



South  
Derbyshire  
District Council



# Service Plan 2022/23

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 does not cover everything the Council does, but instead focuses on the issues that are most 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 our performance management framework.

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

This plan, covers the financial year 2022/23 and demonstrates how services will be delivered, making the most effective use of available and future resources.

## Our values

Our values show the behaviour that is expected from every employee in the Council in everything we do, including how we work 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.

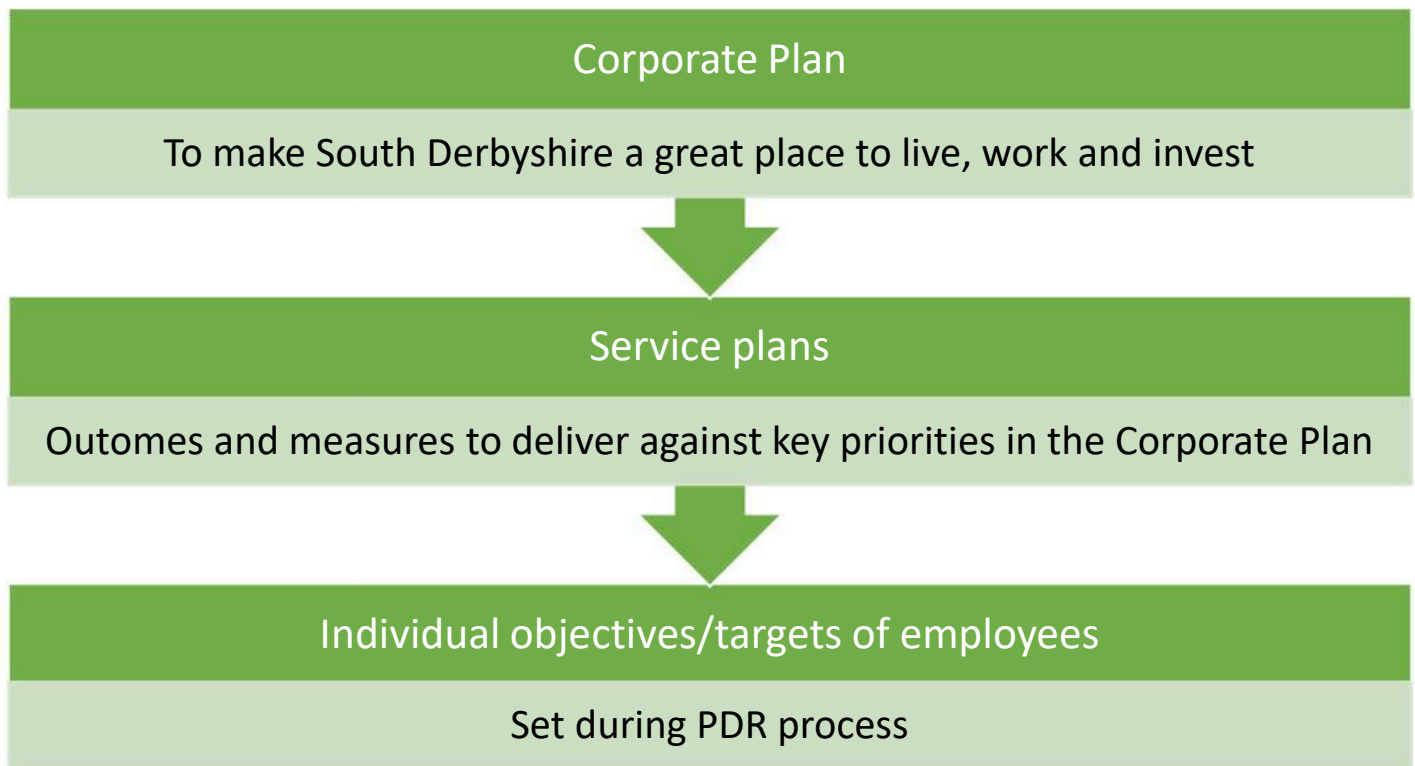
It is essential that services are well planned, with the capability to evolve to meet the needs of our residents, local businesses and other stakeholders.

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

## Performance Management Framework

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

The framework consists of three levels.



The Council's performance is reported on a quarterly basis and is available at: [www.southderbyshire.gov.uk/performance](http://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 by each service area on a quarterly basis 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 Chief Executive's 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 we will ensure that all our 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.

