent and detect fraud and corruption in Council services

Key considerations

Service transformation

In order for Finance and Corporate Services to positively meet the challenges facing the Council, it will create and develop innovative solutions which will help to deliver the outcomes communities need and want at a cost the Council can afford. This is reflected in current partnership working and working with developers and other stakeholders in order to 'sweat the assets' of the Council. In addition, the following developments have been identified in 2017/18:

- Expansion of services into the contact centre in order for a greater number of telephone enquiries to be dealt with at the first point of contact.
- An options review of the centralised Debt Recovery function in order to refocus and transfer resources to individual teams.

Environmental impact

The Council has attained an internationally recognised environmental standard and this is a key aim in the Corporate Plan. Finance and Corporate Services will seek to ensure continual improvement of our environmental performance. For example, the directorate leads the 'Paperlite' strategy, reducing the amount of printed material and paper used.

Managing risks

The process set out in our Risk Management Strategy has been adhered to. The directorate's risk register is reported to the Finance and Management Committee on a quarterly basis.

Monitoring and review

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



South
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Service Plan 2017/2018

Chief Executive's Department

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As part of this, Service Plans are created for our four directorates – Housing and Environmental Services, Community and Planning, Finance and Corporate Services and the Chief Executive’s department.

Covering the 2017-2018 financial year, the Service Plans (updated annually) align current delivery arrangements with changing patterns of demand, making the most effective use of available and future resources.

Key aims

All priorities and activities undertaken by the Chief Executive’s Directorate complement our collective vision of making ‘South Derbyshire a better place to live, work and visit’.

We will:

- positively contribute towards Council policies and procedures
- deliver continuous improvements in performance
- ensure compliance with relevant legislation
- maintain a strong customer focus
- ensure a widespread understanding of core values, key aims and performance measures and encourage participation in their development
- communicate clearly, effectively and decisively
- ensure that data quality principles are applied
- encourage a positive health and safety culture

All of these contribute to the main themes running through the Corporate Plan of People, Place, Progress and Outcomes.

The importance of service planning

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

While the budgetary setting is constrained, there are ever increasing pressures and demands to do more with less.

In this context, it is essential that services are well planned, with the capability to evolve in order to meet community needs.

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

Performance Management Framework

The Performance Management Framework sets out what needs to be achieved, what is measured and managed and what progress we are making.

Our resources must be aligned, focusing effort in the right places and delivering maximum value for people, partners and businesses.

We must proactively identify and manage any risks that might affect delivery, regularly reviewing performance and taking action where required to stay on target and inform decision making.

The Performance Management Framework consists of three levels. The Corporate Plan sits at the top and sets out how we make South Derbyshire a better place to live, work and visit.

Objectives and measures to deliver against the key aims of the Corporate Plan are defined in Service Plans and shape the objectives of all employees.

Everyone, from Officers to Managers to Elected Members, has a responsibility for delivery of the Corporate Plan.

Scene setting

Overview of the Directorate

The Chief Executive's Directorate plays a key role in meeting our strategic objectives for supporting People, Place, Progress and successful outcomes.

The department is made up of seven service areas:

- Legal Services
- Democratic Services
- Elections
- Licensing Services
- Economic Development
- Communications
- Human Resources

Communications and Human Resources joined the directorate in February 2017 following the contract transition from Northgate Public Services.

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

Below is a breakdown of statutory and non-statutory duties undertaken by each service area.

Functions of the Monitoring Officer

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

The Monitoring Officer's responsibilities include:

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

Legal Services

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

Contentious work

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

Non-contentious work

- Conveyancing
- Contracts
- Miscellaneous agreements

Legal advice

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

Democratic Services

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

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

There is also responsibility for the following:

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

Elections

Areas of responsibility include the following:

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

Licensing Services

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

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

Economic Development

(All non-statutory duties)

The Economic Development service leads on the implementation of the Economic Development Strategy for South Derbyshire. The strategy's ambitions for 2016-2021 are as follows:

BUSINESS: Business support, access to finance and innovation

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

SKILLS: Recruitment, employment and skills

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

INFRASTRUCTURE: Infrastructure for economic growth

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

The Economic Development service 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 UK and overseas 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.
- Developing and securing funding for projects, which contribute to the economic development of the area.

