

POLICY AND ECONOMIC REGENERATION DIVISION

SERVICE PLAN 2006/09

1. SERVICE DESCRIPTION

The Policy and Economic Regeneration Service covers two main areas of work – corporate policy and economic regeneration (including tourism).

POLICY

Key responsibilities include:

- **Managing the delivery of the Council's Best Value programme**, including the production of the Best Value Performance Plan (BVPP) and Plan Summary

The BVPP is published annually and is subject to audit by the Audit Commission to ensure that it complies with statutory requirements. It sets out the Council's record of delivering local services (particularly in terms of the national suite of Best Value Performance Indicators) along with plans and priorities for service improvements.

- **Assisting with the development of the Corporate Plan** (including research, drafting and community consultation)

The Corporate Plan sets out the Council's vision for South Derbyshire along with plans and priorities for improving local services. It also describes how the Council will work with partners to improve the quality of life for all residents the vitality of community groups and the success of local business. Although the Plan covers a three-year period, it is reviewed and 'rolled forward' annually.

- **Developing and co-ordinating the Council's 'Achieving More' performance management framework** – in particular Service Plans and Best Value and other Performance Indicators

The 'Achieving More' Framework (agreed in November 2005) sets out the Council's strategy for managing performance and improving services. Key components include performance monitoring and reporting, performance review and intervention, responsibilities and accountabilities, target setting and linkages between the different levels of planning.

- **Helping with arrangements for Comprehensive Performance Assessment and Improvement Planning** (including preparation of the Improvement Plan, Use of Resources – Value for Money, Direction of Travel Assessment and Data Quality)
- **Researching, developing and co-ordinating corporate and service policies and strategies** and monitoring their implementation

- **Supporting and co-ordinating arrangements for consultation** - including management of the South Derbyshire Citizens' Panel and Best Value User Satisfaction Surveys
- Taking forward the **Council's approach to equal opportunities and diversity issues**
- **Developing and delivering the South Derbyshire Community Strategy through the Local Strategic Partnership (SDLSP)** and providing support to the Partnership Board and its Working Groups.

The SDLSP publicly launched the South Derbyshire Community Strategy and Year 1 Action Plan in July 2005, after extensive consultation with local people and other stakeholders. The Year 2 Action Plan (covering the period to March 2008) was agreed in July by the Partnership.

- **Providing policy related support to the Council's Overview and Scrutiny Committees** (including research and help with report writing)

Customers and services -

The Policy Unit provides services to a wide range of internal and external customers. They include local people; service users; public, private and voluntary sector organisations, the Audit Commission; staff in other Divisions; and, members.

The Unit also works closely with other Derbyshire authorities (including the County Council, Police, Health and Fire and Rescue Service) to secure a joint approach to consultation, performance and community planning issues.

ECONOMIC REGENERATION

The local economy

The local economy in South Derbyshire is undergoing transition with the decline of employment and businesses in sectors related to the primary industries of agriculture, mining and power generation, together with traditional manufacturing in sectors such as ceramics and engineering.

The local workforce is characterised by skills deficiencies and an under-representation of those in higher socio-economic groups.

The existing business base of the District reveals a dependence on sectors that are particularly vulnerable to lower cost manufactured imports and economic downturn. Meanwhile growing and service-based sectors of the economy are under-represented.

Whilst the area has a rapidly increasing population, employment growth has not kept pace, leading to a dependence on out-commuting. As such, there is a continuing need in South Derbyshire to assist the diversification and modernisation

of traditional industries, but also to promote a more entrepreneurial culture and the growth of new businesses.

The Economic Regeneration Service

Key responsibilities include:

- **Working in partnership** with local, sub- regional and regional agencies and partnership to develop the local economy and the workforce.

The service collaborates with a range of organisations from the public, private and voluntary/community sectors, including the East Midlands Development Agency, East Midlands Tourism, Derby & Derbyshire Economic Partnership (DDEP) and Visit Peak District & Derbyshire Destination Management Partnership.

