



Corporate Resources Department

Service Plan 2010-2014 2012-13 Refresh

**Nick Hodgson
Chief Executive**

Introduction

The Council Plan, covering the period 2010/14, has been drawn up to clearly establish and communicate the Council's key priorities to a wide range of stakeholders including: members of the public; businesses; service users; councillors; employees; and partner organisations. The plan has again been structured around five key priorities which will enable the council to demonstrate how services contribute to better outcomes for local people.

- Leading the way
- Good value for money
- Raising aspirations
- High quality services that meet personalised needs
- Places where people want to be

Context

Within each of the five areas, a number of priorities have been identified by Corporate Resources. The Service Plan sets out the support that each division of the Corporate Resources Department will provide in order to help the council to achieve its priorities.

This work will be undertaken within the overall context of trying to develop and maintain high quality support services and take on new responsibilities whilst achieving the department's budget reduction target of £1.26m which has been identified for 2012/13. At the current time, proposals are in place which will achieve the required budget reductions for 2012/13. This is part of the overall budget reduction of approximately £114m the council has to make over five years (2012/13 – 2016/17).

Challenges

Delivering the maximum benefit from the Core Systems project will be a key factor in Corporate Resources successfully meeting both its budget targets and being able to support front line services effectively by providing efficient support services for business support, finance, property, HR, Legal and IT. In order to meet these demands, Corporate Resources will continue to work closely with all service departments to re-design existing support services and methods and in so doing achieve and capture maximum benefits from the new systems which were introduced in 2010/11.

Streamlined computerised processes particularly in the processing of payments and ordering of goods were introduced progressively through 2011/12 and have resulted in a reduction in the procure-to-payment timescale, allowed the department to meet the requirement to publicise all its transactions in excess of £500, and improve control of what is bought and from where. These improvements will help to support other initiatives within the Council which will assist with the regeneration of the local economy.

The budget reductions which are being implemented in 2012/13 will have an impact on staffing levels across all departments. The HR Division will be leading on this and assisting service managers with advice and support as to how to introduce the necessary changes and flexibility that the resulting reduced staffing levels will require.

Meeting the requirements of the Equality Act 2010, including the new public duties, remains an important priority for next year and beyond. The department will achieve this by contributing to the development of a meaningful set of equalities objectives for the Council, consulting on proposed changes to services and considering the impact of such changes on different groups.

The Changing the Way Derbyshire Works (CWDW) programme is a key element of the future programme of work for Corporate Resources over the next three years. Specifically, the Accommodation Project aims to reduce the number of administrative bases which the Council uses and in so doing facilitate much more flexibility and remote/home based working arrangements. This in turn should result in a positive impact on the council's Carbon Footprint and support the Smarter Travel initiative which is another major project within the CWDW Programme.

Nick Hodgson
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Policy Context

The Business Support Division co-ordinates the print and mail resources of the council (Derbyshire Business Centre), as well as managing the Civic Office and Elected Members' Support within Corporate Resources and Chief Executives.

Our key aims are:

- To contribute to the Council's savings programme by supporting best practice and efficiency initiatives within departments through Changing the Way Derbyshire Works.
- To support major projects and partnerships.
- To support all employees within the Division through education, training and development.
- To operate effective and responsive corporate print and mail facilities.
- To support the Civic Office function and Elected Member Support.

Operational Context

The Division is organised into the following areas:

Derbyshire Business Centre

- The Print Section provides an in-house digital print service, as well as management of print supply chains and the large photocopiers (MFDs) located across the county.
- The Mail Section provides a corporate delivery/collection service.

Member Support/Civic Office

- This section provides secretarial and administrative support to the Chairman of the County Council, Cabinet Members and all Elected Members.

Measures of Performance	
Description	Target 2012 - 2013
We will increase the print volumes through the centralised Digital Print Service	by 5% year on year
We will continue to reduce the range of multi-functional devices (MFDs) across the council by a further 15%	Corporate saving of £50,000
We will increase the turnover of the Business Centre (non digital print)	by 10%

Policy Context

To co-ordinate the resources of the Council and provide high quality financial services, advice and management to the Council and our other public sector clients.

Our key aims are:

- To provide high quality financial governance and leadership.
- To ensure the Council plans its finances effectively taking into account the Service Plan 2010/14, service priorities and budget reductions.
- To provide strong and effective financial management.
- To contribute to the Council's savings programme and maintain the relative position of the Council's council tax in comparison with other county councils.
- To engage local communities and other stakeholders in the financial and procurement planning processes.
- To support major projects and partnerships.
- To support all employees within the Division through education, training and development and provide opportunities to support young people through apprenticeships and placement opportunities.
- To provide high quality procurement governance and leadership.

Operational Context

Corporate Finance supports the Council in responding to the challenges imposed by reduced Central Government funding, demographic pressures on the adult care budget and increasing costs of waste disposal. There was no increase in council tax in 2011/12 and it has been agreed that this will continue in 2012/13. The Council is on course to deliver a balanced budget by the year end and to meet its target savings of £38.7 million for 2011/12. A key challenge remains to manage the five year £114 million budget reduction whilst maintaining good quality services for local people. The Council is required to make budget savings of £25 million in 2012/13. The Director of Finance and Chief Executive will monitor these reductions against targets in 2012/13.

A positive Auditor's Report on the Council's financial management and arrangements for securing value for money was received in 2011/12, although the report highlighted delays in routine financial reporting to Members. In response, robust procedures for monitoring departmental budgets have been introduced by Corporate Finance. These procedures were approved by the Audit Committee and included a timetable of reporting to both Cabinet and Cabinet Members. Departmental budget monitoring is particularly important following budget reductions. The Financial Strategy Section will ensure that departmental budgets are monitored according to the agreed timetable in 2012/13.

In 2011/12 Corporate Finance reviewed the Council's procurement practices and made changes to generate savings of £1.7 million. Contract arrangements were reviewed and possible savings in supplies and services were identified. Corporate Finance savings targeted for 2012/13 are £0.09 million.

During 2011/12 Corporate Finance undertook a review of earmarked reserves, which identified £5.21 million as no longer required for specific purposes which was therefore available to finance future Council spending. General Reserve projections for the next five years have also been updated. In determining the minimum level of general balances for the Council, Corporate Finance has assessed the key risks identified by each department and updated the Strategic Risk Register. The Insurance and Risk Management Section will hold a Workshop in 2012/13 to reassess key risks.

The three top-rated risks in the Strategic Risk Register are financial. There are a further number of future pressures which principally affect 2013/14 and beyond. The medium term horizon appears challenging. The Council's financial position needs to retain a degree of flexibility in order to meet these challenges and any others that might arise in year. The required flexibility will be achieved through a combination of the unallocated base monies in the Risk Management Budget; the General Reserve and contingency plans by departments to find a larger cut in 2013/14 and 2014/15 than is currently proposed in the Five Year Financial Plan. During 2012/13 Corporate Finance will monitor developments, consultation coming from Government and work with partners including the Society of County Treasurers, to establish the impact on funding and financial position and will regularly update the Five Year Financial Plan to reflect this.