- Ensuring that the skills of the area's workforce meet the needs of local businesses.
- 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).
- Providing information to visitors and local residents about events, attractions and accommodation through the operation of the Swadlincote Tourist Information Centre
- Supporting the continued revival of the town centres through marketing, development, events and festivals. This includes contributing to the Swadlincote Town Centre Vision and Strategy.
- Monitoring trends in the local economy and undertaking research to support the development of projects and proposals.
- The service also supports the South Derbyshire Partnership, in particular the Board and Sustainable Development theme group.

Communications

The work of the Communications Team is central to keeping residents, customers, employees, stakeholders and other parties informed. As per our Communications Strategy 2016-2021, our priorities are as follows:

- Effectively engage residents and encourage two-way conversation
- Uphold and strengthen the Council's excellent reputation
- Utilise a digital approach to reach a wider audience
- Promote opportunities for partnership working
- Develop and maintain trust and raise customer satisfaction
- Help us achieve our organisational objectives and vision against the Corporate Plan
- Work across multi channels appropriate to different stakeholders
- Ensure people understand what we do
- Demonstrate the success of our work
- Raise awareness of how the Council continues to deliver value for money

News about our initiatives, campaigns and services reaches the public in a variety of ways. The Communications Team plays a key part in making sure that correct, up to date and relevant information is available. This is done using a range of channels to make information accessible, engaging and interesting to different audiences.

Examples include:

- media releases/queries, broadcast interviews, journalist briefings, photocalls
- annual reports and promotional materials
- brand management - making sure that Council services and property are clearly designed in the corporate style

- website (new site currently under construction)
- social media (including Twitter, Facebook, YouTube)
- Better online (the intranet)
- Internal communications including staff newsletter, focus groups and briefings

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

Other areas of responsibility include:

- Achievement of actions within the Council's Communications and Channel Shift strategies
- Undertake carefully planned consultation exercises with residents, businesses, staff and community groups
- Production of quarterly performance information for all Council Services. Host quarterly Performance Board meetings with unit managers
- Continuously review, co-ordinate and produce the Corporate Plan, Service Plans and Performance Management Framework in line with the timetable set
- Co-ordinate the Corporate Equalities and Safeguarding Group and ensure services are accessible to all
- Run media and social media training for officers and Elected Members

Human Resources

The Human Resources team provides professional advice and support for the effective management, deployment, control and continuous improvement of the workforce and services. It is responsible for:

Organisational strategy and development

To promote workforce planning and ensure the Council has a suitably skilled workforce now and in the future, supporting organisational change and improvement and identifying opportunities to work with partners to build capacity for the provision of services.

Learning, training and development

To increase the skills and capacity within the workforce through promoting learning opportunities, providing effective employee development programmes and working towards competencies and qualifications that are relevant to job roles and individual needs. To work with any trade union learning representatives and other partners to maximise resources and develop alternative methods to address training needs.

Health and safety

To provide advice, support and training to ensure the Council maintains effective management arrangements in relation to health and safety. This involves ensuring compliance

with legislation and statute and actively promoting safe working practices within the Council and by any third party undertaking work on our behalf.

Pay and rewards

The development and maintenance of a fair, competitive and affordable pay and benefits structure that promotes the effective recruitment and retention of staff and is free from any inequality.

Recruitment and selection

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

Employee relations

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

Employment

Establishing fair and transparent employment practices to ensure the Council remains compliant with legislation and statute and is seen to promote best employment practice. This includes the development of options to ensure that employees can achieve an appropriate work/life balance.

Human Resources advice and guidance

Supporting managers, Elected Members and partners through the provision of advice on key employment policies and changes in legislation/best practice. We also offer support on matters of discipline, capability, grievance, attendance, employee welfare and any other employment related matter.