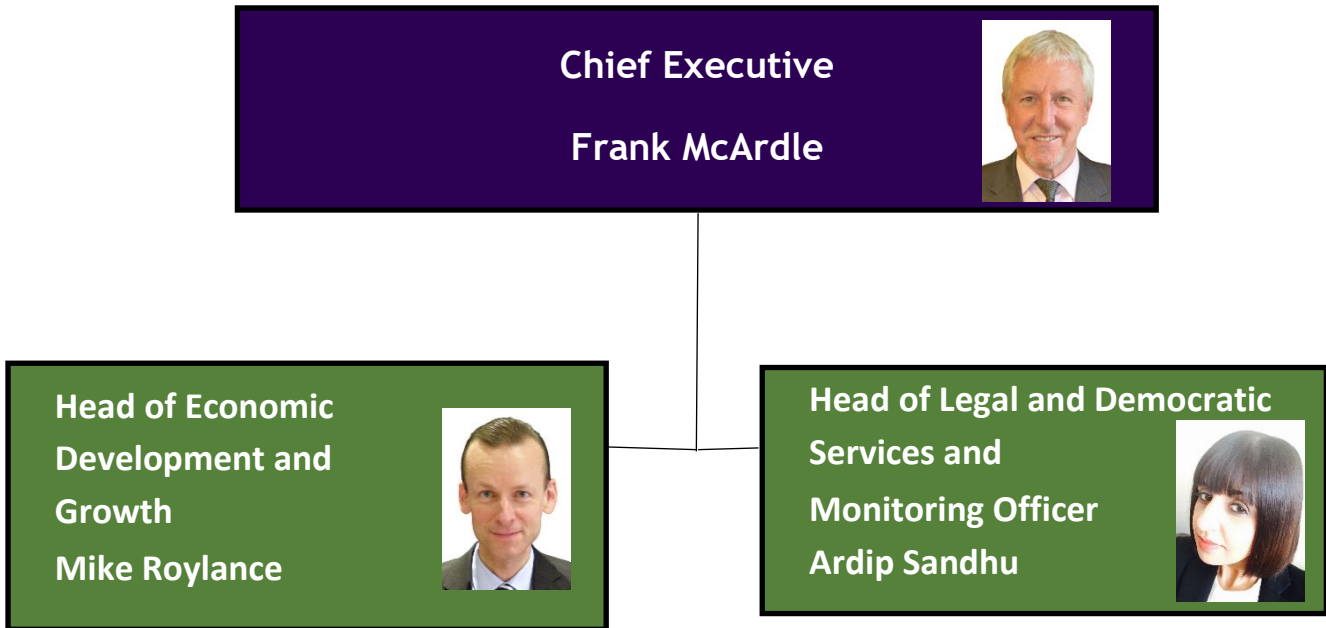
The following actions are cross-cutting and all service areas will contribute towards:

- 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.

# 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

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 Visitor 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, co-ordinate 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
- 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 according to the Local Government and Housing Act 1989 and Local Government Act 2000.

The Monitoring Officer's responsibilities include:

- Maintaining the Council's constitution
- Lead on investigations into parish councils where necessary
- 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
- 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 (including Visitor Information Centre)
- 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. 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 detailed in the following pages supports the delivery of the Corporate Plan 2020-2024 and the Climate and Environment Action Plan.

Our Environment							
Keeping a clean, green District for future generations							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 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	6% (9% National average 2021)	6%
		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	167 (110) Market Day; 114 (105) Non-Market Day (National Average 2021)	175 Market Day; 120 Non-Market Day
		Total number of market stalls.	N/A	1,609	N/A	2,157	2,200

## 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	21-22 Outturn	22-23 Target
<b>P2. Supporting and safeguarding the most vulnerable.</b>	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	51.2 (50.9 Eng 2021)	54
		Percentage of youth unemployment (16-24yrs.)	2.2% (Eng 3.3% Feb 2020)	5.4% (Eng 7.3% Feb 2021)	N/A	2.6% (Eng 4.1% Feb 2022)	Not carried forward 2022-23
		Percentage of Youth Unemployment (18-24 years.)	N/A	7.1% (Feb 2021)	N/A	3.5% (Feb 2022)	2.8%
		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	45.2% (43.1% GB 2020)	46%
		Number of pupils undertaking 'purposeful and impact measured' employer interventions by year group in secondary schools (D2N2 EAN.)	N/A	Not available	N/A	N/A	Not Carried forward 2022-23
		Gatsby Benchmarks of Good Careers Guidance - Benchmarks 2, 4, 5, 6 (Target is Average for D2N2 versus Average for SD Secondary Schools.)	N/A	N/A	BM2 68% BM4 63% BM5 53% BM6 44%	BM2 60% BM4 60% BM5 80% BM6 60%	Above D2N2 average

