



DERBYSHIRE
County Council
Improving life for local people

Corporate Resources

Service Plan 2010-2014 2013-14 Refresh

Nick Hodgson
Chief Executive

Introduction

The Corporate Resources Department provides a wide range of essential support services – Chief Executive's, Finance, Human Resources, Transformation, Communications, Legal and Property Services – for the front-line activities of the Council.

This Service Plan 2013/14 explains how the Department supports the vision of the Council of 'Leading the Way' to improve life for local people and relates to the five key themes that underpin it as detailed in the Council Plan 2010/14:

- Leading the way
- Good use of public money
- Raising aspirations
- High quality personalised services that meet individual needs
- Places where people want to be.

Each division of the Department has its own section in the Service Plan which:

- Explains the policy and operational environment within which it is working
- Highlights the different service activities that will be undertaken over the next 12 months
- Details the performance measures against which achievement can be judged
- Summarises the cash limited budget for each division.

With ever increasing pressure for the support services, yet reducing resources with which to deliver them, the Department will continue to look for innovative ways to maintain service quality and deliver value for money.

NICK HODGSON
CHIEF EXECUTIVE

POLICY CONTEXT

Corporate Property manages the property and land holdings on behalf of the Council. The Division is made up of three service teams (Asset Management, Design and Operations) and together they provide a broad range of professional and operational property services. The size of the estate is 3,820 hectares comprising 933 buildings and a rental income of approximately £1.79 million.

A review of Corporate Property conducted by Ernst & Young Consultants in 2012 identified several options for a sustainable value for money service. Currently, the preferred option, following the introduction of a number of efficiency measures, is to create a more streamlined service with the possibility of some services being delivered through a Local Authority Trading Company. Delivering these recommendations will be a major focus for the Division in the coming year. An outline business case for the future of Corporate Property was approved by Cabinet on 22nd January and this will be developed further over the next year. A comprehensive project plan is in place to implement streamlining and to prepare the service for possible market testing.

Corporate Property's vision is to be the first choice provider of Property Services for Derbyshire County Council, East Midlands Local Authorities and other Public Sector Organisations in the region. When undertaking work for other organisations the division will provide a financial benefit to Derbyshire County Council.

OPERATIONAL POLICY

The Division is leading the work on property rationalisation as part of the Changing the Way Derbyshire Works (CWDW) programme. The aim is to rationalise the number of administrative properties which the Council operates and to ensure that the Council's properties are fit for purpose. Through this process Corporate Property have begun to modernise the working environment and deliver substantial revenue savings and capital receipts. The Council is now in year three of this programme and has reduced the number of administrative buildings by 55 since commencement of the project. The target for 2013/2014 is to reduce the number of administrative buildings by a further 8. Capital receipts in 2011/2012 totalled £1.27 million and for the first 10 months of 2012/2013 £1.63 million.

Corporate Property will continue to contribute to the Council's strategic aim to reduce carbon emissions from its estate and operations by 25% by 2015 (from 2010/11 baseline). It will do this by improving the monitoring and targeting of energy consumption along with providing energy management advice across the Council's estate. Capital investment will also be undertaken to implement energy efficiency and renewable energy projects.

The Division will contribute to the achievement of the Council's equality objectives in a number of ways. It will continue to provide employment related opportunities for young people through work experience placements, trainee schemes and apprenticeships. It will help to make Council services accessible by improving the access to buildings, erecting accessible signs and installing more "changing places" toileting facilities. The Division will also support people to live independent lives by installing bespoke adaptations in their homes.

The Derbyshire Property Package (DPP) offered to Schools is highly regarded and has been very successful over a number of years. This is now being complimented by an Insurance Capital Maintenance Pool Scheme (IMP). This scheme will help Schools manage and share the risks attached to the procurement of larger structural and building services repair and replacement work that would otherwise be beyond their individual budgets. "Connect" is a standardised classroom unit that the Design team has developed with private sector partners. It offers schools an off-the-peg fixed price and fixed timescale extension with a choice of accommodation space and specific classroom layouts. This is being marketed nationally and the Design team will be responsible for delivering all "Connect" projects within the East Midlands.

There are plans in conjunction with Adult Care for a £200 million investment to transform residential and community care across Derbyshire. It is proposed that within the next five to seven years the project will deliver two new Community Care Centres and up to 1,600 units of extra care provision for the elderly. Corporate Property will support Adult Care to deliver this project by providing dedicated professional resources that include Project Management, Cost Consultancy, Site Acquisition, Structural, Building Services and Landscape Design.

SERVICE ACTIVITY AND PERFORMANCE MEASURES

Corporate Property will:

- Respond to the recommendations of the Corporate Property review by developing further the outline business case for the future of the service: This will include streamlining services, preparing for market testing and developing shadow governance arrangements for a trading company

- Continue to lead the property rationalisation programme to deliver further revenue savings and capital receipts and ensure that the Council's property portfolio is fit for purpose.
- Launch the Insurance Capital Maintenance Pool (IMP) scheme to schools
- Coordinate the installation of "Connect" classroom units at school sites across the East Midlands
- Implement a Corporate Landlord function which will bring together Strategic Asset and Facilities Management alongside all Property related budgets to provide co-ordinated management of the Council's Property Portfolio.
- Conduct service based property reviews and evaluate the costs and benefits of any proposed work
- Reduce the time taken to design and deliver adaptations to people's homes which will enable more Derbyshire residents to live independently.
- Continue to improve the accessibility of the Council's public buildings by making access improvements to Council properties.
- Increase the number of "changing places" toilets
- Develop a transparent communications strategy for employees and clients to address the issues highlighted by the results of the Employee Survey and customer feedback.

PERFORMANCE INDICATORS

Measures of Performance	
Description	Target 2013 – 2014
Reduction in the number of Council administrative buildings	8
Reduction in reported carbon emissions from the Council's estate	12% (based on 2010/11 baseline)
Deliver the recommendations for improvement documented in the Cabinet report dated 22 nd January 2013	Milestones as per report
Value of Insurance Capital Maintenance Pool packages sold to Schools	Take up to reach £400,000

POLICY CONTEXT

In the context of the drive for greater efficiencies, pressure on resources and changing service demands, the focus of the HR Division's work continues to be on supporting continuous service improvement and efficiency by increasing organisational flexibility and productivity, and enabling culture change. A key outcome for the Division in 2013/14 will be to increase the capacity of the workforce to perform effectively in this challenging environment, and support the council in its transition to the future. Managing the continuing impact of efficiencies programmes on the workforce, facilitating their effective and fair implementation, and maintaining manager and employee engagement will be key aims for the coming year.

Our workforce told us in the last employee attitude survey that the council needed to improve the quality of its leadership and ability to manage and implement change effectively, and we will be continuing to work on this in 2013/14. We want all our employees to support our reputation as a Council with a 'can do' attitude and we want them to know that their contribution is making a real difference.

Our key principles to support the Council are:

- To develop a flexible organisation and employees
- To develop quality leaders and managers
- To improve performance management
- To promote employee engagement and open communication
- To support workforce planning and development.

OPERATIONAL CONTEXT

The Human Resources Division is responsible for providing direction and leadership to the Council on HR strategy, policy and best practice to support the achievement of Council plan priorities. With a workforce of around 39,000 part time and full time employees (including schools) the Division provides effective HR support to managers and employees, including transactional services such as payroll.

The current context of efficiencies and need for organisational flexibility and productivity continues to drive organisational HR initiatives such as:

- Implementing the remaining job families and providing support for organisational reviews and restructures.
- Improving employee engagement and developing consultative mechanisms with the workforce and trade unions.
- Supporting managers in planning, recruiting and managing their people resources effectively.
- Reviewing HR policies and procedures to ensure they support effective performance management and service delivery.