Human Resources administration

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

Workforce

As of 31 March, 2016, 24 employees (plus one maternity cover and one temporary contract) work in the Chief Executive's Department. Of these, 12 are based in Legal and Democratic Services, three in Economic Development, four in Communications and five in Human Resources.

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

Budgets

Details of the Chief Executive's Department's budgets for 2017/18 are outlined below:

Revenue budget 2017/18

Service Area	Revenue budget 2017/18
Legal and Democratic Services	£726,867
Economic Development	£247,592
Communications	£236,995
HR (including Health and Safety)	£253,783
Total	£1,465,237

Performance

The Performance Board details our key projects for the year. These are broken into quarters to help us monitor and manage our performance effectively.

All actions are essential if the Council is going to achieve its ambitions and aspirations. These are complemented by a set of performance measures which will help us to gauge whether we are meeting outcomes and providing excellent services.

In some instances, proxy measures will be used. These are outside of the Council’s control but provide an indication of the overall health of the District.

All projects and measures for Chief Executive’s Directorate are listed below under the themes of People, Place, Progress and Outcomes. Projects and measures with a reference number before them are classed as strategic.

People measures

Aim	Project	Outcomes
Develop the workforce of South Derbyshire to support growth	Maintain unemployment below UK average	Unemployment rate (proxy)

People projects

Aim	Project	Outcomes
Using existing tools and powers to take appropriate enforcement action	Improve standard of vehicles within South Derbyshire through initiatives	Quarter 1 Multi-agency airport private hire initiative
		Quarter 2 Multi-agency airport private hire initiative
		Quarter 3 Private hire operator initiative
		Quarter 4 Multi-agency private hire initiative
Using existing tools and powers to take appropriate enforcement action	Identify unlicensed premises/operators within the District	Quarter 1 Identify any unlicensed premises/operators through various channels and take steps to ensure they are licensed

		Quarter 2 as above Quarter 3 as above Quarter 4 as above
Using existing tools and powers to take appropriate enforcement action	Ensure compliance with licences	Quarter 1 Private hire operators' inspections Quarter 2 Scrap metal inspections Quarter 3 Animal licences inspections Quarter 4 On and off Licensing Act 2013 premises inspections
Using existing tools and powers to take appropriate enforcement action	Quarterly report on enforcement activity to Overview and Scrutiny Committee	Quarter 1 Provide enforcement activity information for production of report Quarter 2 as above Quarter 3 as above Quarter 4 as above

Progress measures

Aim	Project	Outcomes
Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend of tourists	PR3.1 Number of Tourist Information Centre enquiries handled	Quarter 1 8,000 Quarter 2 8,000 Quarter 3 5,000 Quarter 4 5,000
Provide business support and promote innovation and access to finance, including in rural areas	PR5.3 Guidance offered to businesses or people thinking of starting a business (through the South Derbyshire Business Advice Service)	Quarter 1 25 Quarter 2 25 Quarter 3 25 Quarter 4 25

Progress projects

Aim	Project	Outcomes
Work to attract further inward investment. Showcase developments and investor opportunities in South Derbyshire.	PR1.1 Produce an investor prospectus	<p>Quarter 1 Collate information and prepare materials for investor prospectus</p> <p>Quarter 2 Publish vacant commercial property bulletin</p> <p>Quarter 3 Publish investor prospectus</p> <p>Quarter 4 Publish vacant commercial property bulletin</p>
PR2. Unlock development potential and ensure the continuing growth of vibrant town centres	PR2.2 Events, such as a wedding fair, the Christmas Lights Switch On, Festival of Leisure and markets, delivered and/or supported	<p>Quarter 1 4 events, including Swadlincote Wedding Fair</p> <p>Quarter 2 3 events, including Makers Market</p> <p>Quarter 3 2 events, including Christmas lights Switch On</p> <p>Quarter 4 1 event, including Pancake Races</p>
PR3. Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend of tourists	PR3.3 Further develop and promote South Derbyshire's evening and night time economy	<p>Quarter 1 N/a</p> <p>Quarter 2 Consult with businesses, via Swadlincote Town Team, on potential initiatives</p> <p>Quarter 3 Undertake promotional initiative in the run up to Christmas</p> <p>Quarter 4 Publish promotional materials to attract visitors</p>