The major service pressures which will be monitored are:

- Future funding levels (top-rated strategic risk) - the broad message from the Chancellor appears to be to expect cuts to continue upto and including the financial year 2016/17, at similar levels to those set out in the Spending Review 2010.
- Public Health transfer (key challenge) - the Council will assume responsibility for local Public Health expenditure on 1 April 2013. Much initial work has been done to identify the amount spent on the current Public Health activities in Derbyshire (£33 million) and the on-going liabilities the Council will inherit. There are no guarantees that the national formula used to allocate this funding will correctly recognise the amount required and it is therefore not known what budgetary impact this will have.
- Business Rates localisation - the biggest change to Local Government funding in some years. In 2011/12 this has been the subject of reports to both Cabinet and the Finance and Management Cabinet Member meetings. Changes will be implemented on 1 April 2013.
- Council Tax benefit localisation - the Government has consulted on a proposed change to the way in which council tax benefits are administered. The maximum cost to the Council of these changes is difficult to calculate in the absence of more detailed information from Government on the proposals. These changes are currently due for implementation from 1 April 2013.
- Academy conversion (top-rated strategic risk) - there has been a variance in the actual number of academy conversions compared to the numbers forecast by the Government 18 months ago. The Government has undertaken to consider the impact of actual conversions in its revisions to the baseline for the overall funding of councils through the localisation of business rates in 2013/14. The exact impact of this revision will only become clear once the baseline has been published towards the end of 2012.
- Pension Scheme auto-enrolment - as a larger employer, the Council is one of the early implementers of this policy and our effective date is 1 January 2013. Although costs will commence in the last quarter of 2012/13 it is not proposed to make a base provision for them until 2013/14 when the implications are likely to be clearer. Any costs in 2012/13 will be met from the General Reserve.
- Care Home fees – the Council has been in correspondence with representatives of private care home providers for much of 2011/12 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.

- Equal Pay claims (top-rated strategic risk) - the Council, along with all other councils, faces claims from employees who may have been paid less than comparable employees of a different gender. Recent and anticipated judgements could significantly change this pressure.
- Single Status appeals (strategic risk) - at present an amount of around £1.5m has been set aside to meet the on-going costs of successful appeals. At present there are 970 appeals to be considered and if a significant number were found in favour of the appellants then this contingency would soon prove to be inadequate.

The Division is organised into the following areas:

Internal Audit

- **Internal Audit** provides internal audit services for the Council, giving assurance on the adequacy and effective operation of all financial and other control arrangements.

Financial Strategy and Exchequer

- The **Insurance and Risk Management Section** provides insurance and risk management services to the Council, other public sector clients and external clients.

This Section will organise a Workshop in 2012/13 to involve Risk Champions in reassessing Council-wide key risks in the Strategic Risk Register.

- The **Financial Strategy Section** provides overall budgetary and accounting co-ordination to the Council, including corporate budget preparation and monitoring, closure of the Council's financial accounts, VAT, financial advice to major projects, dealing with formula grant, council tax and statistical information for the Council. The Section also oversees members' allowances.

During 2012/13, the Financial Strategy Section will establish the impact on funding and financial position of developments in respect of major pressures and financial strategic risks and will regularly update the Five Year Financial Plan to reflect an up-to-date position. The Section will also ensure that departmental budgets are monitored according to the agreed timetable. The Chief Executive and the Director of Finance will monitor progress towards achieving the 2012/13 budget reduction of £25 million.

- The **Exchequer Section** provides accounts receivable and accounts payable services to the Council. This includes collecting income from customers, credit management, paying vendor invoices, making fixed payments and petty cash reimbursements.

96% of goods and services were paid by electronic means in 2011/12, meeting the Service Plan target. There has been a continuous improvement in the percentage of invoices paid within 30 days of receipt but this remains below target. Prompt payment of invoices will continue to be measured in 2012/13 but this will not be a Council Service Plan measure as it is not considered to be a key challenge for the Council. It has not been possible to measure the debtor days' target because of issues in developing the necessary report.

Investments, Pensions and Capital

- The **Investments Section** invests the Council's pension fund and trust funds, provides treasury management services and negotiates and monitors the banking agreement.

The Service Plan target of return on short-term cash deposits was met during the year. It has not yet been possible to monitor long-term borrowing costs against the target because local authority comparatives have yet to be published. Pension fund returns measured to date are on target. As pension fund returns are monitored in the quarterly Investment Committee meetings they will continue to be measured in 2012/13 but will not be reported on as a Council Service Plan measure.

- The **Pension Section** provides administration services in respect of the Council's pension fund, which includes making benefit payments and providing information to fund members.
- The **Capital Section** provides capital accounting services to the Council, which includes developing the Council's capital programme, financing capital schemes, setting-up projects, asset accounting and budgeting.

County Procurement Services

- **County Procurement** provides procurement advice, support and guidance services for the Council, corporate contacting and contract management as well as supporting wider regional and national initiatives in relation to small and medium sized enterprises (SME) engagement. County Procurement also supports tendering through the Official Journal of the European Union (OJEU).

During 2011/12 the number of tender/quote opportunities published on "Source Derbyshire" was increased by more than the target of 6% and the Service Plan target was met. A Small Business Day was held in Buxton but the target of delivering five sector specific events and tendering workshops has not been met due to a lack of available resource.

Departmental Finance

- The **Finance Section** provides day-to-day finance services/support for both Corporate Resources and the Chief Executive's Office.

Measures of Performance	
Description	Target 2012/13
Monitor progress towards achieving the Council's 2012/13 budget savings target	Director of Finance and Chief Executive to regularly monitor progress towards achieving the target of £25 million during 2012/13
Establish the impact on funding and financial position of in-year developments in respect of major pressures and financial strategic risks	Increase the frequency of Five Year Financial Plan updates
Meet the Corporate Finance target budget reduction	Target £0.09 million saving by March 2013
Monitor departmental budgets in accordance with the agreed timetable and deliver the Council's final accounts in accordance with statutory reporting deadlines	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. Meet statutory reporting deadlines in the closure timetable.
Reassess key strategic risks and update the Strategic Risk Register	Workshop involving Risk Champions to be held by December 2012

Policy Context

To lead and support the Council in providing an efficient Property Management Service to enable front-line service departments to deliver customer focussed, value for money, high quality and reliable services.

