



**South  
Derbyshire**  
District Council



# Service Plan 2019/2020

## Chief Executives

South Derbyshire Changing for the better

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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 the Council's approach to 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 the three directorates - Corporate Resources, Service Delivery, and the Chief Executive's department.

Covering the 2019-2020 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.

## 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 the Council 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 the Council is making.

Council resources must be aligned, focusing effort in the right places and delivering maximum value for people, partners and businesses. The Council 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 this makes 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. The Performance Board details the key projects for the year. Milestones for these are broken into quarters to help monitor and manage performance effectively and on an on-going basis.

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 gauge whether the Council is meeting its outcomes and providing excellent services.

# Key aims

All priorities and activities undertaken by the Service Delivery Directorate complement the collective vision of making 'South Derbyshire a better place to live, work and visit'.

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

*People - keeping our residents happy, healthy and safe.*  
*Place - creating vibrant communities to meet residents' needs.*  
*Progress - encouraging inward investment and tourism opportunities.*  
*Outcomes - work that underpins all of the Council's activities.*

The Council has a strong understanding of its customers' needs and the directorate performs well across a range of key measures. However, the Council, through its employees, constantly strives to develop and improve its services for the benefit of its customers.

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

## 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 six service areas:

- Legal Services
- Democratic Services
- Elections
- Licensing
- Economic Development
- Land Charges

The Directorate was initially established following a Council restructure in May 2013.

Following a further review of Senior Management and the creation of Head of Service roles, which was implemented on 1 April 2019, responsibility for some of the functions that had previously sat within the Directorate was moved.

The Corporate Resources Directorate became responsible for co-ordinating the use of all resources (*people, money, property and IT*) to ensure that these resources of the Council are utilised strategically to support service delivery and deliver the priorities of the Council.

In addition, certain functions were centralised and strengthened corporately by transferring resources internally into a central unit to deliver corporate planning and performance management under a new Organisational Development and Performance Unit. In addition, some resources were also transferred centrally to support business transformation at a corporate level.

This allows the Chief Executive's Directorate to focus on the core functions of Legal Services, critical to the operation of the entire organisation; Economic Development, which is vital to the sustained stability and growth of the District and the quality of life for those who live and work within it; democracy, both through Democratic Services and Elections, and Licensing, which governs and monitors everything from public houses and events to pet shops and scrap yards.

The current structure and services of the Directorate was implemented on 1 April 2019, as shown in the following table.

Chief Executive	
Head of Legal and Democratic Services	<ul style="list-style-type: none"><li>• Legal</li><li>• Licensing</li><li>• Democratic Services</li><li>• Elections</li><li>• Land Charges</li></ul>
Head of Economic Development and Growth	<ul style="list-style-type: none"><li>• Economic development and regeneration</li><li>• Town centre management</li><li>• Inward investment</li><li>• Sustainable development</li><li>• Working with local businesses</li></ul>

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.



# Service Operations

## 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
- Authorised 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 and Democratic Services**

## 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)
- 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 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

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

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.

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

## Performance

### Outcomes

Aim	Project/Measure	Outcomes
Maintain proper Corporate Governance.	<b>02.1</b> An unqualified opinion in the Annual Audit Letter.	Compile and publish an Annual Governance Statement in accordance with statutory requirements.



## **Economic Development and Growth**

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.

## Performance

### Progress

Aim	Project/Measure	Outcomes
Work to attract further inward investment	<b>PR1.1</b> Net additional commercial/employment floor space created.	Number of square metres. (Proxy).  Annual target, to be reported in quarter two.
Unlock development potential and ensure the continuing growth of the vibrant Town Centre.	<b>PR2.1</b> Delivery of Vision and Strategy	Q1. Review way forward on receipt of National Forest Business Improvement District (BID) feasibility study.  Q1. Promote town centre investor opportunities.  Q2. Support town centre initiatives (e.g. clean-up day).
Unlock development potential and ensure the continuing growth of vibrant town centres.	<b>PR2.2</b> Vacant premises in Swadlincote, Hilton and Melbourne (proxy).	Proxy. To be reported twice a year.
Work to maximise the employment, training and leisure uses of the National Forest by residents and increase the visitor spend by tourists.	<b>PR3.1</b> Promote entrepreneurial opportunities to improve employability skills and raise awareness of self-employment.	Q1 Deliver Love your Local Market young enterprise activity.  Q1 Stage Swadlincote Jobs and Skills fair.  Q1 Deliver 'Thinking of starting a Business' workshop.
Maximise the prosperity of businesses in South Derbyshire.	<b>PR5.3</b> Visitor economy businesses supported through Swadlincote Tourist Information Centre (no. visitor enquiries, website hits, social media, etc.)	Q1. 150,000 Q2. 150,000
Maximise the prosperity of businesses in South Derbyshire.	<b>PR5.4</b> Guidance offered to businesses or people thinking of starting a business (through the South Derbyshire Business Advice Service).	Q1. 40 Q2. 30

## Workforce

As at 1<sup>st</sup> April 2019, 24 employees were directly employed by the Council to work in the Chief Executive's Directorate. A breakdown is shown in the following table.

Chief Executive	1
Head of Legal and Democratic Services	1
Democratic Services & Elections	5
Land Charges	3
Legal Services	4
Licensing	4
Head of Economic Development and Growth	1
Economic Development	4
<b>Total</b>	<b>23</b>

## Budgets

Details of the budgets for the Chief Executive's Directorate for 2019/20 are outlined below:

Service area	Revenue budget 2019/20
Head of Economic Development and Growth	£284,602
Head of Legal and Democratic	£996,307
Chief Executive	£1,280,909



## 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 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.
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 Ltd	Delivery of Heritage, Arts, Tourist Information Centre and related activities.

## Additional considerations

### Business change

In order for the Directorate to positively meet opportunities and challenges, it will create and develop innovative solutions which will help to deliver the outcomes that communities need and want at a cost the Council can afford. This includes embracing the corporate approach to business change and constantly reviewing working practices and use of technology to improve the efficiency and effectiveness of services.

### Environmental impact

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

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

### Managing risks

The process set out in the Council's Risk Management Strategy has been adhered to. The risk registers are managed by the Directorate Departmental Management Team and reported to Committee on a quarterly basis.

### Monitoring and review

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