Outcomes measures

Aim	Measure	Outcomes
To encourage people to register to vote	Highlight the importance of registering to vote	% increase on last year's electorate figure on publication of the revised register

Maintain a skilled workforce	Ensure ongoing training and development for individuals and groups of employees where applicable.	<p>O4.1 95% of all employees to complete mandatory training</p> <p>O4.2 95% of employees to have an annual performance appraisal</p>
Maintain a skilled workforce	To support the reduction of sickness absence	Reduction of 10%
Maintain a skilled workforce	Raise awareness of the rolling news channel on Better online	Attract more than 1,500 hits per month
Maintain customer focus	Provide functionality for greater transactional processing online.	Encourage more than 2,000 users to sign up to the MySouthDerbyshire online account through signposting and marketing
		Increase percentage of website transactions, with 5% annual customer movement to digital access routes.
		Increase the number of website visits by more than 10%.
Maintain customer focus	Response to media enquiries	Maintain accurate information on the Council's website with new content edited and published within two working days. Review process to ensure accountability across the authority.
		Approved response given to all media enquiries within two working days.

Outcomes projects

Aim	Project	Outcomes
Promote and enable active democracy	Deliver Derbyshire County Council elections.	Conduct Election in accordance with the law and lead authority.
Promote and enable active democracy	Organise and deliver Woodville by-election.	Ensure the by-election is conducted in accordance with the law.
Promote and enable active democracy	Deliver General Election in South Derbyshire.	Ensure election is conducted in accordance with the law.

Promote and enable active democracy	Organise a canvass to produce revised register of electors in December.	Electors are registered in accordance with their franchise and the new register is published by the deadline.
Promote and enable active democracy	Encourage active involvement in local democracy.	To increase awareness of educational visits/work experience placements to the Civic Offices.
Promote and enable active democracy	Encourage active involvement in local democracy.	To increase the number of Officer visits out to educational establishments as part of Local Democracy Week.
Maintain proper corporate governance	O2.1 Compile and publish an Annual Governance Statement in accordance with statutory requirements.	An unqualified Value for Money opinion in the Annual Audit Letter.
Maintain proper Corporate Governance	Maintain a proper Risk Management Framework.	Strategic and service risk registers reviewed, updated and reported to Policy Committee on a quarterly basis.
Maintain proper Corporate Governance	Implement Regarding Procedure	Ensure all posts are evaluated and graded in accordance with the Council's pay structure
Maintain proper Corporate Governance	Ensure the Corporate Plan continues to evolve.	Review, co-ordinate and produce the Corporate Plan in line with the timetable set. Production of quarterly performance information for all Council Services.
Maintain customer focus	Increase use of e-forms in HR and secure electronic communication channels for internal and external customers.	All employment documentation to be issued electronically.
Maintain customer focus	O5.1 Develop the new website and provide functionality for greater transactional processing online.	Q1 Website go live. Q2 Gauge satisfaction and identify any emerging patterns and trends. Set targets for the year ahead.
Maintain customer focus	O5.2 Develop a Social Media Strategy to provide easy and innovative options for residents to engage with the Council	Q1 Liaise with most similar group authorities to establish approach. Q2 Undertake detailed research and analysis. Build evidence base.

