



South
Derbyshire
District Council



Service Plan 2021/22

Chief Executive's Directorate

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

Introduction

The Corporate Plan

The Corporate Plan 2020-2024 sets out the values and vision for South Derbyshire District Council and outlines its priorities for delivering services.

The three key priorities are:

- Our environment
- Our people
- Our future.

The Plan sets out how the Council can make South Derbyshire a great place to live, visit and invest.

The Corporate Plan focuses on the issues that are important to residents, on national priorities set by the Government and on the opportunities and challenges resulting from the changing social, economic, health and environmental aspects of South Derbyshire.

It links the Council's strategic priorities and objectives directly to the activities of each service area through annual service plans that are subject to ongoing monitoring in line with the Council's performance management framework.

The Council is divided into three directorates: Chief Executive's, Corporate Resources and Service Delivery and each produces its own annual service plan.

This plan, covers the financial year 2021/22 and demonstrates how services will be delivered, making the most effective use of available and future resources.

Our values

The Council's values show the behaviour that is expected from every employee in everything it does, including how the Council works with others.

Our values are:

Together we will:

- **Take pride in our place**
We will promote responsible behaviour and are committed to creating a more sustainable District.
- **Have respect for everyone**
We will listen, be honest and act with integrity at all times.
- **Achieve excellence in all we do**
We will take pride in our District, always striving for continuous improvement.

The importance of service planning

While Council budgets are constrained, there are ever-increasing pressures and demands to do more with fewer resources, particularly during the response and recovery phases of the COVID-19 pandemic.

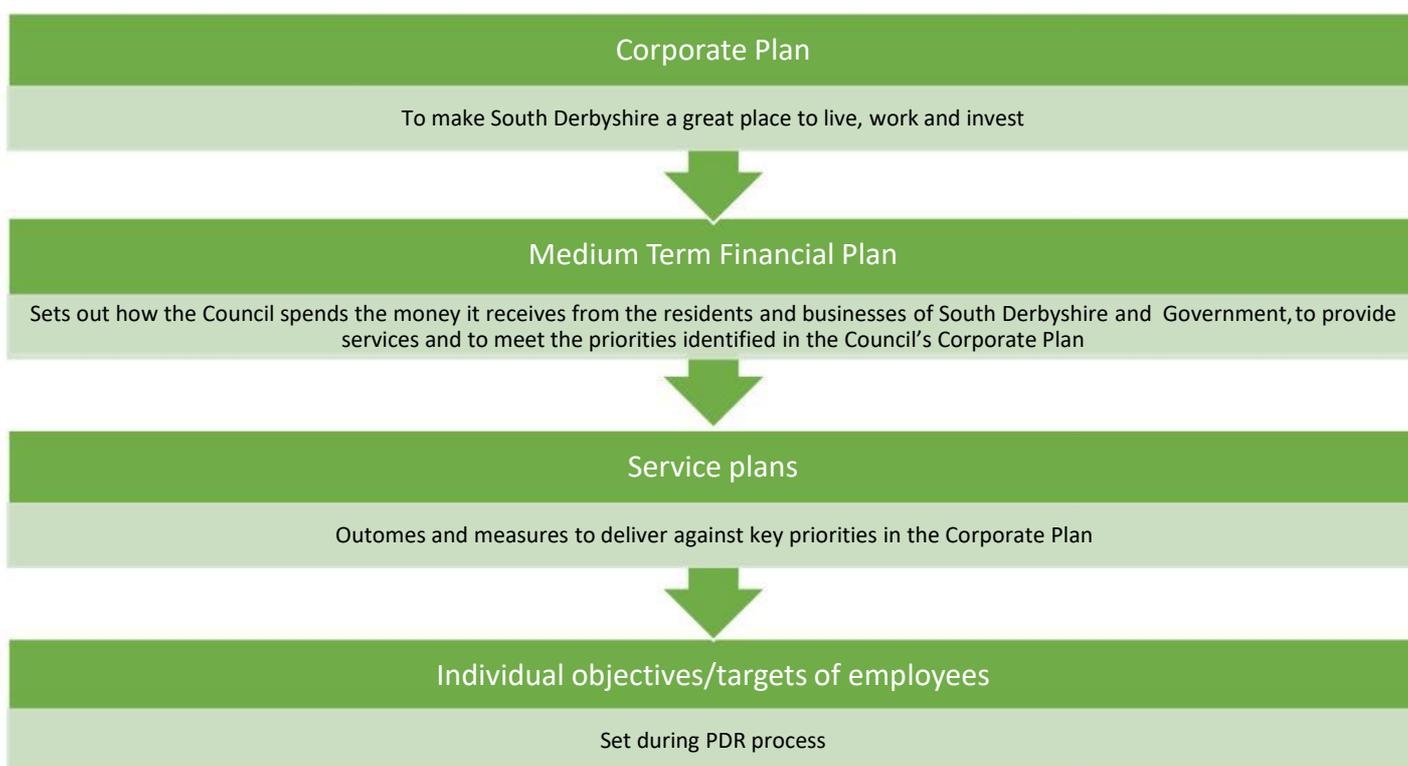
It is essential that services are well planned, with the capability to evolve to meet the needs of residents, local businesses and other stakeholders.