Our Future							
Growing out District and our skill base							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 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	81.0%; (78.5% GB Sept 2021)	84%
		<b>Percentage Employment by Occupation:</b>					
		Soc 2010 Major Group 1-3 (Professional, managers and technical.)	46.6% (47.4% GB)	50.7% (49.2% GB);	N/A	47.3% (49.7% Sept 2021)	51%
		Soc 2010 Major Group 4-5 (Administration, skilled and trade.)	28.5% (19.9% GB)	18.7% (19.5% GB)	N/A	18.1% (19.1% Sept 2021)	19%
	Soc 2010 Major Group 8 (Process plant and machine ops.)	7.9% (6.2% GB) (2019)	12.2% (5.6% GB) (2020)	N/A	9.1% (5.6% Sept 2021)	13%	
	F1.2 Support unemployed residents back into work.	Percentage unemployed (Claimant Count.)	1.7%; 3.0% GB (Feb 2020)	4.0% (6.5% GB Feb 2021)	N/A	2.3% (4.4% GB Feb 2022)	2.0%
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	3,800 enterprises (2021)	3,815 enterprises (2022)
		Number of businesses/entrepreneurs engaged in workshops/events.	70 (2019/20)	Impacted by COVID-19	N/A	Impacted by COVID-19	25
		Number of visitor enquiries.	N/A	Impacted by COVID-19	N/A	Impacted by COVID-19	Baseline to be established in 2022/23

Our Future Growing out District and our skill base							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
		Number of South Derbyshire BAS 1-2-1 advice sessions with pre-start/start-up/existing businesses.	272 (2019/20)	342 (2020/21)	N/A	335 (2021/22)	205 (2022/23)
		Number of South Derbyshire BAS new business starts.	19 (2019/20)	16 (2020/21)	N/A	86 (2021/22)	30 (2022/23)

The measures detailed below form part of the commitment to deliver the Climate & Environment Action Plan.

Our Environment Keeping a clean, green District for future generations			
Key Aim	Outcome	Service Measure	22-23 Target
E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2032.	****Embed carbon emission reduction in the new SDDC Economic and Development Growth Plan.	Green RAG rating
		**Supporting local business to deliver green innovation and investment at the East Midlands Inter-Modal Park 'Freeport.'	Green RAG rating
		**Identification of business support funding opportunities to support energy efficiency and decarbonisation projects.	Green RAG rating
		****Promote sustainable travel to work plans (Public Transport) to support job creation/growth areas as part of the development of South Derbyshire.	Green RAG rating
		****Supporting the promotion of Green Tourism throughout South Derbyshire using the National Forest as an exemplar of environmental sustainability.	Green RAG rating

## Our Environment

### Keeping a clean, green District for future generations

Key Aim	Outcome	Service Measure	22-23 Target
	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	Quarterly reporting for each relevant service area on progressing their assigned Climate and Environment actions.	Annual reduction in carbon emissions across the Council.

\*\*\*Climate change measures have not been funded.\*\* Measures have been funded.



# 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 career activities and 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 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 service measures detailed in the following pages supports the delivery of the Corporate Plan 2020-2024 and the Climate and Environment Action Plan.

Our Future Growing our District and our skills base							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 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	0 initiatives were completed due to COVID-19	4 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	357 inspections completed, with 152 being completed by the Covid Marshalls	>130

# 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 Travel Plan service measures were monitored throughout 2021-2022.

These measures have now been superseded by the Climate and Environmental Action Plan, relevant measures have been incorporated under each of the services areas.

Our Environment							
Keeping a clean, green District for future generations							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 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 (business miles in employees own cars) 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.**	Total 12% reduction from 2018/19 to 2021/22	34% reduction on grey miles compared to 2018/19	Not carried forward for 2022-23.
		>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. 20%* envisage working from home full time after COVID-19	To be confirmed following review of Q4 data.	87% of staff are working flexibly between home and the office. Report data collected via the travel survey in June/July 21	Not carried forward for 2022-23.
		5% 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.***	20% increase in the quantity of fleet diesel used compared to the 2018/19 baseline	Not carried forward for 2022-23.

# 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 2022, 20 members of staff are employed in the Chief Executive's Directorate.

A breakdown is shown in the following table:

Chief Executive	1
Economic Development and Growth	7
Legal and Democratic Services	12

# Budgets

## Revenue budget 2022/23

The directorate's budget for 2022/23 is outlined in the following table:

Service	Budget (£)
Economic Development and Growth	351,060
Legal and Democratic Services	939,518
<b>Total</b>	<b>1,290,578</b>

## Capital budget 2022/23

The directorate's capital budget for 2022/23 is outlined in the following table:

Service	Budget (£)
Economic Development and Growth	0
Legal and Democratic Services	0
<b>Total</b>	<b>0</b>



# 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"> <li>• Children and young people;</li> <li>• Healthier communities;</li> <li>• Stronger communities;</li> <li>• Sustainable development; and,</li> <li>• Safer communities</li> </ul>
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