		Q3 Create strategy and consult with stakeholders.
		Q4 Report to committee and adopt strategy.
Maintain customer focus	O5.4 Deliver the Equalities and Safeguarding Action Plan to demonstrate principles are embedded in service delivery.	Q1 Present Equalities and Safeguarding annual report to Elected Members and agree action plan. Q2 Achieve accreditation to Safe Place Scheme Q3 Achieve Dementia Friendly Community status Q4 Undertake a Workforce Profile and consider any issues to be addressed.
Maintain customer focus and a skilled workforce	Deliver the Council's Communication, Internal Communications and Consultation Strategies.	Achievement of actions.
Maintain a skilled workforce	Pay and Grading	Review to be carried out of all transferred posts. Put into place actions to support staff whose posts have been downgraded.
Maintain a skilled workforce	To commence a review of terms and conditions employment	Identify any potential equality issues and reduce costs
Maintain a skilled workforce	Gender pay gap report	Complete and publish
Maintain a skilled workforce	Deliver the Council's Health and Safety Action Plan and Workforce Development Strategy	Achievement of actions
Maintain a skilled workforce	To ensure an effective Health and Safety management framework	RoSPA accreditation
Maintain a skilled workforce	Leadership and Management Development programme	Deliver and evaluate
Maintain a skilled workforce	Move all remaining employees onto monthly pay	Reduce operational costs
Maintain a skilled workforce	Develop the HR self-service model and deliver on the agreed milestones.	Deliver action plan.

Maintain a skilled workforce	To support the review of security measures	Develop a corporate approach towards maintaining a register of potentially violent persons/properties
Maintain a skilled workforce	Disclosure and barring	To move all checks for employment onto the on-line self-service systems.
Maintain a skilled workforce	Phase II of Better online (the Intranet)	Produce an action plan and deliver against the timeframes set out

Partnerships

Our significant partnerships are outlined below:

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

Key considerations

Service transformation

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

Environmental impact

By implementing the requirements of ISO 14001 across all significant environmental aspects associated with the Chief Executive's Department, this Service Plan seeks to ensure continual improvement of our environmental performance.

Further information can be found at: <http://sddcintranet/index.php/essentials/83-ems>

Managing risks

The process set out in our Risk Management Strategy has been adhered to. The risk registers are reported back to committee on a quarterly basis.

Monitoring and review

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

REPORT TO: FINANCE AND MANAGEMENT COMMITTEE **AGENDA ITEM: 15**

DATE OF MEETING: 15th JUNE 2017 **CATEGORY:** Delegated

REPORT FROM: DIRECTOR OF COMMUNITY AND PLANNING **OPEN:**

MEMBERS' CONTACT POINT: LOUISE GLOVER 01283 595887 louise.glover@south-derbys.gov.uk **DOC:**

SUBJECT: ROSLISTON FORESTRY CENTRE – RESERVE FUNDS **REF:**

WARD(S) AFFECTED: ALL **TERMS OF REFERENCE:**

1.0 Recommendation

1.1 Members approve the use of identified reserves for use as part of the management contract transfer and on site developments at Rosliston Forestry Centre.

2.0 Purpose of Report

2.1 The report seeks approval to use three allocated reserves for the transition of Rosliston Forestry Centre (RFC) to a new management contractor and a refresh of the site.

3.0 Detail

3.1 There are three reserves funds in the Councils General Fund which relate to Rosliston Forestry Centre. These are:

RFC Repairs Reserve	£23,858
RFC The Glade	£35,893
RFC / Café	£68,107

3.2 The Repairs Reserve is under spend from 2016/17 and has been carried forward to support the maintenance and development of the site prior to the new contract. The Forestry Commission jointly fund that 2016/17 budget.

3.3 The Glade reserve relates to a large capital project that was finally completed in 2015 and was an underspend. There are no restrictions on its use other than for developments at the Forestry Centre.

3.4 Café reserve fund was established by the Forestry Centre Executive to retain a percentage of the income received by The Hub café as part of their tenancy. Initially it was considered prudent to retain the fund if repairs were required to the café building but as the fund has increased the Executive wish to use the fund as

per its original intension in terms of maintenance and development of the whole site. The fund has only been used previously to replace windows and has not been required for the past few years resulting in an accumulation to the present level. There are no stipulations on what the fund can be used for in terms of the café lease.

3.5 The Forestry Centre Executive want to have the flexibility over the coming months to be able to undertake works and developments which improve the site and make it 'fit for purpose' when it is transferred to a new contractor. Use of the identified reserves will allow this flexibility and will utilise existing RFC funds to be reinvested into the site.

3.6 The actual spend will be decided on as the tender process continues and negotiations begin with potential organisations, before the new management company is chosen.

