

Appendix A – Use of Resources Action Plan 2010

No.	Recommendation	Priority	Management response	Implementation details
1	<p>KLOE 1.1 - Financial planning</p> <p>The Council needs to continue to develop arrangements to demonstrate more clearly how it is using the feedback from consultation exercises effectively to influence the financial planning process (e.g. through the introduction of participatory budgeting).</p>	Medium	<p>Consultation on the Council's over the last year has improved and is focussed on those priorities that have been identified through the Council's Corporate Plan.</p> <p>Planned activities to improve this include the introduction of an exercise in participatory budgeting that will be used as part of this year's budget consultation process.</p> <p>We provide local support through Parish Concurrent funding to help Parish Council focus on the local priorities identified by residents.</p> <p>We currently work through our safer neighbourhoods meetings to allocate funding to focus on local priorities identified by residents.</p> <p>The Council through the Safer South Derbyshire Partnership operates the Safer Neighbourhoods Fund for the whole of District, which totals £24,000 per year. This equates to £4,000 per neighbourhood area. This funding is allocated to projects identified by the local community that will improve local community safety.</p> <p>Project proposals will be checked to make sure they meets the Partnership's priorities and that it contains adequate information to show what the project will do, how it will be implemented and what the potential benefit to the local community will be.</p>	<p>We are undertaking are current programme of budget consultation for 2010/11 and are meeting with residents in January 2010 to discuss the options available.</p> <p>We will aim to improve the funding of bottom up priorities identified by local residents through Parish Planning and other local consultation exercises during 2010/11.</p> <p>Following the Place Survey, work will be undertaken with the Citizens Panel to understand the priorities of local people. We will then look at the services we provide and look at what options are available to deliver against these priorities.</p>

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2	<p>KLOE 1.2 - Understanding costs</p> <p>The Council needs to demonstrate further reductions in costs and / or improvements in services as a result of the decision-making process.</p>	High	<p>Further work to understand the Council's cost base has been undertaken and the Council's Medium Term Financial Plan was refreshed late in 2009 to take into account the most up-to-date projections.</p> <p>This current position has been used to drive down costs within services through better procurement. Restructuring departments for more effective delivery of services has also been addressed in Community Services whilst reducing the cost base.</p>	<p>Further work is planned in 2010 looking at the outcomes from the CMT Budget Review. An action plan has been developed and is being taken forward by the Business Improvement Team to further reduce costs and drive service improvement for this</p> <p>Category analysis undertaken from supplier spend viewpoint. Savings being seen in Print & IT plus other areas. All categories to be analysed over next 12 months.</p>

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3	<p>KLOE 1.2 - Understanding costs</p> <p>The Council should pursue its current project exploring the delivery of support services to generate efficiencies.</p>	Medium	<p>The Corporate Services Partnering Project was approved in October 2008. The strategic objectives that we wish to see from the proposed partnership are to:</p> <ul style="list-style-type: none"> • ensure medium and long term stability in a period of increasing uncertainty, • retain and improve access to a wide range of skills and competencies, • provide resilience in the provision of services, • retain and grow additional jobs in South Derbyshire, • protect employee interests of both the current and future workforce, • deliver cashable savings that as a minimum is in line with government expectations, • sustain top quartile performance and introduce additional innovation, • invest in continued business improvements. <p>A task and finish steering group was set up to oversee and manage the project with external support. Supporting this process there has been monthly meetings with a staff forum made up of representatives from across the affected departments and the Unions. The project bidders have been through a negotiated procedure and have been short listed down to two companies who are currently putting in final bid submissions to the Council.</p>	<p>The bids will be evaluated in February/March 2010 with a preferred partner being approved by the end of April 2010.</p> <p>The contract commencement date is scheduled by the 1 July 2010.</p>