This allows the Council to identify requirements and resources required including technology, workforce, funding, capital infrastructure and information management.

Performance Management Framework

The Performance Management Framework enables the Council to monitor the progress it is making towards the achievement of its Corporate Plan.

The framework consists of four levels.



The Council's performance is reported on a quarterly basis and is available on the Council's website: www.southderbyshire.gov.uk/performance.

Managing risks

The Council's Risk Management Framework sets out a consistent and robust framework for managing corporate risks. From this, service risk registers are managed, monitored and reviewed on a regular basis to provide operational governance and control around the delivery of services.

Council resources are organised to deliver value for money services for residents, community groups, local businesses and stakeholders. The Council identifies and manages risks that might affect service delivery through regularly reviewing performance and taking action where required.

Monitoring and review

This plan will be monitored on a quarterly basis as part of the Council's Performance Management Framework to monitor service delivery, identify any risks and put in place any actions to develop and improve services.

Key aims

All priorities and activities carried out by the Service Delivery directorate complement the Corporate vision 'to make South Derbyshire a great place to live, visit and invest.'

Through the Service Plan, all corporate action plans and performance measures for the Directorate contribute to the corporate themes of:

Our Environment - Keeping a clean, green District for future generations

Our People - Working with communities and meeting the future needs of the District

Our Future - Growing our District and our skills base

The strategic aims for the directorate are outlined in each service area.

Equality, diversity and inclusion

The Council is committed to the principles of equality, diversity and inclusion in employment and the delivery of services and is keen to celebrate the diversity of people who live and work in South Derbyshire.

The Council's Equality, Diversity and Inclusion Strategy and Action Plan for 2021-2025 sets out commitments to equality for the next four years and outlines how the Council will ensure that all its services and employment opportunities are provided with fairness and accessible to everyone.

Following an extensive programme of consultation five key objectives have been identified for the next four years. They are to:

- Encourage and enable a skilled and diverse workforce, to build a culture of equality, diversity, and inclusion in everything we do.
- Demonstrate inclusive leadership, partnership, and a clear organisational commitment to being a leader in equality, diversity, and inclusion in the District.
- Involve and enable diverse communities to play an active role in society and put the residents' voice at the heart of decision-making.
- Deliver responsive services and customer care that is accessible and inclusive to individuals' needs and respects cultural differences.
- Understand the District's diverse communities and embed that understanding in how policy and practice are shaped across the Council.

The following actions are cross-cutting and all service areas will contribute towards:

- Continue to carry out an employee risk assessment should an employee's circumstances change in relation to any of the protected characteristics and put in place reasonable adjustments where necessary.
- Carry out an equality impact assessment when considering new or changes to existing policy, service or processes in terms of how it might impact on different groups of people.
- Develop the Council's website to signpost people to services that are delivered in partnership with other organisations.