- **Promoting inward investment** – attracting business and employment to the district through the marketing of the area and available sites and premises, together with the provision of assistance to potential investors

Over the last year, production has commenced at new facilities operated by Futaba Industrial UK and Truma UK Limited at Dove Valley Park, and by Bison Concrete Products Limited and Keystone Lintels Limited in Swadlincote. A new training facility was opened at Toyota, recognising Burnaston's designation as the Global Production Centre for Europe.

Meanwhile, new developments are currently under construction for Wm Morrisons Supermarkets in Swadlincote town centre , for Daher Sawley at Hilton Business Park, and for Mirage and Able Engineering at Tetron Point.

- **Supporting business development** – providing advice and support to new and existing businesses directly and through the development of structures and support networks

This includes working closely with the Business Link service at George Holmes Business Centre in Swadlincote, in addition to supporting dedicated initiatives, in growing sectors such as forestry and tourism.

- **Ensuring that the skills of the area's workforce meet the needs of local businesses**

Following the identification of skills as a key issue in the emerging Economic Regeneration strategy, further work is underway with partners and business to bring forward a project to address this issue.

- **Developing and securing funding for projects** which contribute to the regeneration of the area

Recent successes include funding from DDEP for the TIC, together with investment in the master planning and first phase works on the public realm in the town centre.

- **Providing support to the Vibrant Economy Group** of the South Derbyshire Local Strategic Partnership in the development and delivery of projects

The activities of the Group are expanding rapidly as it becomes the key focus of regeneration activity in the District. It is now delivering a significant programme of projects and initiatives benefiting deprived areas and vulnerable groups.

- **Promoting and developing tourism** – attracting visitors from the UK and overseas to South Derbyshire and The National Forest through marketing and promotion and the development of the tourism 'product' (attractions, accommodation, activities etc)

The District has been successfully promoted as part of the National Forest through The National Forest and Beyond Campaign and with the newly formed Visit Peak District and Derbyshire Destination Management Partnership.

Latest research shows 3.6 million visitors to South Derbyshire in 2005, generating a total spend of £116 million and supporting more than 2,000 full time equivalent jobs (with growth much higher than the rest of the county).

- **Providing information to visitors** and local residents about events, attractions and accommodation through the operation of the Swadlincote Tourist Information Centre (TIC)

The Centre became operational in April 2006 and was formally opened in July by Mark Todd MP. Official status as a TIC was also achieved in July.

- **Monitoring trends in the local economy** and undertaking research to support the development of projects and proposals.

Staffing Structure

The Principal Policy Officer manages the Policy Unit, which comprises a total of 4 members of staff (including the new post of Policy Officer – Consultation).

The Principal Economic Regeneration Officer currently managed one member of staff. This is set to increase to two when funding from DDEP is finalised.

The Head of Service has overall responsibility for both teams.

2. OPORTUNITIES AND CHALLENGES

Policy Service

The main opportunities and challenges facing the service are closely related to the Government's plans for improving public services and strengthening community leadership.

They include:

- Improving communication and consultation with local people (especially people who are traditionally 'hard to reach') and ensuring that local people are involved in choices about services and local priorities
- Ensuring that the SDLSP operates effectively and on a sustainable basis and that it continues to deliver the community's aspirations and priorities
- Ensuring that Council services are delivered equitably across the district and that everyone has the same opportunities to improve their quality of life – a key challenge will be to ensure that the Council complies with new Equalities legislation (in particular, the requirement to produce Disability and Gender Equality Schemes) and to make further progress on the Social Inclusion Strategy
- Continuing to develop the 'Achieving More Framework', especially arrangements for collecting, monitoring and reporting national and local performance indicator data
- Supporting the development and implementation of arrangements for corporate and service planning

Economic Regeneration

Delivery of the economic regeneration service in the future will be subject to opportunities and demands arising from:

- Greater understanding of the needs of the local economy and workforce as a result of the research and consultation conducted for the new SD Economic Strategy and thus knowledge upon which to act
- Expectation of contributions to regeneration initiatives arising from the growing activities of the Vibrant economy group of the SDLSP
- Expectation to deliver the regional economic agenda set out in the new Regional Economic Strategy

Emerging challenges include:

- Restructuring the economy within both urban and rural areas of the district, with the decline of traditional sectors (e.g. agriculture, manufacturing) and the growth of others (e.g. tourism, services)
- The potential for a divide between those on the north of the district (higher skilled/waged) and those in Swadlincote and the former mining areas

These will require initiatives with our partners in such areas as workforce skills development, inward investment and the provision of accommodation.

3. KEY TASKS

These are set out in Annexe A (at the end of the Plan).

4. WORKFORCE PLANNING

The following issue has been identified

Issue	Action	Expected Outcome
The adoption of new working arrangements associated with the introduction of new tourism delivery structures (TIC, Visit Peak District and Derbyshire Destination Management Partnership)	Keep under review working arrangements with partners to prevent duplication/overlap/gaps in provision	Efficient and effective tourism services

5. MANAGING RISKS

Risk (Current rating)	Consequences	Controls in place	Further action required (timescale)
<p>Failure of tourism partnership (TIC)</p> <p>Current rating: <i>Extremely low likelihood/very low impact</i></p>	<p>Loss of service to potential visitors to the area</p> <p>Adverse publicity and loss of standing with partners</p> <p>Grants may also need to be repaid.</p>	<p>A Service Level Agreement is about to be finalised with the delivery partner.</p>	<p>On-going monitoring of Service Level Agreement</p>
<p>Downturn in local economy</p> <p>Current rating: <i>Probable likelihood/moderate impact</i></p>	<p>Loss of jobs/business failures</p> <p>Reduction in income to the Council (e.g. through reduced take up of commercial properties etc).</p>	<p>Monitoring trends in the local economy and provision of business support through Business Link</p>	<p>Seek to strengthen existing business base through new Economic Regeneration Strategy (end of 2006).</p> <p>Develop support packages (as required) with other agencies such as Job Centre Plus.</p>
<p>Failure of the South Derbyshire Local Strategic Partnership</p> <p>Current rating: <i>Low likelihood/moderate impact</i></p>	<p>Loss of credibility with the community, partners and Government</p> <p>Non delivery of the community's vision and priorities as set out in the Community Strategy</p>	<p>The Council is represented on the Board of the Partnership. It also provides the Secretariat and acts as the Accountable Body.</p> <p>Meetings of the Partnership Forum are held twice a year; these provide an opportunity of reporting progress and performance to local people and groups.</p>	<p>Complete review of SDLP operating arrangements and ensure that resource requirements are addressed by partners (March 2006)</p>

Risk (Current rating)	Consequences	Controls in place	Further action required (timescale)
<p>Failure to implement the Equality Act 2006 and related legislation</p> <p>Current rating*: <i>Low likelihood/ moderate impact)</i></p> <p>* Subject to evaluation by the Risk Management Group</p>	<p>Legal action, adverse publicity and loss of credibility with the community, partners and Government</p>	<p>A corporate Equalities and Diversity Group (chaired by the Deputy Chief Executive) is taking forward the agenda.</p> <p>The Values and Attitudes Group (comprising external stakeholders) has an overseeing role</p>	<p>Additional resources have been made available and staff recruitment is underway.</p>
<p>Failure to achieve required standards for Data Quality</p> <p>Current rating*: <i>Low likelihood/ very low impact)</i></p> <p>* Subject to evaluation by the Risk Management Group</p>	<p>Adverse Audit reports and potential withholding of Government grants/funding</p> <p>Local people and partners do not have confidence in Council information/performance reports etc</p>	<p>Minimum arrangements are in place in relation to the main areas of governance & leadership, policies, systems & processes, people & skills and data use.</p>	<p>Data Quality Strategy prepared and rolled out across the organisation (March 2007)</p>