- Ensuring the Council has properties in sufficient numbers and appropriate size in the areas required by front-line services (CWDW);
- Disposing of properties surplus to requirements as quickly as possible to maximise capital receipts to support the Council's capital programmes;
- Providing an efficient and effective Design Service to ensure the most cost effective building solution for the Council in the provision of new buildings and refurbishment projects;
- Reduce the Council's carbon emissions from across its property estate and its operations by 25% by 2015 based on 2008/09 levels as part of its Carbon Reduction Commitment (CRC)
- Improve Access to the Council's Buildings for all;
- Provide cost effective, efficient and value for money services in the provision of property management design and maintenance services to the County Council and its Partners;
- Support and develop its employees, providing training opportunities when required to achieve greater flexibility in the provision of services, improve communication and encourage feedback from its employees.

Operational Context

A key priority for Corporate Property both in 2011/12 and 2012/13 is the management of workforce reductions as a result of the pressure on service budgets and reductions in capital and revenue work programmes. The growing number of schools becoming Academies and the potential reductions in work from these clients makes it necessary to continue to secure new work opportunities from other public bodies within Derbyshire and from other neighbouring public sector bodies to help maintain the skilled workforce to the service the county's remaining property portfolio.

During 2011/12 we tendered for other work and business opportunities. We have explored different ways of winning work and have analysed the results which will be used to inform the way that we seek and win extra work over the coming year.

The Asset Management Team continues to work towards the targets which have been agreed for property rationalisation through the Changing the Way Derbyshire Works Accommodation Project. The aim of the Accommodation Project is to ensure the Council has properties that are fit for purpose, to modernise the working environment and to deliver both substantial revenue savings and capital receipts.

The 2011/2012 target of reducing the number of buildings by 17 was achieved. The first two years of the project have resulted in 51 properties being vacated of which 12 leasehold properties have been handed back to the landlord and 13 freehold properties have been sold, realising a total gross capital receipt of £2.07 million and gross revenue savings of £1.1 million.

The target for 2012/2013 is to reduce the number of buildings by 25, with an anticipated gross capital receipt of £7.7 million and expected gross revenue saving of £460,000.

Continue with Carbon Reduction Commitment (CRC) by monitoring, reporting and purchase of allowances/credits. Commitment to improve current position in league table (1187 of 2103 in 2010/11) and reduced annual cost of £648,000 for Carbon Allowances;

Targets for Corporate Property 2012-13

Corporate Property will:

- Deliver the Accommodation Project as part of the Changing the Way Derbyshire Works Programme by reducing the number of office buildings by 25 and reducing the overall running costs of administrative office accommodation per square metre by 3%;
- Contribute to the corporate aim to reduce Carbon Emissions by 25% across the County Council's estate and operations by 2014/15;
- Complete the development of the work programming system to enable Managers to plan resources effectively and efficiently;
- Bring to a satisfactory conclusion workforce reductions as set out in the Cabinet report of 13 December 2011;
- Deliver this year's phase of the programme of service based Property Reviews by completing a review of Youth Service properties and undertaking two further service based Property Reviews;
- Install £500,000 of automatic meter readers (AMRs) to complete the installation programme across corporate sites and continue to install in school buildings to enable more accurate/real time billing and energy consumption to be analysed;
- Reduce lead-in times for adaptations to people's homes by process re-engineering to improve the effectiveness of the Disability Design Team;
- Continue the procurement of land for use as Allotments in areas of under supply, including where necessary the purchase and transfer of land;
- Maintain business turnover at current levels with Academy Schools;
- Continue to develop EDRM by making sure all files are electronically available including back-scanning of historic files and continue to improve ways of working to underpin the CWDW Modernisation Programme;
- Review of the Corporate Asset Management Plan;
- Procure a framework for the installation of Photo Voltaic (PV) panels across corporate buildings;
- Working with Transformation and Corporate Finance to create a Corporate Landlord and Facilities Management Function across the Council's full property portfolio;
- Evaluate and further develop the benchmarking of our services;
- Update the Communication Strategy throughout the Department to address the issues highlighted in the Employee Survey and from customer feedback;
- Complete the development of standardised classroom project (Connect) in partnership with F&G, SCAPE and Kier;

- Work in partnership with Staffordshire Moorlands and High Peak Borough Councils to secure further efficiencies and provide better value for money, to meet the annual efficient target of 1.5%;
- Increase the number of Derbyshire schools signing up to the Derbyshire Property Package by 2% per annum;
- Carry out a survey to determine the current level of satisfaction with the value for money of services provided by Corporate Property and use this to inform and improve future business;
- Continue to support training initiatives to re-skill existing craft operatives to undertake new areas of work that will allow greater flexibility to cope with future workload fluctuations;
- Review the Industrial and Small Business Unit property portfolio;
- Implement revised call-out and standby arrangements for the Craft workforce that will secure further economies whilst maintaining current levels of service;
- Undertake a Case Audit and Process Mapping within the Estates' Section with a view to creating more efficient ways of delivery and prioritising the workload;
- To introduce "Opti-time" as part of the drive to improve flexibility, mobile working and service effectiveness;
- Review the Tenanted non-residential property portfolio;
- Produce a business case for adoption of Building Information Management (BIM) to meet Government target whereby all Government funded projects above £5m to be designed and managed within a BIM environment by 2016.

Staff Numbers and Budget

The Corporate Property budget for 2012/13 is approximately £4.7m. This excludes Operations Staffing Budgets and additional fee income.

Environmental Statement

During 2011/12, the Council adopted a carbon reduction target to reduce our carbon emissions from across our estate and operations, by 25% by 2015, based on 2008/09 levels. As part of this strategic target, we have started to develop regular monitoring and reporting of performance, which will be implemented and communicated during 2012/13. Under our Carbon Reduction Commitment (CRC) obligation, we also submitted our first footprint report for 2010/11, which shows our total baseline emissions along with the first annual report. In 2012/13, we will submit the second annual report, which will show any increase or decrease in emissions from the baseline year. We will also be required to purchase our first CRC allowances.

Measures of Performance

Measures of Performance	
2012/2013	Target 2012 - 2013
CWDW	To reduce buildings by a further 25 to secure capital receipts of £7.7m and revenue savings of £460,000
Contribute to the corporate aim to reduce Carbon Emissions	25% across the County Council's estate and operations by 2014/15

Meet planned efficiency budget	£100,000 reductions on building maintenance.
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Policy Context

The Human Resources Division provides direction and leadership to the Council on HR strategy, policy and best practice. Our key aim is to support continuous service improvement and efficiency through cultural change, organisational flexibility and increasing productivity. A key outcome for 2012/13 will be to increase the capacity of the workforce to meet changing service demands and support the Council in its transition to the future. We want all our employees to continue our tradition as a Council with a 'Can do' attitude and we want them to know that their contribution is making a real difference.