Each service area has actions that relate to the key objectives in the Equality, Diversity and Inclusion Strategy and Action Plan. The Council will report annually on its performance and outcomes that have been achieved against each of the five objectives outlined above and communicate this to elected members, residents, community, voluntary and faith-based group groups, and partners.

COVID-19 response

2020/21 saw unprecedented challenges faced by South Derbyshire District Council and Local Government as a result of the COVID-19 pandemic.

Each service area contributed to the response and the recovery phase of the pandemic. Some of the key actions taken are listed below:

- Redeploying staff so that refuse and recycling collections in South Derbyshire were carried out rather than suspended
- Supporting elderly and vulnerable residents through the Careline and supported living services
- Supporting Council tenants and leaseholders by delivering essential repairs, maintenance, and improvements to their homes and properties
- Carrying out necessary adaptations to facilitate discharge from hospitals and to enable residents to continue living in their own homes
- Providing premises and volunteers to support the most vulnerable residents through making and delivering food parcels in partnership with volunteer organisations
- Providing premises and staff to support the rollout of the COVID-19 testing and vaccination programme
- Rolling out technology to allow agile working including allowing Council and Committee meetings to be held and allow the press and public to attend the meetings
- Continuing to support local businesses by administering and delivering more than £15 million in COVID-19 grants
- Making Test and Trace payments totalling £101,500 to people on low incomes who had to self-isolate
- Reducing residents' council tax by up to £300 per household via the Hardship Fund in appropriate cases to the sum of £503,729. This supported working age residents who claimed Council Tax Support in 2020/2021
- Expanding the environmental protection inspections to cover COVID-19 restrictions and providing advice and support for local businesses
- Providing staff and residents with the latest information on lockdown and social distancing requirements
- Providing appropriate support to schools to enable key worker parents to continue to operate.

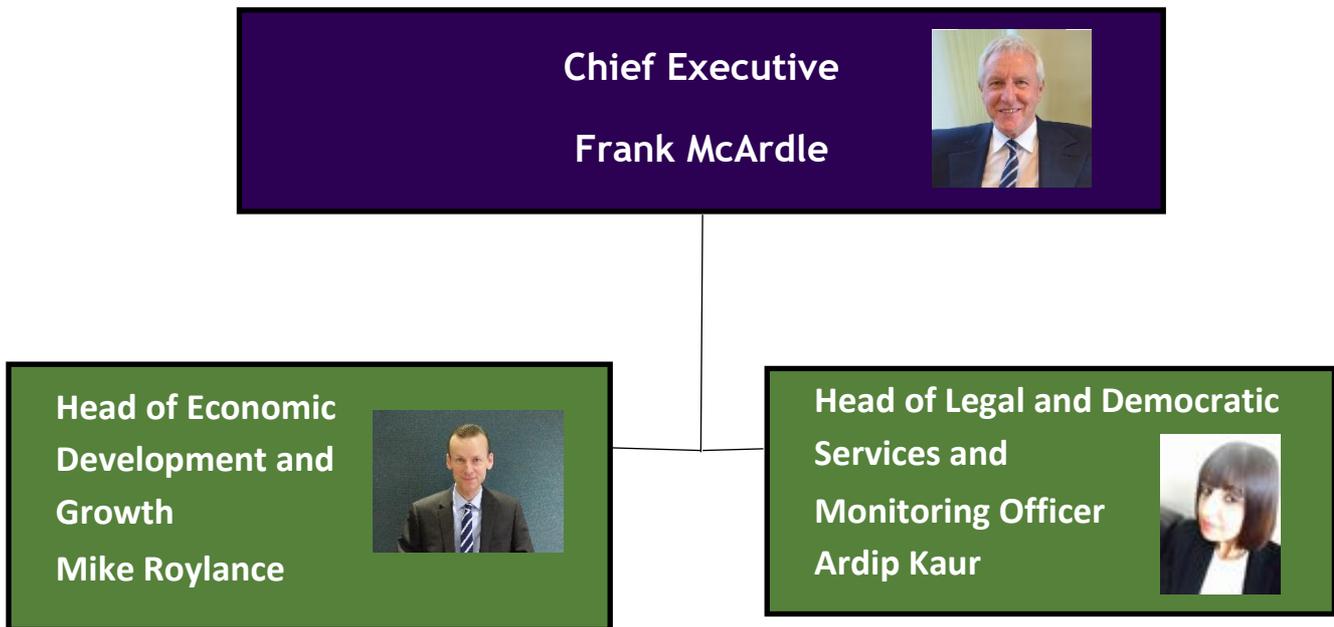
In 2021/22, the Council will continue to work on a recovery plan as and when lockdown measures are lifted.