6. PERFORMANCE INDICATORS AND TARGETS

Best Value Performance Indicators

No.	Description	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
2a	Equality Standard for Local Government – level achieved	1	1	2	3
2b	The duty to promote race equality – checklist score	42%	47%	57%	57%
16b	Percentage of economically active disabled community population	13.9% (Census Data)	13.9%	13.9%	13.9%
17b	Percentage of economically active minority ethnic community population	2.6% (Census Data)	2.6%	2.6%	2.6%

Local Performance Indicators

No.	Description	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
L/PER 1	Best Value Performance Plan – opinion by Audit Commission	Unqualified	Unqualified	Unqualified	Unqualified
L/PER 3	Number of visitors to Swadlincote TIC * as agreed with DDEP	N/A	10,000*	10,000*	
Note: Further local indicators for Economic Regeneration will be established as part of the development of the new Strategy					

7. USEFUL CONTACTS

Name	Post	Tel. No	E-mail
Sally Knight	Head of Policy & Economic Regeneration	01283 595728	sally.knight@south-derbys.gov.uk
Mike Greenway	Principal Policy Officer	01283 228705	mike.greenway@south-derbys.gov.uk
Mike Roylance	Principal Economic Regeneration Officer	01283 595725	mike.roylance@south-derbys.gov.uk
Swadlincote Tourist Information Centre		01283 222848	tic@sharpepotterymuseum.org.uk

KEY TASKS (APPENDIX A)

Ref. No.	SOURCE	ACTIONS	EXPECTED OUTCOME	MEASURE	TIMESCALE
Equal Opportunities and Diversity					
PER1	Corporate Plan (Safer and Healthier Communities)	Improve arrangements for reporting racial incidents and supporting victims	Local people feel more confident about reporting racial incidents; more incidents are reported	Agreement with Derby Racial Equality Council for caseworker support finalised Arrangements for reporting incidents reviewed	March 2007
PER2	Corporate Plan (Prosperity for All)	Develop a Corporate Equalities Plan	Demonstrably fair and equitable services accessible to all	Plan adopted	March 2007
PER3	Policy Unit	Update Corporate Equalities policy	Ditto	BVPI 2a – Equality Standards for Local Government achieved	March 2007
PER4	Policy Unit	Race Equality Scheme – deliver, report and review	Ditto; compliance with legal requirements	BVPI 2b – The duty to promote racial equality checklist score	March 2007
PER5	Policy Unit	Develop a Disability Equality Scheme	Ditto	Scheme in place	December 2006
PER6	Policy Unit	Develop a Gender Equality Scheme	Ditto	Scheme in place	April 2007
PER7	Corporate Plan (Prosperity for All)	Develop a strategic approach to social inclusion	Local people provided with more opportunities to escape poverty, enjoy good health, live in safe and pleasant environments and enjoy a sense of well being	Strategy adopted	March 2007
Consultation					
PER8	Corporate Plan (You at the Centre)	Develop a corporate communications and consultation strategy	Local people are better informed about the work of the Council and more involved in decisions about services	Strategy approved	March 2007
PER9	Corporate Plan (You at the Centre) / Community Strategy (Creating Opportunities for All)	Do more to consult with hard to reach groups (with South Derbyshire CVS and Derbyshire Rural Community Council)	Improved links with hard to reach groups; support is provided to the South Derbyshire Local Strategic Partnership for consultation	Agreement with South Derbyshire CVS (for specialist support) finalised Agreed programme delivered	March 2007
PER10	Corporate Plan (Higher Quality Services)	Establish a rolling programme of customer satisfaction surveys	Improved service planning and delivery	Programme finalised Year 1 surveys completed and evaluated	March 2007