An important focus for the HR Division in 2012-13 will be to manage the continuing impact of efficiencies programmes on the workforce, facilitating their effective and fair implementation, therefore maintaining employee confidence and productivity. Feedback from employees in the 2011 staff attitude survey highlighted the need for the Council to improve its ability to manage and implement change effectively.

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 Council has a workforce of around 39,000 part time and full time employees (including schools), a decrease from around 40,000 this time last year, delivering a wide range of services and requiring the provision of varied and complex Human Resources support

There are four broad areas within the HR Division:

- **HR Services** – Providing departmental operational support to the Corporate Resources and Chief Executive's Departments covering case work, employee relations, project and policy work, workforce planning and joint/partnership working.
- **HR Development** - Focusing on the delivery of organisational HR initiatives in the following areas – Organisational Development (including Job family implementation, organisational reviews and restructures), Employee Engagement (including employee and Trade Union consultation, surveys and panels), Employee Resourcing (including equalities, recruitment and selection and workforce planning), Employee Pay and Reward

(including Single Status implementation and appeals, Equal Pay), and Employee Skills and Capacity (including Learning and Development Strategy and Apprenticeship schemes).

HR Development operates on a flexible resource pool basis with HR Officers and Consultants assigned to projects based on priorities, improving the responsiveness of the division and maximising the effective use of resources. A review of the learning and development function within the HR Division as part of a corporate review of learning and development within the 'Changing the Way Derbyshire Works' programme will be completed this year.

- **HR Shared Services Centre (HR SSC)** – provides transactional services to support the full employment life cycle of the whole workforce, from recruitment and selection, payroll and school support to leaving employment; develops the functionality of SAP and will host Resource@Derbyshire (new internal business services agency).
- **Employee Wellbeing** – Health and Safety and Occupational Health teams including the new in-house counselling service.

In the past 12 months the HR Division has:

- Achieved workforce reductions of 800, minimising compulsory redundancies, and provided support to those leaving.
- Achieved positive financial returns on the Voluntary Early Retirement and Voluntary Redundancy (80% savings in the first year with a recovery period averaging less than 12 months).
- In partnership, established an Apprenticeship Training Agency (ATA), to increase apprenticeships in the council to 500 over the next 4 years, working alongside the Council's scheme to help 200 small and medium sized enterprises take on an apprentice.
- Developed and agreed a leadership framework and standards to support the development of the leadership job family.
- Introduced the Leadership forum for managers graded 15 and above in response to feedback from the Employee Survey 2009.
- Further developed and piloted the My Plan performance management framework within the leadership job family.
- Continued regular consultation through the employee panel.
- Implemented a range of employee benefits.
- Commenced creation of an internal business services pool 'Resource@Derbyshire' to reduce agency spend in Business Services and maximise use of the current workforce.
- Introduced an in-house counselling service and received the ROSPA President's award.

Priorities for the coming year will be to:

- Develop and implement an HR and Organisational Development Strategy and a Workforce Development Plan.
- Manage the impact of efficiency savings and workforce reductions – a further 600 over the next 2 years - by:
 - Improving the Council's ability to effectively manage change, including developing consultative mechanisms with the workforce
 - Providing effective support to employees 'at risk' to maximise their chances of redeployment and maintain morale in the workforce.

- Developing meaningful HR metrics to help managers plan, manage and monitor their resources.
 - Mapping the impact of change against targeted budget reductions.
 - Developing ways of recognising employees' achievements
 - Developing an effective Resourcing Strategy, including supporting a 30% reduction in business services agency spend through implementation of Resource@Derbyshire.
- Support implementation of single status in schools (by 2013).
 - Complete the single status appeals process.
 - Continue to respond to, defend and resolve 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.
 - Work to redress the age balance of the existing workforce and provide work opportunities for young people through the recently established apprenticeship programme and graduate, work experience and career outreach schemes. Increase apprenticeships within the council to 500 by 2014, working alongside the council's scheme to help 200 small and medium sized enterprises to take on an apprentice.
 - Continue to implement the Changing the Way Derbyshire Works organisational development strand including:
 - Implementation of job families as part of organisational reviews
 - Increasing our leadership and management capacity through:
 - Embedding the new leadership framework
 - Working with professional leads to provide development opportunities that enable the achievement of framework standards and values.
 - Increasing on-line resources and support and improving access to these resources.
 - Manage the delivery of the programme of development support agreed by Cabinet to strengthen competence in managing performance and support the further cascade of the My Plan approach
 - The development of a framework to support middle management using the learning from the implementation of the leadership framework.
 - Developing a learning and development strategy and structure to support the Council's workforce development plans and improve the management, delivery and outcomes from learning and development.
 - Develop new SAP functionality for learning and development and e-recruitment.
 - Continue implementation of employee wellbeing initiatives including the Corporate Audit Programme and extension of the in house counselling programme to schools.

- Support the transfer of 'Public Health' into the Council.

Measures of performance	
Description	Target 2012-13
Efficiency savings and workforce reductions achieved	Budget reductions achieved. Compulsory redundancies minimised. Repayment period of early release economical
Increase opportunities for apprenticeships within the Council over the next four years and support SMEs in creating similar opportunities	500 Apprentices by 2014
Support reduction of spend on temporary agency workers via implementation of Resources@derbyshire (internal business services pool)	Reduction in spend on agency workers by 30% (taking into account interdependencies with other resource costs)
Support the transfer of Public Health to the Council	Successful integration of Public Health by April 2013
Implementation of single status in schools	Implementation by December 2013
Single Status Appeals process	Appeals concluded by December 2012
Deliver a programme of leadership and management development to support My Plan roll out	Outcomes in contract agreement achieved

Policy Context

The Legal & Democratic Services Division of the Corporate Resources Department provides high quality and value for money legal, democratic and administrative services.

Our key aims are:

- To provide a high quality service that is accessible, prompt, clear and economic.
- To support the Council's compliance with legal requirements and codes of practice and to promote high standards of conduct.
- To maintain the Law Society's Lexcel Practice Management Standards and continue to deliver the high quality service provided by the Legal & Democratic Services Division to its clients.
- To support all employees through education, training and development.
- To continue to contribute to the Council's savings programme.
- To continue to provide high quality support to all formal meetings of the County Council and to provide electronic access to all appropriate documentation (to members of the public and press).
- To continue to implement the requirements of the Equality Act 2010 in relation to employment and the delivery of services. This will include work to deliver the Council's equality objectives, consultation on proposed changes to services and consideration of the impact of any such changes on different groups.
- Delivery of the Division's services and operations will be guided by the principles in the Corporate Environmental Policy in order to minimise their environmental impact. The Department will work to ensure that services are resilient to a future changing climate and reduce the carbon emissions associated with service delivery and operations by improving resource efficiency, reducing energy consumption, fuel use and encouraging smarter travel choices.
- To support the effective operation of the Council's Strategic Risk Register.