The impact of the pandemic and other challenges to the national and local economy will mean that resources will be restricted. The Council will have to prioritise and focus actions and resources on the things that are most important for the people of South Derbyshire.

The Council will continue to respond to the pandemic, drawing on lessons learned for the future.

Service structure

The structure of the Chief Executive's Directorate is shown below:



Service operations

The Chief Executive's directorate plays a key role in meeting the Council's objectives.

The directorate is made up of seven service areas:

- Legal Services
- Democratic Services
- Elections
- Licensing
- Economic Development and Growth
- Land Charges
- Visitor information for South Derbyshire

The Directorate focuses on the core functions of Legal and Democratic Services, critical to the legal, democratic and compliant delivery of all services; Economic Development and Tourist Information, which is vital to the sustained stability and growth of the District and the quality of life for those who visit, live and work within it; Elections and Licensing, which governs, coordinate and monitors everything from Parish, District, County, Parliamentary, European elections and referendums to licenses for public houses and events to pet shops and scrap yards.

The directorate provides these 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. In addition, it provides information for residents and visitors to South Derbyshire and the National Forest, including:

- things to do
- places to stay
- food and drink
- tracks and trails
- shopping
- towns and villages
- waterways and reservoirs
- what's on

Functions of the Monitoring Officer

The Head of Legal and Democratic Services 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 Council's Constitution
- Receiving and determining Elected Member Code of Conduct complaints
- Investigating the conduct of District and Parish Councillors following complaints
Ensuring lawfulness and fair decision-making and specifically, ensuring 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
- Proper officer for access to information
- Corporate governance

Economic Development and Growth

The Economic Development and Growth service is responsible for:

- Workforce development support for businesses - working with businesses to meet their workforce needs, raising skills levels and productivity
- Social mobility - equipping people with the skills and resources to realise their potential, promoting entrepreneurship and matching their aspirations with knowledge of the local economy
- Employability - addressing employability barriers, such as work-readiness, and the accessibility of work and training
- Accessibility - seeking improvements to access and connectivity, both transport links, sustainable transport modes and services, digital services
- Business support - providing business support, advice and signposting including to financial, exporting, innovation and other assistance (including the South Derbyshire Business Advice Service)
- Inward investment - attracting new inward investment, plus reinvestment by existing businesses, including by promoting the District and vacant land and property, and supporting investors (including Invest in Derbyshire)
- Visitor information - promoting the attractions of South Derbyshire and the National Forest to both residents and potential visitors
- Visitor destination - supporting the development of the visitor offer of South Derbyshire and marketing the area as a destination to potential visitors, working with Marketing Peak District and Derbyshire and the National Forest
- Town centre vitality - attracting shoppers and visitors to the town centres and supporting the activities of event and market organisers (including Swadlincote Market)

Key aims

The Economic Development and Growth service leads on the implementation of the Economic Development Strategy for South Derbyshire 2016-2020. The strategy's aims are:

Business: business support, access to finance and innovation

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

Skills: recruitment, employment and skills

- To work with businesses to meet their workforce needs, raising skill levels and productivity
- To address employability barriers, such as work-readiness, and the accessibility of work and training
- To equip 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

- To provide a range of sites and premises and pursue associated infrastructure improvements
- To seek improvements to access and connectivity - both transport links, sustainable travel modes and services, and digital services
- To support vibrant town centres as commercial, community and service centres.