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4	<p>KLOE 1.3 - Financial reporting</p> <p>The Council should provide more extensive analysis of the year on year movements within its balance sheet and income and expenditure account and, where appropriate, be able to provide evidence to support these movements.</p>	Medium	<p>This is reliant on monthly-consolidated management accounts closedown that will give an overall snapshot of the Council financial position and enable analysis of the year on year movements. A key part of this will be the development of the Agresso system and associated processes to maintain up to date information.</p>	<p>As part of the Corporate Services Partnering Project there is a KPI to upgrade the financial system, which amongst other things, will allow more detailed analysis of movements within the balance sheet and income and expenditure account.</p> <p>Both shortlisted parties have submitted their proposals and this is being firmed up in the negotiation process. This includes their solution to change current processes alongside Agresso development.</p> <p>The current plan is to roll out from July 2010 with full implementation by April 2011.</p>
5	<p>KLOE 2.1 - Commissioning & procurement</p> <p>The Council needs to develop further its understanding of the supply market and implement demand management services.</p>	Medium	<p>Detailed analysis of supplier spend undertaken during 2009/10. Currently being updated and analysed to next level.</p> <p>Each identified category of spend will be reviewed to fully understand the current supply base and then a future state map identified for best use of suppliers according to strategic fit in Kraljic Matrix and level of spend.</p> <p>* The Kraljic matrix is a tool to assist in developing differentiated purchasing strategies.</p>	<p>Centralised Purchasing project underway for completion Q1 2010/11.</p> <p>Category analysis and knowledge developing as part of the Centralised Purchasing project.</p>

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6	<p>KLOE 2.1 - Commissioning & procurement</p> <p>The Council needs to work with partners to enable it to demonstrate that it can deliver key intended outcomes in line with agreed milestones.</p>	Medium	<p>A major project in 2009/2010 was to build Business Units at Rosliston Forestry Centre, a centre of excellence for forestry, renewable energy and the woodland economy. This was done in partnership and has cost more than £500,000. The project has been funded by the Derbyshire Economic Partnership, the National Forest Company, The Forestry Commission, The Safer South Derbyshire Partnership and South Derbyshire District Council.</p> <p>The units will be built using modern, sustainable materials and operated through sustainable energy sources.</p>	<p>All future spend strategies will be undertaken following in depth with consultation with all stakeholders, whether they be internal or external.</p> <p>Potential projects for 2010 include:</p> <p>1 Wind Turbine. On behalf of the Partners SDDC have commissioned a feasibility study into siting a wind turbine on site to reduce running costs and add to the green credentials and environmental education offer at the site.</p> <p>2 Cycle Skills Area. On behalf of the Partners SDDC have commissioned consultants to draw up a master plan for cycling facilities at the Rosliston site.</p> <p>3. We are also exploring joint working with East Staffs Borough Council looking at a shared depot and on leisure centre management.</p>

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7	<p>KLOE 2.1 - Commissioning & procurement</p> <p>The Council needs to demonstrate a clear rationale for insourcing / outsourcing decisions for key services, focussing on achieving integrated social, economic and environmental outcomes.</p>	High	<p>The Category Strategy Process (available from BI Team) contains a thorough analysis of the supply market and the key areas required to make decisions prior to any insourcing or outsourcing decisions.</p>	<p>The Council will face key insourcing / outsourcing decisions for the following services over the next year</p> <ul style="list-style-type: none"> • CSPP • Depot • Leisure Centres
8	<p>KLOE 2.2 - Use of information & data quality</p> <p>The Council needs to ensure that the implementation plan for the delivery of Council-wide training on data quality and managing performance is undertaken.</p>	Medium	<p>Performance Management Training has been undertaken as part of the implementation of the new PRIDE system This was done on a one to one basis with the departmental representatives.</p> <p>This training has now been integrated with the data quality and will be rolled out to officers and members in 2010.</p>	<p>3 Training Sessions will be held with officers.</p> <p>1 Training session will be held with Members.</p> <p>These sessions will commence in February 2010.</p>