Operational Context

Legal Services is organised into the following areas:

The **Child Care Section** provides advice, assistance and representation on the full range of child care legal matters.

The **Commercial Section** deals with commercial and all land-related transactions for the Council, including sales, purchases, leases and compulsory purchase orders.

The **Common Law Section** deals with employer's liability cases (for example, litigation arising out of accidents at work), third party claims (i.e. claims brought against the Council by third parties for personal injury, property damage, negligence etc.), debt recovery and advice on contracts.

The **Corporate Litigation Section** deals with employment, trading standards, data protection, freedom of information and Environmental Information Regulations issues.

The **Education & Adult Care Section** deals with education and school related legal matters that arise within the Children & Younger Adults Department and schools, together with adult social care matters.

The **Environmental Services Section** deals with the full range of issues arising from the Council's environmental functions including planning control, highway, wildlife and environmental protection and public rights of way matters.

Democratic Services provides corporate governance support to elected members.

Their responsibilities include:

- Arranging, convening and minuting formal meetings within the Council.
- Providing advice to elected members and officers on rules and procedures.
- Provision of committee / secretarial services to a number of outside organisations including the Derbyshire Partnership Forum.

In addition to the above, the section has responsibilities for other matters such as the conduct of elections and the Coroners' and Registrars' Services.

Central Administration Services provides an administrative and record keeping service to all divisions within Corporate Resources (except the County Property Division) and to the office of the Chief Executive.

The aims of each Section for the forthcoming year are:-

- Child Care Section will reduce delays in care proceedings as required by the Public Law Outline. Related Council Plan themes – High quality services that meet individual needs, Leading the Way & Raising aspirations. Related Council Plan priorities:
 - Giving children in Derbyshire the best start in life.
- Commercial Section will –

- Continue the voluntary registration of the Council's landholding at the Land Registry.
- To pilot a risk management approach to contractual documentation thereby allowing legal advice to focus on higher risk contracts which require bespoke advice and drafting. This initiative has the potential to significantly improve the effectiveness and efficiency of the Council's procurement processes.

Related Council Plan theme – Good use of public money. Related Council Plan priority:

- Well managed and efficient assets.
- Common Law Section will ensure the efficient and effective management of claims by and against the Council. Related Council Plan theme – Good use of public money. Related Council Plan priority:
 - Services that provide excellent value for money.
- Corporate Litigation Section will provide support and advice in relation to the employment law implications of the Council's savings programme. Related Council Plan theme – Good use of public money. Related Council Plan priorities:
 - A valued workforce.
 - Well managed and efficient assets.
- Education & Adult Care Section will assist and advise Adult Care in their transformation of service provision. Related Council Plan themes – High quality services that meet individual needs, Leading the Way & Raising aspirations. Related Council Plan priorities:
 - Giving people the choice and flexibility to live independent lives.
 - (Safeguarding and) providing excellent support to those who need it most.
 - Engaging in partnerships to achieve more.
- Environmental Services Section will continue to use two additional temporary Rights of Way Legal Assistant posts to increase the number of rights of way claims reported to the Licensing & Appeals Committee from 12 to 20 per year and make 50% of legal orders within 4 weeks and 100% within 12 weeks of Committee approval. Related Council Plan theme – Places where people want to be. Related Council Plan priority:
 - Places that are easy to reach.
- Democratic Services will continue delivery of support to the democratic process in accordance with legal requirements. Related Council Plan theme – Leading the way. Related Council Plan priority:
 - Giving local people better choice and more of a say.
- Central Administration Services will provide an efficient and effective administrative service to Derbyshire County Council. Related Council Plan theme – Good use of public money. Related Council Plan priority:

- Services that provide excellent value for money.

Measures of Performance		
Ref	Description	Target 2012 - 2013
CRKP001	To maintain external expenditure at no more than 25% of total legal expenditure.	Target 1:3 (External:Internal)
CRKP002	Customer satisfaction.	Target 100%
CRKP003	Litigation success.	Target 75%
CRKP004	Compliance with an auditable quality system.	Maintain Lexcel certification
CRKP005	Number of unresolved client complaints.	0
CRKP006	Chargeable hours per annum.	To meet the overall fee earner target chargeable hours.
CRKP007	Ordinary referred debt outstanding (excluding Part III & Section 74 debt).	To maintain below £620,000.
CRKP008	Library debts.	That the cost per £ of library debt cleared should average 40p or below.

Policy Context

To lead the Council in the transformation of services by the innovative use of Information and Communication Technology (ICT) to deliver value for money, customer focused, high quality and reliable services.

Our Key Principles are:-

- **Provide excellent customer service**

The Transformation Service will put the user at the heart of everything we do, ensuring that the ICT required for individuals to do their job is reliable, fit for purpose and offers good value for money.

- **Provide the right balance of high quality services**

To provide the right balance of solutions that support the Council's needs and enables departments to deliver public services. In doing this the Transformation Service will seek to obtain the best and most cost effective resources, balancing the valuable skills and experience that is available internally with those that are better sourced through external provision.

- **Make best use of what we have**

The Council has made a significant investment in ICT and has a range of functionally rich corporate and departmental systems that are critical to the delivery of public services across the county. Ensuring adequate controls and guidance are in place to protect and secure our assets to continue to get the maximum benefit from our investments is an important function of the service.

- **Innovate and transform**

Innovative ways of delivering services are continually being identified, many of which exploit the benefits ICT can bring. The Transformation Service's aim is to provide leadership in the use of new ICT solutions to improve public services.

Operational Context

The Transformation Service supports the Council to achieve its strategic objectives and helps departments meet their service outcomes through the delivery of ICT. In addition to ensuring that existing ICT systems and services are available to support departments deliver their services on a day to day basis, over the last 12 months the Transformation Service has implemented a number of new ICT projects and undertaken significant development work on a range of existing systems. These include:

- A new Internet and e-mail system using Exchange 2010.
- Upgrade and virtualisation of Data Centre hardware resulting in cost, power and carbon reductions.
- The further rollout of an Electronic Document and Records Management (EDRM) solution.
- The introduction of additional wireless internet access points to support remote working and public access
- Development of SAP core systems including Finance, HR and payroll.
- Commenced the upgrade to Windows 7 and Office 2010 for all desktop and laptop computers.

Development of our systems and services will continue to ensure that service departments and their clients benefit from the full functionality that the new computer systems offer and they are able to translate these into better ways of working and improved services. The Transformation Service will continue to support the work of the Council's Information Governance Group who are working towards accreditation under the Information Security Management System Standard (ISO 27001).