The Economic Development and Growth service has a key role in contributing to the achievement of a number of the aims in the Corporate Plan 2020-24, in particular:

- Enhance the appeal of Swadlincote town centre as a place to visit
- Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education
- Attract and retain skilled jobs in the District
- Support unemployed residents back into work
- Encourage and support business development and new investment in the District.

Economic Development and Growth performance

The service measures below support the delivery of the Corporate Plan 2020-2024.

| Our Environment | | | | | |
|---|--|--|---|--|--------------|
| Keeping a clean, green District for future generations | | | | | |
| Key Aim | Outcome | Service Measure | 20-21 Target | 20-21 Outturn | 21-22 Target |
| E3. Enhance the attractiveness of South Derbyshire | E3.1 Enhance the appeal of Swadlincote town centre as a place to visit | Percentage of ground floor commercial units that are vacant | 8% (2019) | 7% (9% National average) (2020) | N/A |
| | | Footfall: Average number of people per 10 minutes between 10am-1pm in the busiest footfall location for a Market Day and a Non-Market Day | 174 Market Day; 121 Non-Market Day (2019) | 136 (110) Market Day; 117 (105) Non-Market Day (National average) (2020) | N/A |
| | | Total number of market stalls | N/A | 1,609 | N/A |
| Our People | | | | | |
| Working with communities and meeting the future needs of the District | | | | | |
| Key Aim | Outcome | Service Measure | 20-21 Target | 20-21 Outturn | 21-22 Target |
| P2. Supporting and safeguarding the most vulnerable. | P2.4 Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education. | Educational attainment performance - Average Attainment 8 Score | N/A | 43.6 (44.6 Eng) (2017) | N/A |
| | | Percentage of youth unemployment (16-24yrs) | 2.2%; Eng 3.3% (Feb 2020) | 5.4%; Eng 7.3% (Feb 2021) | N/A |
| | | Percentage of the working age population qualified to Level 4 and above | 34.7%; 39.3% GB (2018) | 38.4%; 40.3% GB (2019) | N/A |
| | | Number of pupils undertaking 'purposeful and impact measured' employer interventions by year group in secondary schools (D2N2 EAN) | N/A | Not available | N/A |
| Our Future | | | | | |
| Growing out District and our skill base | | | | | |
| Key Aim | Outcome | Service Measure | 20-21 Target | 20-21 Outturn | 21-22 Target |
| F1. Develop skills and careers | F1.1 Attract and retain skilled jobs in the District. | Percentage Economically Active in employment (16-64) | 92.2%; 78.9% GB (Sept 2019) | 83.5%; 79.0% GB (Sept 2020) | N/A |
| | | Percentage Employment by Occupation: Soc 2010 Major Group 1-3 (Professional, managers and technical) Soc 2010 Major Group 4-5 (Administration, skilled and trade) Soc 2010 Major Group 8 (Process plant and machine ops) | 46.6% (47.4% GB); 28.5% (19.9% GB); 7.9% (6.2% GB) (2019) | 50.7% (49.2% GB); 18.7% (19.5% GB); 12.2% (5.6% GB) (2020) | N/A |
| | F1.2 Support unemployed | Percentage unemployed (Claimant Count) | 1.7%; 3.0% GB (Feb 2020) | 4.0%; 6.5% GB (Feb 2021) | N/A |

| | | | | | |
|---|---|---|--------------------------|--------------------------|-----|
| | residents back into work. | | | | |
| F2. Support economic growth and infrastructure | F2.1 Encourage and support business development and new investment in the District. | Number of businesses in the District | 3,715 enterprises (2019) | 3,775 enterprises (2020) | N/A |
| | | Number of businesses/entrepreneurs engaged in workshops/events | 70 (2019/20) | Impacted by COVID-19 | N/A |
| | | Number of visitor enquiries | N/A | Impacted by COVID-19 | N/A |
| | | Number of SDBAS 1-2-1 advice sessions with pre-start/start-up/existing businesses | 272 (2019/20) | 342 (2020/21) | N/A |
| | | Number of SDBAS new business starts | 19 (2019/20) | 16 (2020/21) | N/A |