4.0 Financial Implications

4.1 The three reserve funds total £126,857 and this will provide a significant fund can prepare the Centre for the next stage of its operation.

4.2 The RFC Executive /Board is moving towards a reduction in costs for both council and Forestry Commission and if possible a situation where the site is cost neutral or makes a surplus.

4.3 The Forestry Commission who jointly fund the management of the site have contributed to the above reserves through the joint business plan and also invested £78,000 capital towards car park and bridge repairs in 2016/17.

5.0 Corporate Implications

5.1 Rosliston Forestry Centre's continued development as a community and visitor attraction contributes significantly to the People, Place and Progress themes in the new Corporate Plan and the strategic objective of improving the health and wellbeing of our residents and communities.

6.0 Community Implications

6.1 Rosliston Forestry Centre contributes to the South Derbyshire Sustainable Community Strategy and, in particular, the themes of Health and Well Being and Sustainable Communities. It has become an important community facility providing a venue for many local people and groups.

7.0 Background Papers

7.1 None

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 16
DATE OF MEETING:	15th JUNE 2017	CATEGORY: DELEGATED
REPORT FROM:	DIRECTOR OF FINANCE AND CORPORATE SERVICES	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (EXT 5811)	DOC:
SUBJECT:	COMMITTEE WORK PROGRAMME	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: G

1.0 Recommendations

1.1 That the Committee considers and approves the updated work programme.

2.0 Purpose of Report

2.1 The Committee is asked to consider the updated work programme.

3.0 Detail

3.1 Attached at Annexe 'A' is an updated work programme document. The Committee is asked to consider and review the content of this document.

4.0 Financial Implications

4.1 None arising directly from this report.

5.0 Background Papers

5.1 Work Programme.

**Finance and Management Committee – 15th June 2017
Work Programme**

Work Programme Area	Date of Committee meetings	Contact Officer (Contact details)
Reports Previously Considered By Last 3 Committees		
Service Base Budgets 2017/18	12 th January 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Budget 2017 (Incorporating Consolidated Base Budgets 2017/18 and the MTFP to 2022)	12 th January 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Treasury Management Strategy and Prudential Indicators 2017/18	16 th February 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Final Budget Proposals 2017/18 and Financial Plan to 2022	16 th February 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Corporate Plan: Performance Monitoring 2016/17 Quarter 3	16 th March 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Budget and Financial Monitoring 2016/17	16 th March 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)

Individual Electoral Registration – Public Engagement Strategy	27 th April 2017	Ardip Kaur Legal and Democratic Services Manager (01283 595715)
Provisional Programme of Reports To Be Considered by Committee		
Service Plan	15 th June 2017	Keith Bull Head of Communications (01283 598705)
Equalities and Safeguarding Annual Report 2016/17	15 th June 2017	Keith Bull Head of Communications (01283 598705)
Training and Development Annual Report 2016/17	15 th June 2017	David Clamp Head of Organisational Development (01283 595729)
Health and Safety at Work Annual Report 2016/17	15 th June 2017	David Clamp Head of Organisational Development (01283 595729)
Compliments, Complaints and Freedom of Information Requests: 1st October 2016 to 31st March 2017	15 th June 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Consultation Annual Report 2016/17	15 th June 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)

Treasury Management Annual Report 2016/17	22 nd June 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Budget Out-turn 2016/17	22 nd June 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Data Quality Annual Performance Report 2016/17	31 st August 2017	Keith Bull Head of Communications (01283 598705)
Corporate Plan: Performance Monitoring 2017/18 Quarter 1	31 st August 2017	Frank McArdle Chief Executive
Budget and Financial Monitoring 2017/18	31 st August 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Final Accounts and Statutory Financial Statements 2016/17	21 st September 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
ICT Strategy and Work Plan to 2020	12 th October 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Medium-term Financial Plan Review	12 th October 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)

Corporate Plan: Performance Monitoring 2017/18 Quarter 2	30 th November 2017	Frank McArdle Chief Executive
Budget and Financial Monitoring 2017/18	30 th November 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Proposed Local Council Tax Support Scheme 2018/19	30 th November 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)