1,200 jobs are expected to have been lost through turnover or voluntary schemes over the period 2012/14. Ensuring arrangements are in place to manage the impact of the major efficiencies programme on both services and the workforce continues to be a priority for the Division, building on the workforce efficiency and budget reduction targets achieved so far. Following on from the support arrangements put in place for the end of single status pay protection in March 2013, and the Career Sage on line support package launched in December, strengthening both the support for at risk employees and the internal jobs market are key areas for development.

The council has recognised the importance of listening to what employees told us in the last Employee Survey, and following through on the outcomes is a key priority with implementation of the recommendations of the Leadership Forum Task and Finish group as the next step. Increasing leadership and management capacity, to enable the council to deliver its objectives in an increasingly challenging environment is a key element of the CWDW project and the successful Leadership Forums continue to provide an opportunity for key challenges and issues to be considered and shared by 140 senior managers from across all Departments of the council.

The council's corporate performance framework has emphasised the importance of effective employee performance management. The roll out of "My Plan" across the council, and mentor network has enabled both employees' learning and development needs to be better identified and managers and employees to better assess workplace performance. Consolidating the links with the council's broader performance framework, and linking individual performance to service plans, is a key area for development in the coming year. Focussing on the "people" requirements of the performance framework will enable the council to develop a workforce with the skills and capacity to deliver the Council plan into the future.

How the HR Division can support managers to make informed decisions about their workforce by providing more accessible HR Metrics and information is a key area for development.

Young people's employment continues to be a key issue both nationally and locally, and young people are still underrepresented in the workforce. A cross Departmental group set up by HR Division to improve co-ordination across the council on these issues and the council's support, as an employer, in raising young people's aspirations by offering work experience opportunities and participating in 39 school and college events and careers fairs over the year, will continue to be built on to further increase the opportunities available. As one of the council's key corporate challenges, we will continue to expand the apprenticeship opportunities available, from the 101 ATA apprenticeship placements currently within the council and 190 existing employees also undertaking job related development through apprenticeship frameworks.

In the drive to achieve more with less the Division continues to look for opportunities to improve how the council utilises its people resources. Resources@Derbyshire, an internal resource pool of 30 Business Services staff, is effectively meeting temporary resource requirements across the council and as a result agency spend on Business Services assignments has reduced significantly. Building on this success and extending the scope of Resources@Derbyshire is an area that the Division will focus upon over the next year.

Equal Pay is an ongoing issue for many Local Authorities, and the HR Division continues to respond to, defend and settle equal pay claims submitted by employees, with completion of an Equal Pay Audit being planned for this year. The conclusion of single status implementation in December 2012 with the completion of the appeals process, on time and within budget, has been a key achievement, with single status implementation within schools being a key objective for this year.

The council has a strong track record of effectively managing employees' health and safety and wellbeing at work with successes in the past year including the ROSPA president's award and a successful Employee Health Day. The Division continues to build on its success through the ongoing support and advice provided to managers and employees, and improvements and developments to its employee wellbeing management systems.

There is an ongoing requirement for the HR Division, through the HR Shared Service Centre, to respond to organisational and legislative changes and to extend the benefits of SAP for the council. Examples of work to be undertaken next year include the implementation of a learning and development module, improvements to the flexi time recording facility, provision of SAP in schools and enabling pension auto-enrolment.

The Division continues to provide departmental operational support to the Corporate Resources and Health and Community Safety Departments, including case work, managing employee relations, project and policy work and supporting workforce planning.

SERVICE ACTIVITY AND PERFORMANCE MEASURES

The HR Division will:

- Manage the impact of efficiency savings and workforce reductions – 1,200 jobs by 2014 by:
 - Improving the Council's ability to effectively manage change
 - Implementing a leadership and management development programme to improve the quality of our leadership and managers.
 - Improve engagement with employees and the trades unions in a challenging economic and financial environment.
 - Providing advice, guidance and support on restructures and organisational design, implementing VER/VR programmes in response to identified business needs, and providing effective support to employees 'at risk' to maximise their chances of redeployment and maintain morale and productivity in the workforce.
 - Developing meaningful HR metrics to help managers plan, manage and monitor their resources in the most effective way, and support the council's Performance Management Framework.
- Develop and implement an HR and Organisational Development Strategy and a Workforce Development Plan.
- Develop an effective Resourcing Strategy, including:
 - building on the success of Resources@Derbyshire by:
 - extending the approach to other occupational groups
 - expanding its role to become a single entry point for Business services grade 4 recruits, maximising the opportunities available to apprentices.
 - reviewing recruitment and selection processes and guidance for managers and potential employees.
- Continue to implement the Changing the Way Derbyshire Works organisational development strand including:

- Implementation of job families across the Council
- Increasing capacity by implementing Leadership and Management development through:
 - Establishing a supplier framework and initial priorities for senior management/leadership development.
 - Establishing an associate trainer pool and initial priorities for middle managers.
 - Delivering an advanced apprenticeship in management for first time managers.
 - Establishing on line resources to support all levels of management development and supporting managers to undertake the 'Derbyshire Manager' role.
 - Supporting the consistent use of the corporate performance framework, focussing on the "people" requirements.
- Develop a learning and development strategy and structure to support the Council's workforce development plans and improve the management, delivery and outcomes from L&D, supported by development of SAP Enterprise Learning.
- Develop an e-bulk system to facilitate the on-line administration of criminal records/DBS checks
- Employment of Young People - continue to work to redress the age balance of the existing workforce and provide work opportunities for young people through the recently established apprenticeship programme, increasing apprenticeships within the council to 500 by 2014. Develop graduate, work experience, internships, trainee and career outreach schemes and continue to build links across the council to co-ordinate activities relating to young people's employment and work experience opportunities.
- Support implementation of single status in schools
- Facilitate a Council wide IIP Assessment and monitor progress against the IIP improvement plan.
- Develop a mediation facility for resolving disputes and issues between employees.
- Review employment policies including Induction and Code of Conduct.
- Continue to respond to, defend and settle equal pay claims submitted by employees, and undertake an equal pay audit.
- Develop a total reward statement to clearly communicate pay and benefits to employees.
- Continue implementation of employee wellbeing initiatives, and develop an incident e-form and database and electronic pre-employment health assessment.
- Continue improvements to and expansion of benefits of SAP, including roll out of HR/Payroll elements to schools, implementation of Pension auto-enrolment, and arrangements for real time information provision to HMRC from June 2013.
- Support the integration of 'Public Health' into the Council.

PERFORMANCE INDICATORS

Measure	Baseline	Target	Contributes to Council Plan Priorities
Achievement of efficiency savings and workforce reductions as agreed by Cabinet	N/A	April 2014	Good use of public money
Roll out of job families across the council	N/A	April 2014	A valued workforce
Implementation of the Enterprise learning module	N/A	December 2013	A valued workforce
Implementation of revised learning and development strategy and structure	N/A	December 2013	A valued workforce
Increase the number of Apprenticeships within/supported by the Council to 500 by 2014/15	101	500 by April 2014	Raising aspirations
Expand the scope of Resources@Derbyshire to become an entry point for Business services grade 4 posts, maximising the opportunities available to apprentices.	N/A	April 2014	Good use of public money
Implementation of single status in schools	N/A	December 2013	Good use of public money

POLICY CONTEXT

One of the Council's five key priorities in the Council Plan is "Making Good Use of Public Money". The Corporate Finance Division is responsible for ensuring that the funds the Council spends on behalf of taxpayers are carefully managed. Budgets are set in the context of a medium-term five year financial plan. Having good systems and controls is only part of strong and effective financial management. High quality financial government and leadership are also critical. Close monitoring of the Council's financial position is essential to ensure that costs are controlled and that the medium term financial plan is sound and achievable.

The Division is also contributing to the Council's priority of "Leading the Way". The Division has initiated the Council's participation in the Local Authority Mortgage Scheme, which will result in the Council taking a proactive approach to support the local area, increase the supply of affordable housing and assist first time buyers, who can afford mortgage repayments, to purchase a property. In this way the Council is achieving more in partnership, shaping the development and delivery of excellent quality services for local people and communities. It is good and well established practice to consult local people on budget priorities, giving local people more of a say. In the preparation of the 2013/14 budget the Division increased its efforts to encourage a broad spectrum of participation, encouraging local people to get more involved with the Council.