Economic Development and Growth equality diversity and inclusion actions 2021-2025

Economic Development and Growth is responsible for supporting and delivering the following action from the Plan:

- Promote employment and training opportunities including volunteering for school leavers, the unemployed and those furthest from employment or self-employment, through attendance at careers events, job fairs and other events held in the District.

Legal and Democratic Services

Legal Services

Work is carried out to support a broad range of Council functions.

Contentious work:

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

Non-contentious work:

- Conveyancing
- Contracts
- Miscellaneous agreements.

Legal advice:

- Governance
- 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 committee process, delivering an effective and impartial decision-making mechanism for the Council.

The structure consists of:

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

There is also responsibility for the following:

- Preparation and despatch of reports, agendas and minutes for the Council and committees, sub-committees, working panels and other meetings
- Arrangement and clerking 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, 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
- Administer Parish, District, County, Parliamentary, European elections and referendums
- Carrying out a canvass of the District and compiling, publishing and maintaining a Register of Electors published on 1 December each year
- Promoting voter registration
- Registering special category electors
- Processing and determining applications for absent voters
- Ensure compliance with elections law.

Licensing

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.

Land Charges

Land Charges deals with all enquiries and requests for property and land searches, both commercial and residential. The service provides both a statutory function and direct service within a commercial market either directly or through a partner organisation.

Local land charges include:

- Conditions imposed in a planning decision
- Conservation areas
- Enforcement notices
- Tree preservation orders
- Financial charges, for example for work carried out in default
- Notices served under Acts relating to buildings, waterworks, highways, housing, and planning.

Legal and Democratic Services Performance

The below Service Measures support the delivery of the Corporate Plan 2020-2024.

| Our Future | | | | | |
|--|---|--|--|--|---------------|
| Growing our District and our skills base | | | | | |
| Key Aim | Outcome | Service Measure | 20-21 Target | 20-21 Outturn | 21-22 Target |
| F2. Support economic growth and infrastructure | F2.1 Encourage and support business development and new investment in the District. | Increase the number of initiatives year on year - in 2019, 4 initiatives were held. | 6 initiatives were planned with various agencies and partners. | 0 initiatives were completed as all were cancelled due to Covid 19 | 6 initiatives |
| | | Increase the number of inspections carried out year on year - in 2019, 130 inspections were carried out. Inspections include reactive and proactive inspections. | >130 | 154 inspections completed despite COVID-19 | >154 |

Legal and Democratic Services equality diversity and inclusion actions 2021-2025

In addition to the Council-wide equality, diversity and inclusion actions, Legal and Democratic Services is responsible for supporting and delivering the following action:

- Review the involvement of diverse communities within the district with guidance on how they may be involved in the democratic processes of the Council.

Council-wide service measures

The tackling climate change actions in the 2021/22 service plans reflect the Staff Travel Plan actions which were approved by the Council in January 2020.