Ref. No.	SOURCE	ACTIONS	EXPECTED OUTCOME	MEASURE	TIMESCALE
Community Planning					
PER11	Corporate Plan (Stronger in the Region)	Deliver our contribution to the Community Strategy	More effective partnership working and better outcomes for local people	Delivery of actions linked to the Council's planning and performance management processes	March 2007
PER12	Corporate Plan (Stronger in the Region)	Assist the South Derbyshire Local Strategic Partnership (SDLSP) to operate effectively	An up to date Community Strategy in place; an adequately and resourced and sustainable partnership able to deliver the community's vision and priorities	Community Strategy Year 2 Action Plan approved by Partnership Forum Review of SDLSP'S operating arrangements completed and resource requirements addressed by partners	March 2007
PER13	Corporate Plan (You at the Centre)	Establish a rolling programme of local Community Plans	A shared understanding about the needs and requirements of local communities	Programme finalised and resources in place	March 2007
PER14	Community Strategy (Creating Opportunities for All)	Establish a baseline of awareness in community of SDLSP (with South Derbyshire CVS)	Platform on which to plan and deliver a communications programme	Questions for Citizens' Panel finalised	December 2006
PER15	Community Strategy (Creating Opportunities for All)	Publish regular SDLS update in Council Newsletter ((with South Derbyshire CVS)	Local people and groups are better informed about the work of the partnership	Quarterly updates produced	Ongoing from September 2006
Corporate Plan					
PER16	Policy Unit	Corporate Plan – contribute to development of action plan for 2007/08	Clear priorities and up to date plans in place for delivering local services	Updated Action Plan in place	April 2007
Performance Management / Improvement Planning					
PER17	Corporate Plan (Higher Quality Services)	Agree improvement priorities with Audit Commission and deliver required actions	A Council which is recognised to be improving and a strong performer in service delivery	Improvement Plan agreed Performance monitored and reported to Council on a quarterly basis	March 2007

Ref. No.	SOURCE	ACTIONS	EXPECTED OUTCOME	MEASURE	TIMESCALE
PER18	Improvement Plan (Performance Management)	Continue to deliver and develop our 'Achieving More' performance management framework	Improved performance, especially in priority areas; responsibility and accountability clearly assigned; timely and targeted management intervention; reliable performance information	Achievement of agreed targets reported regularly to Members and stakeholders Framework developed to include a 'value for money' component Format for Service Plans 'refreshed' Procedures/protocol for ensuring data quality established Performance Management Training provided to members and employees across the organisation	March 2007
PER19	Improvement Plan (Performance Management)	Identify a suitable Improvement Tool and prepare to 'roll out'	A robust and systematic mechanism for evaluating performance in place and supporting improvement planning	Improvement tools reviewed Training of assessors completed Roll out plan in place	March 2007
PER20	Improvement Plan (Performance Management) 4	Prepare for the Direction of Travel Assessment	Formal recognition by the Audit Commission that the Council is making progress and that local people are receiving better services	Progress formally reviewed by members (ahead of next assessment) Self assessment completed	March 2007

Ref. No.	SOURCE	ACTIONS	EXPECTED OUTCOME	MEASURE	TIMESCALE
PER21	Improvement Plan (Performance Management)	Improve performance against the national BVPIs	Possibilities of penalties from Government for failing to achieve national standards removed; improved performance especially in priority areas; local people benefitting from better services	All national standards achieved For priority areas, no bottom quartile performance by March 2007 For non priority areas, at least 90% of indicators improving and/or staying the same at March 2007	March 2007
PER22	Policy Unit	Prepare for and/or contribute to Audit Commission: <ul style="list-style-type: none"> • Use of Resources Value for Money Assessment • Performance Management Study • Inspection of Cultural Services 	Formal recognition by the Audit Commission that performance is improving and the Council is providing high quality, value for money services	Assessments/inspections concluded	September 2006 to April 2007
PER23	Policy Unit	Publish BVPP and Plan Summary in accordance with statutory guidance	A public report of the Council's performance and improvement priorities	Plan produced	June 2007
PER24	Policy	Produce data quality strategy	Decisions based on accurate and reliable data; confidence of stakeholders maintained	Strategy produced	March 2007
PER25	Improvement Plan (Customer Focus)	Initiate a pilot project for collecting and analysing service delivery data at a local level	Improved service planning and delivery; equitable services across the district	Brief for project agreed First performance report produced and results evaluated	March 2007
Procurement / Partnership Working					
PER26	Improvement Plan (Procurement)	Develop a good practice protocol for partnership working	More effective partnership working	Protocol approved and rolled out across the organisation	March 2007
PER27	Economic Regeneration Unit	Deliver actions in the Corporate Procurement Strategy	Contribution of the Council's purchasing decisions to regeneration maximised	National Concordat for Small Businesses signed Chief Economic Development Officer's checklist implemented	March 2007