One of the Council's ten key corporate challenges is to manage the Council's five year budget reduction whilst maintaining good quality services for local people. The Division's key aim is to support the Council in responding to the challenges imposed by reduced central Government funding, demographic pressures on the adult care budget, and the increasing cost of waste disposal. The Council is facing unprecedented financial challenges over the next four years and will have to make at least a further £127 million of savings over the medium-term. This is in addition to cuts of over £80 million made over the last five years. The Division co-ordinates the Council's resources and provides direction and leadership on financial strategy, policy and best practice and these financial challenges have set the scene for much of the Division's work in recent years.

The Division's key principles to support the Council are:

- To provide and promote strong and effective financial management.
- To provide high quality financial governance and leadership.
- To provide excellent value for money and to contribute to the Council's savings programme.

OPERATIONAL CONTEXT

- The Division drives the Council's annual budget process and budget management. A key outcome for 2012/13 will be to deliver a balanced budget by the year-end and to meet the savings target of £25 million.
- Every department should be on track for at least a balanced budget in 2012/13, including the use of brought forward underspends, apart from Adult Care where further work is taking place.
- The Director of Finance and Chief Executive are monitoring budget reductions and this close monitoring will continue in 2013/14, when the required reduction will again be £25 million. The outcomes will be communicated to Chief Officers and Members.
- Budgets have been balanced without any increase in council tax in 2011/12, 2012/13 or 2013/14.
- In meeting these financial challenges and making savings, the Council must ensure that it continues to fulfil its statutory and contractual obligations.
- Some of the top-rated risks in the Council's Strategic Risk Register are financial and there are a further number of future pressures. Amongst the major risks which the Division will monitor are:
 - Business rates localisation - the biggest change in a number of years to Local Government funding. The introduction of the Business Rates Retention Scheme brings a new set of uncertainties in setting the budget.
 - Council tax benefit localisation – from 1 April 2013 the introduction of local council tax support schemes is likely to see higher rates of non-collection, which will have an impact on resources available.

- Care home fees – the Council has for some time been in correspondence with representatives of private care home providers regarding the actual costs incurred on residential care in comparison to the fees paid by the Council. There is a continuing dialogue on this matter.
- The medium-term is challenging. The Council's financial position needs to retain a degree of flexibility in order to continue to provide services to residents. The required flexibility is achieved through a combination of:
 - unallocated base monies in the risk management budget;
 - the General Reserve; and
 - departmental contingency plans to find a larger cut in 2013/14 and 2014/15 than is currently proposed in the Five Year Financial Plan.
- During 2012/13 the Division undertook a review of earmarked reserves and identified £5 million which will be used instead to finance general capital expenditure, allowing new borrowing to be kept at a reasonable level. The level of earmarked reserves will again be reviewed in 2013/14, to ensure they reflect a level adequate to manage the risks of the Council. Any reserves no longer required will be returned to the General Reserve to finance future Council spending.
- An important focus for the Division in 2013/14 will be to co-ordinate a project to consider how future medium-term cuts should be allocated to ensure the delivery of agreed priority services. The project, beginning in 2013/14, is to consider how to use Priority Based Budgeting to allow decision makers to make Council-wide changes in service expenditure. The aims of the project will be to:
 - Understand the significant areas of spend and forecast the cost and demand pressures for each service over a five year period;
 - Understand how services contribute to the Council's strategic outcomes and to prioritise those outcomes;
 - Order the areas of spend based on the assessment of contribution to the Council's priorities;
 - Test and validate the feasibility and benefits of each option with particular recognition of risk;
 - Obtain agreement to those options which will be implemented.

- Medium-term re-prioritisation should be possible, within the context of budgets that will have been reduced by over £100 million in the six years up to, and including, 2013/14; with the prospect of a further £100 million over the following four years.
- Aligned with Changing the Way Derbyshire Works (CWDW) initiatives the Division will continue to develop the finance and procurement elements of the SAP solution to maintain a programme of continuous improvement and to deliver the maximum benefits from the solution.

SERVICE ACTIVITY AND PERFORMANCE MEASURES

The Corporate Finance Division will:

- Co-ordinate a project to consider how future medium-term cuts should be allocated to ensure the delivery of agreed priority services.
- Monitor achievement of the £25 million 2013/14 budget reduction and communicate progress to Chief Officers and Members.
- Monitor departmental budgets and report on these to Cabinet Members, Chief Officers and Improvement and Scrutiny meetings.
- Meet the Corporate Finance target budget reduction of £1.04 million.
- Plan and begin to deliver a roll-out of procurement cards to schools.
- Reorganise the Exchequer Section to provide a better user experience and to respond to increased volumes as schools begin to use the SAP financial system.
- Improve prompt payment to vendor statistics to encourage and stimulate economic growth.
- Tender for a range of pensions and investments systems.
- To work closely on the reorganisation and merger of SAP Procurement and County Procurement to drive forward greater opportunities for savings, efficiencies and transparency across the Council's spend.
- Work with Public Health to establish a procurement and contract management resource to support the 420+ transferring contracts.
- Manage the Public Health budget following the transition of responsibility from the Department of Health to local authorities.
- Establish the impact on funding and financial position of developments in major pressures and financial strategic risks and review and update the Five Year Financial Plan.

- Implement a new structure to deliver Council and pension scheme investment objectives and to maintain a low cost of service.
- Develop a training programme for Investment Committee Members to facilitate better informed pension scheme strategic decisions.
- Manage the impact on the Council's obligations of pension scheme auto-enrolment.
- Design, implement and deliver sustainable and appropriate risk management training across the Council.
- Implement effective risk management monitoring in line with the revised policy and strategy.
- Review the need for additional insurance in respect of emerging risks resulting from new responsibilities and changing work practices.
- Deliver the Council's final accounts in accordance with statutory reporting deadlines and a tightened timeframe agreed with the new auditors.
- Implement the finance and procurement elements of the SAP solution in schools, and develop a training programme to facilitate this migration.
- Optimise usage of the OrderPoint system and electronic ordering to improve procurement compliance and offer greater visibility for potential procurement savings.
- To work with departments to implement revised financial regulations as they apply to contracts.
- Deliver the Local Authority Mortgage Scheme.
- Prepare pension scheme administration for the introduction of a new career average method of determining pensionable pay and removal of a scheme specific normal pension age.
- Review and enhance internal controls to effectively manage and reduce the Council's risk.
- On-going focus on fraud awareness, prevention and detection.
- To manage, develop and implement the three regional programmes for LCAT (Spend Analysis) eProcurement (tendering and contract management) and eAuction within Derbyshire and with the participating East Midlands councils.

PERFORMANCE INDICATORS

Description	Target 2013/14
Council's budget savings	£25 million.
Establish the impact on funding and financial position of in-year developments in respect of major pressures and financial risks	Departmental group accountants to meet the Director of Finance in respect of each of periods 3-12. Reports to Cabinet at periods 5, 7 and 9.
Corporate Finance budget savings	£1.04 million
Deliver the Council's final accounts in accordance with statutory reporting deadlines	Statutory reporting deadlines in the closure timetable.
Record and report all key strategic risks in the Corporate Risk Register	Receive summaries of all changes to departmental risk registers in accordance with the agreed timetable and report updates to Chief Officers shortly before presentation to each Audit Committee.

POLICY CONTEXT

The aim of the Service is to ensure that the Council benefits from innovative, value for money, customer focused, high quality and reliable Information, Communication and Technology (ICT) systems and services. In addition to ensuring operational ICT services are delivered effectively, the Transformation Service has an important role to play in a number of corporate, departmental and service development programmes during 2013/14.