| Our Environment | | | | | |
|--|---|--|------------------------------------|--|--|
| Keeping a clean, green District for future generations | | | | | |
| Key Aim | Outcome | Service Measure | 20-21 Target | 20-21 Outturn | 21-22 Target |
| E2. Tackle climate change | E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030. | Continued reduction in the 'grey' miles travelled in delivering the service compared to 2018/19 baseline. | 7% reduction on grey miles 2018/19 | Q3 2020/21 "grey" miles show a 60% reduction in mileage - this could be largely impacted due to COVID-19.** | Total 12% reduction from 2018/19 to 2021/22 |
| | | Measure and compare grey miles travelled by all relevant staff in the service for comparison against baseline mileage. | N/A | Complete | Not c/f for 2021/22 |
| | | Develop with relevant staff, appropriate actions to reduce grey mileage over the next 3 years. | Impacted by COVID-19 | Impacted by COVID-19 | Not c/f for 2021/22 but will be incorporated into reshaping the Councils services. |
| | | >30% of staff in the service to be either working flexibly or travelling to work sustainably by 2021. | >30% | 36%* of staff are working flexibly between home and the office. Whilst 20% envisage working from home full time after COVID | To be confirmed following review of Q4 data. |
| | | Develop an action plan to enable as many staff members as possible to work flexibly or travel to work sustainably. | Impacted by COVID-19 | Impacted by COVID-19 | Not c/f for 2021/22 but will be incorporated into reshaping the Councils services. |
| | | Reduction in the quantity of fleet diesel used compared to 2018/19 baseline. | 5% reduction on 2018/19 data | 4.19% | 3.8% reduction in the quantity of fleet diesel used compared to 2018/19 baseline.*** |
| | | Measure and compare fleet diesel consumption by all relevant vehicles and staff in the service to baseline mileage. | N/A | Complete | Not c/f for 2021/22 |
| | | Develop an action plan to reduce diesel mileage over the next 3 years. | N/A | Complete | Action Plan will be managed through the Transformation Project |

| | | | | | |
|--|--|--|--|--------------------------|--|
| | | Monthly Environmental Performance Report to be completed by each service (including environment data required for carbon reporting for relevant service areas) | | New measure for 2021-22. | |
|--|--|--|--|--------------------------|--|

* At the time of publishing the outturn data for quarter four 2020-2021 was not available. Therefore, quarter three data has been provided (April 20 - December 2020.)

**The current trajectory for Q4 2020/21 “grey” miles is to be estimated to be around 38% reduction compared to 2018/19

***2020/21 missed target by 0.81% = Therefore adding this to 3% additional target this year = 3.8% reduction to achieve the total 10% reduction goal by 22/23 in the Staff travel plan

The impacts of COVID-19 from March 2020 has changed where and how the Council works and how our staff commute to, and travel for work.

The scale of this impact means the current Staff Travel Plan actions do not adequately reflect the changes in travel behaviours. The contents of the Staff Travel Plan will be revised following further staff consultations and the outcomes of reshaping the Council services following the COVID-19 pandemic.



Workforce

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, retain and engage high-performing staff.

As of 1 April 2021, 17 staff are employed in the Chief Executive's Directorate.

A breakdown is shown in the following table:

| | |
|---------------------------------|----|
| Chief Executive | 1 |
| Economic Development and Growth | 5 |
| Legal and Democratic Services | 11 |

Budgets

Revenue budget 2021/22

The directorate's budget for 2021/22 is outlined in the following table:

| Service | Budget (£) |
|---------------------------------|------------------|
| Economic Development and Growth | 345,228 |
| Legal and Democratic Services | 924,267 |
| Total | 1,269,495 |

Capital budget 2021/22

The directorate's capital budget for 2021/21 is outlined in the following table:

| Service | Budget (£) |
|---------------------------------|------------|
| Economic Development and Growth | 0 |
| Legal and Democratic Services | 0 |
| Total | 0 |

Partnerships

The directorate's 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 focusing on the themes of: <ul style="list-style-type: none"> • Children and young people; • Healthier communities; • Stronger communities; • Sustainable development; and, • Safer communities |
| National Forest Company | Joint working with the Company that leads the creation of the National Forest as a new forested landscape and visitor destination |
| Derbyshire Economic Partnership | County-wide partnership to promote economic development |
| D2N2 Local Enterprise Partnership | Derby, Derbyshire, Nottingham and Nottinghamshire partnership to promote economic development |
| Working in partnership with Litchfield District Council | Land charges |