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9	<p>KLOE 2.2 - Use of information & data quality</p> <p>The Council needs to provide update training for benefits staff to ensure that classifications and dates are correctly recorded for benefits claims.</p>	Medium	<p>Training for benefits staff took place on 18/11/09 for all team members, including agency staff.</p> <p>Since then we have done a weekly check on the dates used to ensure that the training has been effective. We are also gradually working back through the financial year to identify any possible errors and correcting these.</p>	<p>We will continue to monitor the dates used so training for 2010/11 will dependant on the results of this.</p> <p>Early indications show that some errors have been made and corrected, but these are no more than 5% at the moment.</p>
10	<p>KLOE 2.3 - Good governance</p> <p>The Council needs to develop further governance arrangements for all relevant partnerships to ensure that outcomes for local people continue to be delivered.</p>	Medium	<p>One of the major items that has been completed in the last six months is the publication of South Derbyshire's Sustainable Community Strategy ("the Strategy"). This has resulted in the Officer Group being able to add this important piece of work to our evidence base and re-evaluate our scores. The Strategy sets out the vision for the economic, social and environmental well-being of South Derbyshire and takes account of all the strategies that are important, bringing them together and showing how people and agencies that work together can make a difference and add value. There is a rolling five year action plan that outlines the specific activities that will happen each year which are carried out by partner organisations, through the five theme groups which monitor and report progress and performance to the South Derbyshire Partnership on a regular basis.</p>	<p>The major partnerships that the Council work with are the South Derbyshire Partnership (LSP) and the Safer South Derbyshire Partnership. The governance arrangements for these replicate those in the Countywide Derbyshire Partnership Forum. This ensures that decisions are made in an accountable manner and that transparency is shown as part of the decision making process.</p> <p>Information on outcomes for local people are now collected as part of the performance management arrangements operated at a county level through the collection of performance information for the LAA. This information is also collected locally as part of the performance management arrangements for the South Derbyshire Partnership's Sustainable Community Strategy. Both these arrangements have commenced in 2009/10 and will continue into 2010/11.</p>

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11	<p>KLOE 2.4 - Risk management and internal control</p> <p>The Council needs to fully integrate its risk management processes and procedures to ensure a consistent corporate approach.</p>	High	<p>The Council Leader and Members are committed to a programme of risk management as an element of its strategy to preserve the Council's assets, enhance safety and productivity for residents, service users and members of the public and protect its employees.</p> <p>The Council has undertaken a review of its arrangements for risk management. We have developed a new approach based on good practice from ALARM and the Public Sector. This systematic approach will be managed through the Strategic Risk Group and contains an overall strategy, toolkit and terms of reference for looking at the Council's risks throughout the organisation.</p>	<p>The revised approach will be taken to Finance and Management Committee in February 2010 for approval.</p> <p>The revised approach will be in place from the 1 April 2010.</p> <p>The new Corporate Risk Group will meet in April 2010 and will review the Council's Strategic Risks and oversee the operational risks across each service area.</p>
12	<p>KLOE 2.4 - Risk management and internal control</p> <p>The Council needs to continue to develop risk registers at LSP level ensuring that these are reviewed at a regular frequency and that appropriate action is taken as a result.</p>	Medium	<p>The Council as part of the South Derbyshire Partnership produced the new Sustainable Community Strategy 2009 to 2029. This contained the priorities for the District, which the Partnership will be focussed on delivering.</p>	<p>The Council will work with partners to develop a Strategic Risk Register for the 5 theme groups by 31st December 2010.</p> <ul style="list-style-type: none"> • Children and Young People • Vibrant Communities • Healthier Communities • Safer Communities • Sustainable Development