The Transformation Service provides strategic advice and guidance to departments in relation to the ICT systems they use. The recently approved ICT Strategy contains an annual delivery plan which details the priorities and focus of work.

Our key principles are:

- Provide excellent customer service
- Provide the right balance of high quality services
- Make best use of what we have
- Innovate and transform

OPERATIONAL CONTEXT

Rapid changes in ICT and the increased demands from departments on information technology put huge pressure on the Service and its budget. Trying to balance the operational ICT needs of the Council against the need for new development and investment in the ICT systems and infrastructure is a continual challenge.

The Transformation Service supports 10,000 employees who use 7,000 personal computers and laptops. Running and maintaining the Council's ICT infrastructure and systems involves considerable work. In excess of 320 computer systems are supported and these are delivered to over 450 Council establishments. This requires specialist procurement, technical and project management skills, which are provided by the four functional areas of the service.

Day to day management and support of ICT is a significant component of the work undertaken. Annually over 70,000 service requests are received by the ICT Service Desk, ranging from simple to complex issues. To enhance the support

offered the latest version of Microsoft System Centre Manager is being implemented. This will provide enhanced facilities for logging service requests, improved rollout of software and enhanced management information.

As well as the corporate ICT estate the Service provides subscription, packaged and ad-hoc support and maintenance services to over 400 schools in Derbyshire. The function provides a valuable source of income for the Service and maintaining this is a priority.

New ways of working as a result of the Changing the Way Derbyshire Works programme is putting increased demands on the Council's ICT infrastructure, particularly telecommunications. Work commissioned over the past few months to address this has resulted in a strategic review of telecommunications being undertaken. This work is coming to a conclusion and the review and implementation of the recommendations will be a priority in the coming year.

Supporting departments to make better use of ICT is a critical function of the Service. Three major projects are underway to rationalise the use of computer systems in Children and Younger Adults, Adult Care and Environmental Services Departments. The move to single integrated systems for each department presents many challenges and the Service is deploying significant resources to support the procurement, implementation and rollout of these new solutions.

The Council has invested significant time and effort in the introduction of an Electronic Document Records Management System and the implementation of this, in line with departmental Service Plans, will continue into the next financial year. Dedicated project management support will continue to be provided for another 70 ICT development projects that are being supported.

The security of information is vital to the Council. In recent years there have been several high profile cases where public sector organisations have lost, or had stolen, devices containing sensitive information. The Council has focused heavily on improving the security of information and data over the past 18 months and is working towards achieving the ISO27001 accreditation. An assessment will take place later this year.

Meeting our efficiency targets and providing solutions that assist other departments in making their savings is an important aspect of the work the Service undertakes. The dedicated Commissioning and Contracts function manages in excess of 300 ICT contracts. Targeted contract savings of £480,000pa (representing 4% of the Council's ICT spend) have been achieved in the last two years. The target for the next 12 months is a further saving of £480,000.

SERVICE ACTIVITY AND PERFORMANCE MEASURES

In line with the annual ICT delivery plan the Transformation Division will:

- Complete the rollout of the Windows 7 desktop operating system to the remaining computers on the Council's estate.
- Review and implement the recommendations in the data network and telephony strategic procurement report.
- Support Children and Younger Adults with the rollout of the new Childview system.
- Complete the procurement and commence the rollout of the new Adult Care ICT system.
- Support the Environmental Services department to procure a new departmental ICT solution.
- Centralise internet use for foster children and children in DCC care to provide increased monitoring and protection for our vulnerable children.
- Implement Electronic Document Records Management systems in line with agreed departmental project plans.
- Ensure the Council is compliant in readiness for its assessment for the corporate Information Security ISO27001 Standard.
- Support the transfer of staff from Public Health by ensuring their ICT requirements are met.
- Continue to support the Changing the Way Derbyshire Works programme and assist in driving out efficiencies from the projects.
- Rollout SAP to 385 schools as a replacement for the end of life DSAS finance system.

PERFORMANCE INDICATORS

Description	Target 2013-2014
Percentage of service users satisfied or very satisfied with the service provided, based on feedback from users who have contacted the Service.	85%
Percentage all calls logged with the Service Desk resolved within 1 working day.	60%
Percentage of time (excluding planned downtime) the Server Systems and the Storage Area Network are available,.	99.75%
Percentage of time (excluding planned downtime) the data and telephony network are available	99.9%
Transformation Service budget reduction (Note: Overall target is £3.4m to be achieved by 2015/16)	£2.3m by March 2014

POLICY CONTEXT

The Legal & Democratic Services Division provides high quality and value for money legal, democratic and administrative services. The Division ensures the Council's compliance with legal requirements across all of its functions. It plays an important role in supporting Members and departments to interpret the implications of legislative reforms and redesign services to ensure effective and efficient ways of working in response to them.

Reforms to improve the workings of family courts are to be introduced nationally, following Mr Justice Ryder's proposals for the modernisation of family justice. Key proposals are the introduction of the Single Family Court, more effective management and continuity of existing judicial resources and more efficient deployment of evidence to support case management decisions. The overall aim is to change the culture of family courts and reduce delay. It is proposed that these reforms will be introduced in two phases by 2014. The Division will work in partnership with the courts and the Children and Younger Adults department to ensure the effective implementation of these new arrangements in order that care proceedings, where they are necessary, can be dealt with quickly and at minimal cost.

From April 2013 the Council will take on the responsibility for public health as a result of the radical changes for health and social care services introduced by the Health and Social Care Act 2012. The Legal and Democratic Division will continue to support these changes by assisting in the transfer of public health contracts and developing its scrutiny function to ensure on going improvements in public health service provision. The Division will support the Police and Crime Panel in scrutinising the work of Derbyshire's first Police and Crime Commissioner.

April 2013 will see the implementation of Lord Justice Jackson's package of civil justice reform designed to tackle, and reduce, disproportionate claimant legal costs. The Division will ensure that these reforms are implemented effectively within the Council and will monitor their impact on litigation costs.

The Division will continue with the successful implementation of reforms to the Registration Service following the adoption of new governance arrangements in January 2013.

OPERATIONAL CONTEXT

The Council is striving to maintain good quality services to local people whilst operating under considerable financial pressure. The on-going budget reduction programme has led to changes in Council services and a reduction in the size of the workforce. The Division will continue to provide support and advice in relation to the employment and public law implications of the Council's saving programme and the impact of proposed service changes on different groups within the community. The Division will also ensure the smooth handling of transactions involving the Council's land holdings as Corporate Property works to deliver the Council's property rationalisation programme.

The Division will support departments in the development and delivery of major plans and initiatives including Adult Care's proposal to transform residential and community care across Derbyshire, and the proposed changes to the Registration Service.

SERVICE ACTIVITY AND PERFORMANCE MEASURES

In 2013/4 the Legal & Democratic Services Division will:

Child Care, Education & Adult Care Sections

- Work in effective partnership with the courts and Children and Younger Adults to implement the Family Justice Reforms in order that care proceedings, where they are required, can be dealt with quickly and at minimal cost.
- Work with CAYA to ensure that the systemic training of social workers has a positive impact on care proceedings.
- Support client departments to enhance decision making processes by greater involvement in multi-agency meetings so that children for whom we have Corporate Parent responsibilities and vulnerable adults are protected promptly and appropriately.
- Assist and advise Adult Care in their transformation of service provision.
- Advise on the transfer of adult care functions relating to public health and well-being and DoLs (Deprivation of Liberty Safeguards) so as to maintain and enhance service delivery.
- Maintain a high quality service to individual schools and academies and provide a traded service that is valued by them.

Commercial and Environmental Services Sections

- Provide support and advice in relation to the management of the Council's property portfolio.