The demands on ICT to support organisational change have increased over recent years and this trend is expected to continue as departments transform their services further to meet budget reduction targets. The Transformation Service is required to make budget savings of £2.8m pa by 2015/16. In response to the above the Council's ICT strategy is being refreshed; this will set out the main priorities for the service over the next 3 years and a programme of work will be developed to deliver this.

There are four functional areas within the Transformation Service that represent the key areas that cover the lifecycle of ICT. Their individual achievements and priorities are detailed below.

Customer Services

The Council supports in excess of 7,000 personal computers and over 10,000 users. The Customer Services function manages the day to day relationships with users ensuring their individual and organisational needs are met. At the heart of the service is the Customer Service Desk. The Service Desk is staffed by ICT professionals and takes calls directly from users.

The main priority for Customer Services over the next 12 months is the further rollout of Windows 7 and Microsoft Office 2010 to all Council personal computers and laptops. As part of this project, a new remote software management tool called Microsoft Configuration Manager is being implemented. This will provide improved management of the Council's PC, laptop and software estate and enable the deployment of new software to be undertaken more efficiently.

Programmes, Projects and Resources

The Programmes, Projects and Resources team ensures that ICT projects are prioritised and managed in line with departmental expectations and organisational priorities. It ensures that the Authority makes the best use of its ICT development resources and assists departments in ensuring that the full business benefits are driven out from the systems they use. To achieve this they use and promote a project management toolkit that has been specifically designed for the implementation of projects within Derbyshire County Council.

Over the last 2 years 119 projects have been successfully completed and there are 68 active projects which are at various stages of the project management lifecycle. During the implementation of new systems the availability and access to existing data for service users is paramount. Continuous system availability has been identified as a key risk for the Transformation Service and is addressed as part of each project by following the procedures set out in the project management toolkit. Of the projects that are currently active there are several that are very large in both scale and potential impact and these are a priority for the service at this time:

- The replacement solutions for Children and Younger Adults and Adult Care are key to the transformation of the services their departments provide.
- The Transformation Service will continue to support the roll out of the Electronic Document and Records Management (EDRM) system to enable better management and sharing of the data we hold. Following a rollout in Corporate Property, Transformation and part of Adult Care a programme has been developed to roll this solution out to the remainder of the authority over the next few years.

Infrastructure

The Infrastructure Team manage the performance of the data centre, network infrastructure and other key external services to ensure that a service quality is maintained. Significant investment has been made in the ICT infrastructure over the years to meet the growing ICT requirements of the organisation. Recent initiatives such as server virtualisation within the Data Centre and the network Virtual Switching System project, have seen the service push the boundaries and benefit from enhanced performance and an improvement in environmental outputs; the former contributing towards the Council's 25% Carbon reduction targets.

Changes to the Council's infrastructure to support Changing the Way Derbyshire Works (CWDW) have begun to take place and a review of the telecommunications estate is underway. This will be the main priority for the section over the coming year and will deliver a clear vision and strategy for telecommunications within the authority.

Commissioning and Contracts

The Service has its own specialised function for ICT procurement and sourcing. It follows the procurement rules laid down in the Council's financial regulations and standing orders and provides departments with the specialist support required when procuring or managing ICT related contracts.

There are number of major contracts that are currently being tendered and Commissioning and Contracts staff are playing a key role in the project. The procurement of replacement solutions for Children and Younger Adults and Adult Care are two large procurements that are subject to the competitive dialogue procurement route.

Through the continual review of contracts and close working relationships with key partners and suppliers, savings of £800,000 are targeted for 2012/2013.

Commissioning and Contracts are responsible for co-ordinating the graduate and student placement recruitment programme on behalf of the

Transformation Service. The programme offers a two year fixed term contract for up to three graduates who have a degree in a business or ICT related discipline. The graduates are given the opportunity to work across the four areas of the Transformational Service and are supported to find employment within the Council during their final year. The first three graduates on the programme have been successful in securing fulltime employment with the Council. Placement students are recruited on a one year fixed term contract as part of the 'year out in industry' element of their degree. The scheme has been running for 6 years and 10 students have successfully completed the programme and all have gone on to find permanent work either within or outside the Council.

Measures of Performance

Measures of Performance	
Description	Target 2012 - 2013
To meet the Transformation Service cumulative budget reduction target of £1.79m (an overall target of £2.8m pa to achieve by 2015/16)	March 2013
Complete operating system and Microsoft Office upgrades across PC/Laptop estate	December 2012
Finalise the requirements for the procurement of the data network and telephony	October 2012
To commence the rollout of the new integrated Children and Younger Adults ICT solution	July 2012
To commence the rollout of the new integrated Adult Care ICT solution	March 2013

Appendix A: Property Maintenance Budget 2012-13

Information and Analysis

Since the introduction of the Local Management of Schools (LMS) Regulations in the early 90s, and the Fair Funding Regulations for schools in April 1999, a proportion of the County Council's Maintenance Budget has been devolved to all schools including nursery schools. The monies devolved are generally for non-structural maintenance as defined in guidance given by CIPFA under the schemes.

The proposed Maintenance Budget for 2012-13 after devolvment to schools is shown below. Figures for 2011-12 are given for reference. A detailed breakdown is contained in Appendix 1.

Year	Buildings	Grounds	Cleaning	Total
2012-2013	£11,449,756	£1,585,100	£1,468,700	£14,503,556
2011-2012	£11,266,404	£1,553,807	£1,440,952	£14,261,164

From April 2006 the Government transferred all expenditure on schools to a specific grant known as the Dedicated Schools Grant (DSG). The implication of this is that the money is ring fenced and can only be spent on schools and pupil support / behavioural service establishments.

A DSG figure of £4,399,500 has been allocated in this year's budget. The largest element of this is for Planned Projects. There are also additional allocations, including grounds' maintenance, cleaning, servicing and general day- to-day elements. This budget may decrease throughout the year if schools gain academy status.

Schools are required to supplement planned maintenance projects funded from the DSG allocation by utilising their devolved formula capital allocations, in line with the current scheme adopted on capital modernisation funded projects. Schools will be required to allocate a set percentage of a full year's formula capital allocation depending on the project value, 1% equating to each £1,000s worth of the project value to a maximum of 100% or up to a maximum of 33.3% of project value. If more than one project should occur in the same year, no more than one year's devolved capital contribution would apply.

The Maintenance Budget for all the remaining non-school sites has to provide for all statutory servicing, day to day and structural maintenance, along with cleaning and grounds maintenance.

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 budgets include allocations for general health & safety, DDA, radon, fire precautions and vacant buildings of £100,000 (DSG) and £150,000 (Non DSG).

Emergencies which remain the Authority's responsibility will 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 Appendix 2.

The Asset Management Condition Surveys for both schools and non-schools 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 day-to-day, reactive monies or devolved budgets.

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.