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13	<p>KLOE 3.1 - Managing natural resources</p> <p>The Council needs to ensure that it has sound arrangements in place to demonstrate that it is at least 'getting the basics right' for managing natural resources in 2009/10 (e.g. CO2 emissions, water consumption and air quality).</p>	High	<p>The Council is committed to preventing pollution to the environment and furthermore, implementing environmental improvements. To this end we have sought to develop an environmental management system compliant with Eco-Management and Audit Scheme (EMAS) and ISO14001. We successfully implemented and have been accredited by the scheme in August 2009.</p> <p>We have been able to make significant improvements. So far we have achieved a 5% saving on electricity used across our four sites, reduced the amount of gas we use by 8% and reduced the amount of office equipment left on overnight by 32%. We've also implemented internal recycling, saving about 10 tonnes of paper, card and plastic from going to landfill in only 9 months. There have been changes across all areas of the authority. We've introduced a system for recording our fleet, commuting and business mileage, upgraded our printing facilities so we use less paper and improved our energy consumption. We've made changes to operational practices and procedures to ensure we are as energy efficient as possible.</p>	<p>We have already planned future improvements including looking at how, in a rural setting, we can reduce the impact of our fleet, commuting and business miles.</p> <p>Our EMAS action plan sets out the key priorities for the Council in this area in 2010.</p> <p>One of the key actions for us in 2010 is to bring together current practice from across the Council to build on our Environmental policies develop a Climate Change Strategy for the district.</p>

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14	<p>KLOE 3.3 - Workforce management</p> <p>The Council needs to ensure that it completes its planned Workforce Development Plan in 2009/10.</p>	Medium	Agreed. Workforce Development Plan was approved in May 2009 and the action plan is reviewed and updated on an annual basis.	<p>The latest version of the Workforce Development Plan is available on the Council's website</p> <p>http://www.south-derbys.gov.uk/Images/Workforce%20Profile%20-%20External_tcm21-129268.pdf</p>

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15	<p>KLOE 3.3 - Workforce management</p> <p>The Council needs to agree the local pay and grading review and implement the local pay structure.</p>	Medium	<p>On 1st September 2008, the Council submitted proposals to the Trades Unions for the completion of the Pay & Grading Review. This included a proposed pay model.</p> <p>The Review has been overseen by the Single Status Steering Group, which consists of Elected Members and Trade Union representatives. Officers attend meetings of the Group in an advisory capacity. The Steering Group then has to report to the Finance & Management Committee.</p> <p>The Council, working closely with the Trade Unions has completed a Pay & Grading review that included completing a job evaluation of each post. The job evaluation scheme was jointly chosen, developed and completed with the full support of the Trade Unions.</p> <p>Since then, ongoing meetings have been held with the Trade Unions in an attempt to find an agreed position. Unfortunately, despite the continued efforts of both parties, no agreement has been achieved. Therefore, the Council has decided to follow statutory employment procedures to implement and complete the Pay & Grading Review.</p> <p>7th December 2009</p> <p>Statutory 90 day collective consultation period began</p>	<p>Agreed. Action being completed to implement revised pay structure in June 2010.</p> <p>Indicative timescales are;</p> <p>8th March 2010</p> <p>End of statutory consultation period</p> <p>9th March 2010</p> <p>Formal notice of dismissal/r e-engagement sent to all employees</p> <p>3rd June 2010</p> <p>Implementation date of all changes</p>

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16	<p>KLOE 3.3 - Workforce management</p> <p>The Council needs to fully implement and comply with the new Equality Framework.</p>	Medium	<p>South Derbyshire District Council is committed to treating people fairly in everything we do as a service provider, employer and leader of the community. We work to ensure that our employees and the people we serve receive fair and equal treatment in all aspects of our work.</p> <p>Equality and fairness is about putting in place practices that allow South Derbyshire to engage with all the communities we serve and developing our staff to recognise how society is changing and responding to change in order to provide services that people want.</p> <p>The Council self declared that we were working at Level 2 of the standard in May 2008 and we have a corporate commitment to reach Level 3, corresponding to Achieving Level status of the revised Equality Framework for Local Government by March 2010. A robust action plan is in place to reach Achieving Level has been implemented with a number of clear steps having been taken.</p> <p>Progressing to 'Achieving' Level of The Equality Framework for Local Government is a key corporate target for us</p>	<p>Action plan in place to reach 'Achieving' status of National Equality Framework by March 2010.</p> <p>IdeA to undertake a Peer Assessment on 3 and 4 February 2010 to determine our level against the National Equality Framework.</p>