- Ensure legal charges are promptly registered with the Land Registry to secure repayment of financial assistance given by the Council to private individuals under social care legislation.
- Take a risk management approach to contractual documentation thereby allowing legal advice to focus on higher risk contracts which require bespoke advice and drafting.
- To take a proactive approach to the transfer of public health contracts and to ensure that the Council maintains maximum flexibility in service provision whilst maintaining service delivery.
- Continue to monitor Town and Village Green applications to ensure these are effectively determined by the Council.
- Ensure the effective investigation and determination of rights of way claims received by the Council.

Common Law Section

- Ensure the efficient and effective management of claims by and against the Council.
- Ensure that the Jackson personal injury reforms are implemented effectively.
- Reduce the debt owed to the Council by advising departments on potential strategies and procedures and enforcing debt recovery effectively.

Corporate Litigation Section

- Provide support and advice in relation to the employment law implications of the Council's savings programme.
- Provide support and assistance regarding the defence of equal pay claims and represent the Council in those proceedings.
- Provide support, assistance and initial court representation for applicants under the Regulation of Investigatory Powers Act 2000.

Democratic Services

- Continued and improved delivery of support to the democratic process in accordance with legal requirements.
- Contribute to the successful establishment of new bodies; Police and Crime Panel, Public Health Board.
- Successful implementation of reforms to the Registrars Service.
- Development of scrutiny function in relation to changes to policing and to public health.

Central Administration Services

- Provide an efficient and effective administrative service to Derbyshire County Council.

PERFORMANCE INDICATORS

Measures of Performance	Target 2013/14	Contributes to Council Plan Priorities
External legal expenditure as a percentage of total legal expenditure	25% or less	Services that provide excellent value for money.
Customer satisfaction.	100%.	Services that provide excellent value for money.
Litigation success.	75%	Services that provide excellent value for money.
Compliance with an auditable quality system.	Lexcel certification.	Services that provide excellent value for money.
Number of unresolved client complaints.	0.	Services that provide excellent value for money.
Chargeable hours per annum. Meet the overall fee earner target chargeable hours subject to any maternity leave and vacancies.	Standard fee earner annual target is 1,200 hours	Well managed and efficient assets.
Ordinary debt referred to Legal Services (excludes Part III National Assistance Act 1948 and Section 74 Highways & Street Works Act 1974 debts).	£620,000 or less	Well managed and efficient assets.

OPERATIONAL CONTEXT

The role of the Public Relations Division is to improve communication between the County Council, local people and key partners. We produce effective communication programmes to help deliver the key priorities of the Council and help to deliver services efficiently. Good communications help residents, businesses, visitors and partners obtain the information they need about Council policies and services. The division develops and coordinates the Council's internal and external communication strategies. This includes delivering and developing Call Derbyshire (a multi-channel contact centre) the Council's website www.derbyshire.gov.uk and a wide range of corporate publications, partnership websites and publicity campaigns.

POLICY CONTEXT

At a time of reducing resources and major changes in the way we deliver services the need for meaningful and value for money communications with local people and our partners is vital. Residents and partners expect and demand more and better information about changes that may affect them in addition to wanting to know how the Council spends their money. We deliver around 70 promotional campaigns a year to promote council services and inform local people. More residents are contacting the Council than ever before. Call Derbyshire handles more than 380,000 calls each year and responds to more than 36,000 emails and text messages. It is the primary public contact point for around 200 different council services – everything from complex child protection cases to library book renewals. With almost two million unique visitors a year - the highest number of any council in the East Midlands region – and with more than 19 million page views a year, the Council's website is already a major source of information for local people. But the internet is not used by all and many people will continue to rely on print and the media for information about the Council. We produce 8 corporate publications for local people including our resident's newspaper Derbyshire First and our employee magazine, Workforce. We continue to provide a news service to the local media publishing over 500 news releases a year.

SERVICE ACTIVITY AND PERFORMANCE MEASURES

The Public Relations Division will:

- Produce around 70 promotional campaigns to support delivery of the council plan and departmental service plans
- Produce a range of key corporate publications including the quarterly residents' newspaper Derbyshire First and the monthly staff magazine Derbyshire Workforce

- Promote www.derbyshire.gov.uk website as the number one channel for finding out information about the Council
- Provide a comprehensive range of transactions online and through Call Derbyshire to maximise efficiency for the Council and ease of access for customers
- Implement a new eBooking system on our websites which will allow users to book a range of events, courses, venues and appointments online
- Optimise www.derbyshire.gov.uk for mobile devices and review its structure
- Relaunch the intranet in line with the corporate EDRM project and developments in the Council's digital communications
- Implement new solutions for managing social media and corporate Geographic Information Systems
- Develop our fostering and adoption campaigns and initiatives to continue the call for local homes for local kids
- Rationalise the council's web presence for young people to create a single, well promoted site
- Develop and promote a Free School Meals take-up campaign
- Develop and promote the b_line travel and discount scheme for young people the Gold Card travel and discount scheme for older and disabled people
- Develop and promote the Trusted Trader Scheme listing reliable traders
- Develop and promote the Derbyshire Directory of more than 2,700 local groups and not-for-profit services.
- Organise and deliver the Excellence in the Community Awards and Derbyshire Young Achievers Awards.
- Further develop our 'Workforce Extra' staff rewards scheme
- Support the corporate apprenticeship scheme by providing four placements for young people in Call Derbyshire

PERFORMANCE INDICATORS

Measure	Baseline	Target	Contributes to Council Plan Priorities
Increase number of website 'page views' by 10% through promotion of online channels in Council publicity and channel shift from Call Derbyshire.	19.2 million 'page views' (2012)	21.1 million 'page views' by December 2013	Making good use of public money
Reduce the number of calls representing avoidable contact to the switchboard service, by 10%	121,000 calls (2012)	109,000 calls By March 2014	Making good use of public money
Organise and deliver the Derbyshire 'Blue Plaques' scheme to recognise people and buildings of historic significance to Derbyshire	N/A	By March 2014	Achieving more in partnership
Increase number of visits to website by 10% through promotion of online channels in Council publicity and channel shift from Call Derbyshire.	3,995,998 visits (01/03/2012 – 28/02/2013)	4,395,598 visits a year by March 2014	Making good use of public money

POLICY CONTEXT

The Local Government Act 2000, the Local Government and Public Involvement in Health Act 2007 and the Empowerment White Paper – Communities in control: real people, real power, have had significant implications for the Council's community leadership role and have set the scene for much of the Division's work over the last ten years. The recent Localism Act 2011 and the Open Public Services White Paper, which aim to encourage communities to increasingly look after themselves and each other, now present new and different challenges for the Council, not least the need to find new and innovative ways of doing things with less. Ensuring that the Council is well placed to respond to these challenges is essential and identifying opportunities such as those afforded by the new community budgets will be a priority over the forthcoming twelve months.

The evolving national framework for self-regulation and improvement has provided the Authority with a unique opportunity to develop its own system of performance and improvement, free from prescribed control. The Authority's new Performance and Improvement Framework has changed the way in which the Authority collects, manages and makes available information and this will continue to present challenges in ensuring that the Council maintains a strong focus on performance with less resources.

OPERATIONAL CONTEXT

The Policy and Research Division sits at the centre of the Council and is responsible for the development of key corporate plans and strategies which support the achievement of priorities outlined in the Authority's Council Plan – Leading the Way. The Division undertakes a number of key corporate functions such as: performance management, partnership working, research and information, community involvement and corporate consultation activities, equalities and diversity, sustainability programmes and corporate literacy and family reading initiatives, which support the Council's departments in the delivery of high quality services. Ensuring that the Council is leading the way in managing the big local issues and major changes facing the Authority effectively will remain a priority for the Division in 2013/14.

During the forthcoming year, the Division will need to consider its role in relation to new national policy developments such as Community Budgets which will further challenge how the Council and its partners respond to further reductions in public expenditure. The Division need to look at ways in which it can improve the Council's capacity to respond to new policy initiatives from central government and identify opportunities to share innovation, best practice and learning across the

Authority. In 2013/14, coordinating work on Community Budgets and, in particular, leading Thriving Families - a Community Budget for families facing multiple problems will be a key piece of work for the Division.