Ref. No.	SOURCE	ACTIONS	EXPECTED OUTCOME	MEASURE	TIMESCALE
Economic Regeneration (Strategic)					
PER28	Corporate Plan (Prosperity for All)	Develop a new Strategy for economic Regeneration in South Derbyshire	Improved partnership working and a 'joined up' approach to the economic regeneration of the district; potential of South Derbyshire economy realised	Vision agreed with key stakeholders Strategy approved	March 2007
PER29	Corporate Plan (Prosperity for All) - Community Strategy (A Vibrant Economy)	Work with investors to bring more higher skilled jobs to the area	Local economy strengthened through the attraction of inward investment and the creation of employment	Implementation of 'Tractivity' (an electronic property enquiry system for inward investors) Marketing initiative commenced	March 2007
PER30	Economic Regeneration Unit	Establish a suite of indicators for monitoring trends/performance of the local economy (linked to the new Economic Regeneration Strategy)	Greater understanding of changes in the local economy and the needs of businesses and the workforce	Indicators identified and monitoring arrangements in place	March 2007
Economic Regeneration (Projects)					
PER31	Economic Regeneration Unit	Work with partners to improve the skills and capacity of the local workforce	Local people are able to take up more highly paid jobs and the needs of business are met	Consultation event with key stakeholders held Action Plan agreed	March 2007
PER32	Economic Regeneration Unit	Contribute to the development and delivery of projects being undertaken by the SDLSP Vibrant Economy Working Group including <ul style="list-style-type: none"> • Groundwork Business Navigator project • Woodlands Economy Business Support projects • Town Centre regeneration 	Partners are supported and the benefits to the local economy are realised	Projects delivered	June 2008
PER33	Economic Regeneration Unit	Assist the Swadlincote Chamber of Commerce to develop a business support project	Town Centre businesses supported and able to respond to new challenges and opportunities	Project ready to be delivered	March 2007

Ref. No.	SOURCE	ACTIONS	EXPECTED OUTCOME	MEASURE	TIMESCALE
Tourism Promotion and Development					
PER34	Community Strategy (A Vibrant Economy)	Operate a TIC in Swadlincote to provide services to visitors and local residents	High quality information and advice available to visitors and local people	Contract with DDEP delivered in full 20,000 visitors to the centre	March 2008
PER35	Economic Regeneration Unit	Commission an evaluation National Forest and Beyond visitor marketing campaign	Impact of marketing and promotional activities on visitor numbers/spend/local jobs clarified	Evaluation completed	March 2007
PER36	Economic Regeneration Unit	Deliver the Council's contribution to the Peak District and Derbyshire Destination Management Partnership Business Plan	Efficient and effective tourism promotion and development of services that meet the needs of visitors and businesses; more visitors to the area	Key actions delivered	March 2008
PER37	Economic Regeneration Unit	Deliver the Council's contribution to plans of the National Forest and Beyond Partnership	Ditto	Key actions delivered	March 2007
PER38	Economic Regeneration Unit	Work with partners to publish a new series of walks/trails leaflets	Local people and visitors able to enjoy the assets of South Derbyshire and able to pursue healthy lifestyle options	10 new walks/trails published	March 2007