Appendix i

Total Maintenance Budget 2012-13

Budget	Amount	Percentage
Property Maintenance Education DSG	£4,399,500	30.3%
Property Maintenance Non DSG	£10,104,056	69.7%
Totals	£14,503,556	100%

DSG Budget 2012-13

Budget	Amount	Percentage
Planned Projects	£3,736,500	84.9%
Day-to-Day / Emergencies	£50,000	1.1%
Kitchen Maintenance	£200,000	4.5%
General H&S, DDA, Radon, Fire Precautions, Vacant Buildings	£100,000	2.3%
Servicing	£15,000	0.3%
Grounds Maintenance	£5,000	0.1%
Building Cleaning	£68,000	1.5%
Glazing Surveys	£25,000	0.6%
Contingency	£200,000	4.5%
Totals	£4,399,500	100%

Non DSG Budget 2012-13

Budget	Amount	Percentage
Planned Projects General	£2,944,000	29.1%
Day to Day / Emergencies	£2,239,256	22.2%
Servicing	£520,000	5.1%
Adult Care Projects	£200,000	2.0%
County Hall Programmed Rewire And Refurbishment	£600,000	5.9%
Grounds Maintenance	£1,580,100	15.6%
Building Cleaning	£1,400,700	13.9%
Legionella	£150,000	1.5%
Glazing Surveys	£20,000	0.2%
General H&S, DDA, Radon, Fire Precautions, Vacant Buildings	£150,000	1.5%
Contingency	£300,000	3.0%
Totals	£10,104,056	100%

Totals

(DSG and Non-DSG budgets, excluding Grounds Maintenance and Building Cleaning Budgets)

Budget	Amount	Percentage
Planned Projects	£6,680,500	58.3%
Day to Day / Emergencies	£2,289,256	20.0%
Kitchen Maintenance	£200,000	1.7%
General H&S, DDA, Radon, Fire Precautions, Vacant Buildings	£250,000	2.2%
Servicing	£535,000	4.7%
County Hall Programmed Rewire And Refurbishment	£600,000	5.2%
Legionella	£150,000	1.3%
Glazing Surveys	£45,000	0.4%
Adult Care Projects	£200,000	1.7%
Contingency	£500,000	4.4%
Totals	£11,449,756	100%

Appendix ii
DSG Planned Projects 2012-13

UPRN	Establishment	Element	Sub Element	Description	Allocation
1348-01	Melbourne Junior	Drainage	Drainage	Renew surface and foul drains	£50,000
1033-01	Blackwell Primary School	Electrical	Wiring	Rewire	£50,000
1049-01	Firfield Primary School	Electrical	Wiring	Rewire	£40,000
1057-01	Fairfield Junior School	Electrical	Fire Alarm	Upgrade	£30,000
1077-01	Brockwell Infants School	Electrical	Wiring	Rewire Phase 2	£30,000
1082-01	Gilbert Heathcote Infants & Nursery School	Electrical	Wiring	Rewire	£70,000
1097-01	William Rhodes Primary School	Electrical	Wiring	Rewire	£45,000
1107-01	Clowne Infant School	Electrical	Wiring	Rewire Phase 2	£60,000
1210-01	Dronfield Junior School	Electrical	Wiring	Rewire	£50,000
1231-01	Creswell Junior School	Electrical	Wiring	Rewire	£50,000
1270-02	Langley CE Infants C School	Electrical	Fire Alarm	Upgrade	£30,000
1287-01	Hulland CE Primary	Electrical	Wiring	Rewire	£50,000
1313-01	Little Eaton Primary School	Electrical	Wiring	Rewire	£60,000
1332-01	Mapperley CE Primary C School	Electrical	Wiring	Rewire	£40,000
1342-01	Holy Trinity CE Primary C School	Electrical	Wiring	Rewire	£60,000
1358-01	Thornsett Primary School	Electrical	Wiring	Rewire	£45,000
1390-01	Rosliston Primary School	Electrical	Wiring	Rewire Phase 2	£15,000
1442-01	Springfield Junior School	Electrical	Wiring	Rewire	£50,000
1453-01	Tupton Primary School	Electrical	Fire Alarm	Upgrade	£30,000
1471-01	Willington Primary School	Electrical	Wiring	Rewire	£65,000
1581-01	Anthony Gell School	Electrical	Power	Upgrade	£20,000
3120-01	Brampton Primary School	Electrical	Wiring	Rewire Phase 2	£70,000
1383-01	Lons Infants School	Electrical	Lighting	Upgrade	£30,000
1087-01	Holme Hall Primary School	Electrical	Lighting	Upgrade	£40,000
1446-01	Taddington & Priestcliffe CE (A) Primary School	Electrical	Power	Upgrade	£20,000
1002-01	Copthorne Infant School	External Walls Windows & Doors	Windows and Door Framing	Renew single glazed timber windows	£90,000
1003-01	Croft Infants School	External Walls Windows & Doors	Windows and Door Framing	Replace remainder of rotten windows	£40,000

1006-01	Riddings Infant School	External Walls Windows & Doors	Brickwork and DPC	Contribution to Structural Repair Work	£20,000
1009-01	Somerlea Park Junior School	External Walls Windows & Doors	Windows and Door Framing	Renew rotten/defective windows and doors	£63,000
1018-01	Bramley Vale Primary School	External Walls Windows & Doors	Window & Door Framing	Renew defective windows	£20,000
1230-01	Creswell CE (C) Infant & Nursery School	External Walls Windows & Doors	Wall Structure	Structural repairs to nursery canopy	£15,000
1244-01	St. Andrew's CE (C) Junior School	External Walls Windows & Doors	Window & Door Framing	Renew defective windows	£50,000
1283-01	Penny Acres Primary School	External Walls Windows & Doors	Window & Door Framing	Renew defective windows	£20,000
1304-01	Kilburn Infant School	External Walls Windows & Doors	Single Glazed Steel Windows	Phase 2 Vic Hallam refurbishment	£80,000
1308-01	Killamarsh Junior School	External Walls Windows & Doors	Window & Door Framing	Renew defective windows	£40,000
1320-01	Grange Primary	External Walls Windows & Doors	Window & Door Framing	Renew defective windows	£60,000
1342-01	Matlock Bath Holy Trinity CE (C) Primary School	External Walls Windows & Doors	Window & Door Framing	Renew defective windows	£75,000
1403-01	Park Infant & Nursery School, The	External Walls Windows & Doors	Window & Door Framing	Renew defective windows	£35,000
1565-01	Wilsthorpe School	External Walls Windows & Doors	Window & Door Framing	Renew defective windows	£60,000
1251-01	St. James' CE (C) Primary School	Flat Coverings & Insulation	Flat Coverings & Insulation	Renew flat roofing to older half of building	£12,000
1284-01	Hope Primary School	Flat Coverings & Insulation	Flat Coverings & Insulation	Renew flat roofing above corridor	£12,000
1354-01	New Mills Primary School	Flat Coverings & Insulation	Flat Coverings & Insulation	Renew flat roofing between admin and dining room	£20,000
1358-01	Thornsett Primary School	Flat Coverings & Insulation	Flat Coverings & Insulation	Renew flat roofing above rooms 018 - 021	£12,000
1467-01	Whaley Bridge Primary School	Flat Coverings & Insulation	Flat Coverings & Insulation	Renew flat roofing above Kitchen & 023 - 032	£45,000
2743-01	Peak School	Flat Coverings & Insulation	Flat Coverings & Insulation	Renew flat roofing above kitchen & 037 - 046	£70,000
3124-01	Buxton Community School	Flat Coverings & Insulation	Asphalt Flat Roofing	Flat roofing replacement above rooms 030-032	£29,000
1091-01	Old Hall Juniors	Floors And Stairs	Floor Structure	Renew Concrete floor	£40,000