The Division will continue to play a key role in supporting the Council to achieve more in partnership. Ensuring that strategic partnership arrangements managed through the Derbyshire Partnership Forum (DPF) are coordinated effectively will be an on-going piece of work during 2013/14. A review of the current Sustainable Community Strategy will take place over the forthcoming twelve months to decide whether this should be updated from 2014 onwards and the Division will continue to communicate and publicise developments through the partnership website and the quarterly newsletter – Partnership Matters.

The Division works hard to develop and maintain good relationships with the Council's partners. A key priority for the Council is to develop and maintain partnerships with the voluntary and community sector (VCS) to ensure that there is a strategic contribution from the sector into the work of the Authority. The Division will continue to support a number of VCS organisations through the Corporate Voluntary Sector Grants Budget and will be funding the provision of specialist advice services, to ensure these are available to all people in equal need across Derbyshire.

The removal of nationally prescribed reporting frameworks has given the Council a unique opportunity to develop and implement its own systems of self-regulation and improvement. Ensuring that robust performance management arrangements are in place across the Authority is therefore essential in driving forward improvements. During 2013/14 the Division will lead the on-going implementation of the corporate performance management and improvement framework, ensuring that the Council monitors and manages performance against its priorities, highlights under performance where it exists and develops an effective and consistent approach to service improvement across the Authority. The Division will be procuring a new corporate performance system for the Council to support the delivery of the Framework and to ensure that the Authority continues to work as one organisation to achieve common goals. The Division will also be preparing for a Peer Review of the Council which is scheduled to take place in the Autumn of 2013 and developing a new corporate plan for the Authority which will need to be in place from April 2014 onwards.

Developing a shared understanding of communities in Derbyshire is essential if the Council is to ensure services meet local need and to evidence decisions that it makes. The Division ensures corporate evidence based research and other advice and guidance is available to inform and assist the Council and its partners in the agreement of priorities and the development of corporate and departmental policies. During 2013/14 the Division will continue to develop and maintain local intelligence systems such as the Derbyshire Observatory to offer a range of data and intelligence to support elected members, service departments and partner agencies. Supporting corporate mapping across the Council to inform corporate initiatives will

continue to be a priority during the forthcoming year. The Division will be analysing data as it is released from the Census 2011 and preparing thematic and area profiles to support planning across the Authority. Over the forthcoming twelve months, the Division will also prepare quarterly economic reviews and an annual economic assessment for Derbyshire to inform the on-going development of economic priorities for the county.

Giving local people better choice and more of a say is a key priority for the Council. The duty on local authorities to involve seeks to ensure that local people have greater opportunities to influence decision making and this is being reflected in increasing levels of co-production and involvement of service users and families in the development and delivery of Council services. The Division is finalising a new Consultation and Involvement Strategy for the Authority to provide a corporate framework which encourages consistency and the sharing of good practice. The Division will continue to support Citizen's Panels and a wide range of consultative forums across the county, including the Parish and Town Council Liaison Forum, the Health and Wellbeing Stakeholder Engagement Forum, Local Area Forums an Black and Minority Ethnic (BME) Forums, building on the good progress made over the last year in involving local communities in the work of the Authority. The Division will continue to look at ways in which consultation can be undertaken more effectively with significantly less resources through, for example, smarter and more coordinated ways of working across the Authority and increased use of electronic methods to encourage feedback from local communities.

Working with local communities to help them flourish is becoming increasingly important as proposals set out in the Localism Act and Open Public Services White Paper become established. The Division will be looking at additional ways in which the Council can further develop its modern community leadership role and will continue to support communities through the on-going administration of the Community Building Grant scheme. Ensuring that these initiatives are coordinated effectively and that duplication of both effort and resource are reduced given the current financial climate, will be a key challenge for 2013/2014.

The Division is leading work on promoting literacy and family reading across the county, supporting the Council's priority to provide children in Derbyshire with the best start in life. A Family Reading Homes Strategy Group has been established, and is planning the most effective partnership model for delivering support to parents of children under five to develop their early language and literacy skills. The Authority has committed £100,000 to deliver this programme by March 2014, and this will form the focus of work within the Division during 2013/14.

Ensuring that equalities and diversity issues and sustainability and climate change issues are effectively integrated into the work of departments across the Authority will continue to be a key piece of work in 2013/14. The Council has made good progress on both of these issues but additional effort to mainstream principles into existing ways of working, service

planning and decision making remains a priority. Ensuring that decisions made by the Council continue to reflect the needs of the diverse range of communities in Derbyshire will be key over the forthcoming year and the Division will maintain activities which ensure that the Council meets its required public sector duties and agreed equality objectives. The implementation of initiatives to improve resource efficiency, reduce energy consumption and carbon emissions and build resilience to climate change in the delivery of services in Derbyshire will also be a priority for this area of work over the next three years. During 2013/14, the Division will also be coordinating the Council's approach to the low carbon economy, fuel poverty and affordable warmth.

SERVICE ACTIVITY AND PERFORMANCE MEASURES

The Policy and Research Division will:

- Improve the Council's capacity to respond to policy initiatives from central Government and identify opportunities to share innovation, best practice and learning across the Authority.
- Lead the development of Thriving Families - a community budget for families facing multiple problems in Derbyshire.
- Manage and coordinate the Authority's approach to self-regulation and improvement ensuring that the Council has robust arrangements in place to monitor and manage performance.
- Procure and develop a new corporate performance management system for the Council.
- Ensure that effective mechanisms are in place to consult, engage and involve local communities and communities of interest to ensure all services are responsive to local need.
- Undertake evidence based research and further develop local intelligence systems such as the Derbyshire Observatory, to assist the Council and its partners in policy formulation and prioritisation.
- Develop mechanisms to effectively integrate equalities and sustainability into the work of departments across the Authority and ensure that the Council meets required public sector duties.
- Lead the development and implementation of corporate initiatives on literacy and family reading across the county.
- Respond to proposals which arise from the Localism Act 2011 and the Open Public Services White Paper and ensure that the Authority continues to develop its community leadership role.
- Lead the management and coordination of the Derbyshire Partnership Forum (DPF) to ensure that partners prioritise and target collective resources more effectively.
- Develop and implement plans for Community Building Grants, working with local communities to help them flourish.

PERFORMANCE INDICATORS

Measure	Baseline	Target	Contributes to Council Plan Priorities
Embed the corporate performance and self-regulation framework across the Council	N/A	By Dec 2013	Doing things better and being open to doing things differently
Procure and implement a new corporate performance management system for the Authority	N/A	By March 2014	Doing things better and being open to doing things differently
Develop and implement a community budget for families facing multiple needs across Derbyshire	N/A	By March 2014	Leading the Way

Voluntary Sector Grants

Organisation	£
Amber Valley CVS	£15,378
Asian Association – Chesterfield & North East Derbyshire	£3,744
Bolsover CVS	£15,378
Chesterfield African Caribbean Community Association	£3,744
Chesterfield Chinese Association	£2,186
Chesterfield Muslim Association	£1,821
Derbyshire Chinese Welfare Association	£2,186
Derbyshire Dales CVS	£15,378
Erewash Voluntary Action CVS	£15,378
High Peak CVS	£15,378
Links: The Chesterfield And North East Derbyshire Council For Voluntary Service And Action Limited	£30,755
Muslim Welfare Association	£1,821
Rural Action Derbyshire	£15,378
South Derbyshire CVS	£15,378
BME Infrastructure and Consultation	£28,625
Chesterfield Law Centre	£60,524
Specialist Advice South Derbyshire CAB	£10,400
Specialist Advice Chesterfield Law Centre	£29,600

Appendix A: Property Maintenance Budget 2013-14

Information and Analysis

In 2012-13 the Maintenance Budget was split between Education DSG (Direct Schools Grant) properties and non DSG properties. However, from April 2013 the Department for Education (DfE) has determined the DSG will be fully delegated to schools. Therefore, in 2013-14 the Maintenance Budget will only include non DSG properties. (For information, the DSG allocation in 2012-13 was £4.4m.)

The Maintenance Budget provides for all statutory servicing, day to day and structural maintenance, along with cleaning and grounds maintenance.

The proposed Maintenance Budget for 2013-14 is shown below. Figures for 2012-13 are given for reference. A detailed breakdown is contained in the attached schedule.

Year	Buildings	Grounds	Cleaning	Total
2013-2014	£6,966,178	£1,610,000	£1,430,000	£10,006,178
2012-2013	£11,449,756	£1,585,100	£1,468,700	*£14,503,556

Note: * Included £4.4m DSG allocation

A figure of £200,000 for Adult Care Planned Maintenance has not yet been allocated against projects; these works will be reported separately to future Cabinet Member meetings.

To address the risk assessment work and management of legionella across non school property a further £150,000 has been included but this will not meet all remedial works that may exist, the remainder having to be funded from other budgets.

The budget includes £150,000 for general health & safety, DDA, radon, fire precautions and vacant buildings.

Emergencies which remain the Authority's responsibility will have to be addressed from the proposed allocations, or from specific bids against other appropriate budgets which would be the subject of further reports.

The individual project maintenance allocations are shown in the attached schedule.

The Asset Management Condition Surveys provides a prioritisation of repair work based on set categories as follows:-

- Priority 1 Urgent work to prevent closure or serious risk
- Priority 2 Essential work required within 2 years
- Priority 3 Desirable work required within 3-5 years

The condition of the building fabric, finishes and services are also rated as good, satisfactory, poor or life expired.

The projects have been extracted from priority 1 and 2 items over £5,000 and are shown in the attached schedules. Works of a lesser value are normally dealt with from the day to day allocation.

Changes to individual items in the programme by way of amendments, deletions or additions will be actioned by the Director of Property with Cabinet Member approval as required under the Financial Regulations.

A monitoring report will be incorporated within the body of the general programme reports to Cabinet Member showing expenditure and changes to the programme.

If it is not possible to complete the projects detailed in the attached schedule during the financial year it is requested that any unused funds be transferred to the appropriate reserve to be applied against the remaining expenditure in the following financial year.

Detailed Breakdown of Maintenance Budget 2013-14

Budget	Amount	Percentage
Planned Projects (See Appendix B)	£2,904,000	29.02%
Day to Day / Emergencies	£2,092,178	20.91%
Servicing	£530,000	5.30%
Adult Care Projects	£200,000	2.00%
County Hall Rewire, Fire Precautions & Refurbishment	£600,000	6.00%
Grounds Maintenance	£1,610,000	16.09%
Building Cleaning	£1,430,000	14.29%
Legionella	£150,000	1.50%
Glazing Surveys	£40,000	0.40%
General H&S, DDA, Radon, Fire Precautions, Vacant Buildings	£150,000	1.50%
Contingency	£300,000	3.00%
Totals	£10,006,178	100.00%

Individual Project Maintenance Allocations

UPRN	Name	Element	Sub Element	Description	Actual Allocation
2642-02	County Hall (North Complex)	Electrical	Generator	New North Block generator	£100,000
1098-01	Newbold Library	Electrical	Lighting	Upgrade of lighting system	£10,000
2854-01	Polygon Centre	Electrical	Lighting	Upgrade of lighting system	£25,000
1064-01	Castle Gresley Children's Centre	Electrical	Wiring	Upgrading of wiring & lighting	£25,000
3071-01	Peter Webster Centre	Electrical	Wiring	Upgrading of electrical system	£100,000
2444-01	Chesterfield Library	Electrical	Lift	Replacement of public lift	£100,000
2444-01	Chesterfield Library	Electrical	Lift	Air management system replacement - phase 2	£50,000
3190-02	High Peak & Derbyshire Dales Area Education Office	External	Timber Windows and Doors	External repairs & decoration	£12,000
1842-01	Alfreton Library	External Wall Finishes	Aluminium Curtain Walling	Replacement of window walling, including upgrading thermal & sound performance	£20,000
1676-01	Albany House Family Centre	External Wall Finishes	Slate / Tile Hanging	Replace clay tiled wall cladding at high level	£90,000
1544-01	Gladys Buxton Centre	External Wall Finishes	Timber Curtain Walling	Further phase of Vic Hallam repairs, including gym and changing rooms	£50,000
2642-01	County Hall (South Complex)	Fire Services	Dry Risers and Hydrant	Refurbishment of dry riser system	£20,000
2642-01	County Hall (South Complex)	Fire Services	Fire Shutter	Refurbishment of fire shutter to main entrance lobby	£10,000
4174-01	Woodville Teachers & Youth Club	Flat Coverings & Insulation	Concrete roof deck	Renewal of exposed concrete roof	£10,000
2642-01	County Hall (South Complex)	Flat Coverings & Insulation	Felt Flat Roofing	Replacement of felt coverings to roof	£175,000
2743-02	Alderbrook Day Centre	Flat Coverings & Insulation	Felt Flat Roofing	Phase 2 renewal of flat roof coverings	£20,000
2781-01	White Hall Centre	Flat Coverings & Insulation	Felt Flat Roofing	Renew flat roof coverings to OCPC	£30,000
4098-01	Ockbrook & Borrowash Youth Centre	Flat Coverings & Insulation	Felt Flat Roofing	Recover felt flat roof including replacement of deck	£28,000
4118-01	Matlock Central Records Office	Floor Finishes	Finishes	Replacement of floor coverings to various areas	£20,000
1880-01	Matlock Library	Floor Structure	Timber Floor	Replacement of floor structure to bring back into use, including associated damp proofing work	£20,000
4118-01	Matlock Central Records Office	Floor Structure	Timber Floor	Strengthening of timber floor structure to room 13 in conjunction with structural engineer	£20,000
2642-02	County Hall (North Complex)	Mechanical	Boiler	Refurbishment of boiler	£10,000

UPRN	Name	Element	Sub Element	Description	Actual Allocation
2646-01	Peverel House	Mechanical	Boiler	Boiler upgrade	£25,000
1230-02	Cresswell Children's Centre	Mechanical	Gas Supply	Upgrade of gas supply	£30,000
1592-01	Chesterfield Register Office	Mechanical	Heating	Boiler upgrade	£25,000
1593-01	Peak Buildings	Mechanical	Heating	Boiler upgrade	£60,000
1697-01	Parkwood Centre	Mechanical	Heating	Replacement of heat emitters	£80,000
1880-01	Matlock Library	Mechanical	Heating	Phase 2 upgrade to heating	£25,000
2725-01	Chesterfield Support Centre	Mechanical	Heating	Upgrade to heating system	£50,000
2778-01	Lea Green Centre	Mechanical	Heating	Replacement of heating emitters	£50,000
2781-01	White Hall Centre	Mechanical	Heating	Boiler upgrade - canoe store boiler house	£40,000
3071-01	Peter Webster Centre	Mechanical	Heating	Upgrading of heating system	£100,000
3185-01	Mundy Street Project	Mechanical	Heating	Upgrading of heating system	£25,000
3374-01	Hunloke Centre	Mechanical	Heating	Upgrade of heating and gas service	£75,000
2642-01	County Hall (South Complex)	Mechanical	Oil Storage	Refurbishment of fuel storage tank to library generator	£15,000
4174-01	Woodville Teachers & Youth Club	Paths & Pedestrian Paved Areas	Drainage and Pedestrian Tarmac	Renewal of tarmac areas and associated land drainage	£20,000
2694-01	Shipley Country Park	Paths & Pedestrian Paved Areas	Pedestrian - Tarmac	Renewal of path from The Field to Wraikes Cutting - Woodside Bridleway	£25,000
3374-01	Hunloke Centre	Pitched Coverings & Insulation	Clay Tiled Pitched Roofing	Phase 2 re-roofing.	£70,000
2642-01	County Hall (South Complex)	Pitched Coverings & Insulation	Slate Pitched Roofing	Re-roofing of West Wing slate roofs and adjoining flat areas, incorporating installation of solar panels	£220,000
4510-01	Clay Cross Adult Education Centre	Pitched Coverings & Insulation	Slate Pitched Roofing	Renew slate roof covering, including soffits, fascias and rainwater goods	£29,000
2694-01	Shipley Country Park	Pitched Coverings & Insulation	Stone pitched roof	Renewal of pitched roof coverings	£50,000
4108-01	Community House, Long Eaton	Roads & Car Parks	Vehicle - Concrete	Renewal of car park surface adjacent to main entrance, including associated drainage	£40,000
1697-01	Parkwood Centre	Roads & Car Parks	Vehicle - Tarmac	Renewal of access road surfacing with associated drainage work	£100,000
2642-01	County Hall (South Complex)	Roads & Car Parks	Vehicle - Tarmac	Renew tarmac surface and line marking to terrace after repairs to glass store	£12,000
2854-01	Polygon Centre	Roads & Car Parks	Vehicle - Tarmac	Renewal of tarmac to drive and parking areas	£15,000

UPRN	Name	Element	Sub Element	Description	Actual Allocation
1408-02	Stonebroom Children's Centre	Roof Windows	Patent Glazing	Renewal of roof glazing with Twinfix system or similar	£15,000
2642-01	County Hall (South Complex)	Staircases	Finishes	Full refurbishment of West End staircase	£30,000
3374-01	Hunloke Centre	Staircases	Stair Structure	Renewal of escape staircase	£10,000
2778-01	Lea Green Centre	Structural Repairs	Structural Frame	Structural repairs to gym	£175,000
2444-01	Chesterfield Library	Wall Structure	Cills Lintels and Copings	Repairs to concrete canopies over south elevation windows.	£60,000
1396-01	Whaley Thorns Community Centre	Wall Structure	Stone Walls	Demolition of stone store including relocation of gas services	£20,000
2642-01	County Hall (South Complex)	Wall Structure	Stonework	Repairs to parapet walls around West Wing Roof - specialist contractor	£30,000
2642-01	County Hall (South Complex)	Wall Structure	Stonework	Full specialist access survey of high level stonework of South Complex	£20,000
1868-01	Glossop Library	Walls & Partitions	Exposed Stone Wall	Dry rot treatment and associated repairs	£20,000
2642-01	County Hall (South Complex)	Walls & Partitions	Finishes	Refurbishment of library stores following completion of asbestos removal	£50,000
1868-01	Glossop Library	Walls & Partitions	Plastered Wall	Take down gable, replace lintels and rebuild	£20,000
3451-01	John Hadfield House	Walls Fences & Gates	Brick Walls	Rebuild brick wall between path and road way	£25,000
1697-01	Parkwood Centre	Walls Fences & Gates	Steel Fencing	Installation and upgrading of boundary fencing to reduce vandalism & trespass	£64,000
1064-01	Castle Gresley Children's Centre	Walls, fences & gates	Retaining Walls	Renew failing retaining wall to rear of site.	£150,000
1585-01	Woodville Library	Walls, fences & gates	Retaining walls & fencing	Reinstatement of retaining wall and fencing and planning approval	£25,000
3071-01	Peter Webster Centre	Window & Door Framing	Single Glazed Timber Windows	Replace front elevation windows with associated repairs to lintels	£38,000
4510-01	Clay Cross Adult Education Centre	Window & Door Framing	Single Glazed Timber Windows	Replace timber windows	£26,000

Appendix B: Capital Schemes managed by Corporate Property

Project	Funding £000's
Accommodation Project	750
Carbon Reduction Measures	500
Health & Safety/Vacant Buildings/Radon/Depots/Demolition	250
Fire Certificate	750
Elvaston Castle Re-roofing	550
Solar PV Projects	550
Total	2,800

Appendix C: DSO Operations Turnover Projections

Work Type	2011/2012	2012/2013	2013/2014
Building and Construction	£26.1m	£27m	£25m
Grounds Maintenance	£4m	£4m	£4m
Cleaning/Caretaking	£10.5m	£10.6m	£10.2m
Total	£40.6m	£41.6m	£39.2m

Appendix D: Anticipated Capital Resources 2010-14

Funding Sources	Funding Source	12/13 £000's	13/14 £000's	14/15 £000's	15/16 £000's
<u>Education</u>					
Basic Need 2011/12 onwards	Grant	3,631	3,000	3,000	3,000
Basic Need/Previous Programmes pre 2010/11	Various	8,000	10,000	10,000	10,000
Capital works	Grant	18,132	25,000	20,000	20,000
Schools Devolved Capital (Buildings)	Schools	2,560	2,500	2,500	2,500
Tibshelf School	Borrowing/Schools	14,500	0	0	0
<u>Adult Care</u>					
Adaptations	Borrowing	3,000	3,000	3,000	3,000
Revised Strategy for Accommodation, Care and Support	Borrowing	15,300	15,000	15,000	3,000
		65,123	58,500	53,500	41,500
Corporate inc Libraries	Various	4,000	3,000	5,000	3,000
Big Society Grants		1,000	1,000	1,000	1,000
Buildings Structural Maintenance	Revenue	4,500	2,000	2,000	2,000
Highways and Transport	Grant/minor borrowing	28,309	31,000	32,000	33,000
		102,932	95,500	93,500	80,500
Capital Receipts forecast (included in the above figure)		10,000	7,500	11,700	7,200

Appendix E: Budget Information 2013/14

Corporate Resources Department

DIVISION	Employees £	Premises £	Transport £	Supplies & Services £	Transfer payments £	Agency & Contracted Services £	unallocated budget £	Support Service Recharges £	Capital Recharges £	Misc £	Total Expenditure £	Income £	Grants £	Net Expenditure £
Chief Executive	228,523		5,080	1,613		85,099					320,315			320,315
Corporate Finance	4,450,261	0	37,431	130,192		0	-297,446	-1,471,008			2,849,430	-469,295		2,380,135
Transformation	7,722,071		38,308	4,624,834		542,890		-1,301,431			11,626,672	-115,616		11,511,056
Core systems	728,418		20,000	1,031,693							1,780,111			1,780,111
Change Management				1,885,317			-312,120				1,573,197			1,573,197
Legal Services	3,242,686	0	27,492	278,028			-327,702	-48,314			3,172,191	-372,685		2,799,506
Human Resources	2,614,412	24,072	30,880	352,803		0	0	-174,645			2,847,522	-78,732		2,768,790
Property Services	7,448,794	29,070	143,746	636,850	73,236			-3,544,606			4,787,090	-245,300	-75,000	4,466,790
Property Maintenance		9,965,756									9,965,756			9,965,756
Business Support	666,543	2,283	21,112	349,844		0	-93,553	11,564			957,793	-159,165		798,627
Shared Service Centre	2,531,565	100,472	5,759	178,641		0	-23,066	-1,108,377			1,684,994	-307,662		1,377,331
Members Secretaries	250,041	0	10,134	3,590		0		18,301			282,066	0		282,066
Communications	2,985,702	4,848	10,032	811,941							3,812,523	-148,768		3,663,755
Policy Unit	1,024,460		11,147	138,009		28,430					1,202,046			1,202,046
Grants to voluntary bodies				271,243							271,243			271,243
Corporate	452,501			116,903			540,827				1,110,231			1,110,231
TOTALS	34,345,978	10,126,501	361,121	10,811,501	73,236	656,419	-513,060	-7,618,517	0	0	48,243,180	-1,897,223	-75,000	46,270,956

Routine and Consumables In delivering its services, the Department will incur expenditure on routine and consumable items for the activities identified in the Service Plan. Where the purchase is beyond those identified in the Plan advice will be sought from the Director of Finance or reference will be made to additional guidance in the Financial Regulations.