				asphalt and vinyl	
1003-01	Croft Infant School	Mechanical	Heating	Upgrade	£20,000
1035-01	Westhouse Primary School	Mechanical	Heating	Reheat	£60,000
1036-01	Bolsover Infant & Nursery School	Mechanical	Pipework	Reheat	£50,000
1039-01	New Bolsover Primary School	Mechanical	Pipework	Reheat	£75,000
1051-01	Henry Bradley Infants School	Mechanical	Heating	Upgrade	£60,000
1078-01	Brockwell Junior School	Mechanical	Heating	New Boilers	£50,000
1224-01	Marsh Lane Primary School	Mechanical	Pipework	Reheat	£40,000
1244-01	St. Andrew's CE (C) Junior School	Mechanical	Pipework	Reheat	£70,000
1256-01	Hartington CE (C) Primary School	Mechanical	Heating	New Boilers	£15,000
1262-01	Hayfield Primary School	Mechanical	Heating	New Boilers	£30,000
1293-01	Cotmanhay Junior School	Mechanical	CWS	Mains CW	£50,000
1367-01	Osmaston CE Primary School	Mechanical	Heating	New Boiler	£12,000
1387-01	Street Lane Primary School	Mechanical	Pipework	Reheat	£40,000
1419-01	Duckmanton Primary School	Mechanical	Heating	New Boilers	£50,000
1428-01	Staveley Junior School	Mechanical	CWS	Mains CW	£25,000
1465-01	Furness Vale Primary School	Mechanical	Heating	New boilers	£25,000
1027-01	Long Row Primary School	Mechanical	Heating	New boilers	£25,000
1408-01	Stonebroom Primary	Roof Drainage	Metal Downpipes	Replace downpipes to block 01	£15,000
1053-01	Brimington Manor infants	Roofs	Pitched covering and insulation	Renewal of slate pitched roofing	£50,000
1228-01	Edale CE (C) Primary School	Roofs	Flat Coverings & Insulation	renew flat roof to rear of building	£28,000
1233-01	Etwall Primary School	Roofs	Pitched Coverings & Insulation	Renewal of pitched tiled roofing	£100,000
1289-01	Charlotte Infants	Roofs	Flat Coverings & Insulation	Renewal of felt flat roofing	£80,000
1300-01	Dallimore Primary	Roofs	Flat Coverings & Insulation	Renewal of felt flat roofing	£185,000
1447-01	Temple Normanton	Roofs	Pitched Coverings & Insulation	Complete recover	£60,000
1456-01	Unstone St Mary's infants	Roofs	Pitched covering and insulation	Renewal of slate pitched roofing	£73,000
3125-02	Glossopdale Community College (Hadfield Site)	Roofs	Flat Coverings & Insulation	Re-roof Block 01 and first floor admin/offices	£100,000

1577-01	Granville Community School	Sub floors	Sub Floors	Renew sub floor and finishes	£35,000
3124-01	Buxton Community School	Walls & Partitions	Plastered Wall	Damp proofing repairs	£10,500
1020-01	Bakewell Methodist Junior School	Window & Door Framing	Single Glazed Timber Windows	Renew defective windows	£35,000
1055-01	Buxton Junior School	Window & Door Framing	Single Glazed Timber Windows	Replace rotten timber windows to quad areas	£48,000
1251-01	St. James' CE (C) Primary School	Window & Door Framing	Single Glazed Timber Windows	Replace timber windows with uPVC	£30,000
1256-01	Hartington CE (C) Primary School	Window & Door Framing	Single Glazed Timber Windows	Renew defective windows with Kawneer	£25,000
1344-01	South Darley CE (C) Primary School	Window & Door Framing	Single Glazed Timber Windows	Renew defective windows with Kawneer	£20,000
1358-01	Thornsett Primary School	Window & Door Framing	Single Glazed Timber Windows	Replace timber windows in hardwood	£65,000
3007-01	Gamesley Early Excellence Centre	Window & Door Framing	Single Glazed Timber Windows	Replace timber windows	£45,000
3125-01	Glossopdale Community College (Glossop Site)	Window & Door Framing	Single Glazed Timber Windows	Renew windows to Main entrance	£27,000
					£3,736,500

DSG Planned Projects - Reserve 2013-14

1087-01	Holme Hall Primary School	External Walls Windows & Doors	External Finishes Wall	Renew defective concrete cladding	£40,000
1218-01	William Levick Primary School	External Walls Windows & Doors	Window & Door Framing	Renew defective windows	£55,000
1426-01	Speedwell Infant School	Roofs	Roof Windows	Replacement roof lights	£20,000
1054-01	Buxton Infants School	Electrical	Wiring	Rewire	£45,000
1055-01	Buxton Junior School	Electrical	Wiring	Rewire	£60,000
1378-01	Anthony Bek Primary	External Walls Windows & Doors	Window & Door Framing	Renew defective windows & doors Block 02	£50,000
1397-01	Whalley Thorns Primary	Roofs	Pitched covering and insulation	Renew pitched tiled roofing	£30,000
1055-01	Buxton Junior School	Walls Fences & Gates	Stone Walls	Repair stone wall to L/H and R/H elevation	£12,000
3124-02	Buxton Community School (Field)	Walls Fences & Gates	Stone Walls	Repair fallen stone wall	£12,000
1569-01	New Mills School Business & Enterprise College	Wall Structure	Stonework	Repoint areas of stone walls	£22,000
1569-01	New Mills School Business & Enterprise College	Wall Structure	Brickwork	Repoint brickwork to library and toilets	£11,000
1477-01	Wirksworth Infants School	Mechanical	Heating	Upgrade	£50,000
1453-01	Tupton Primary School	Mechanical	Pipework	Reheat	£15,000
1318-01	Dovedale School	Electrical	Wiring	Rewire	£50,000

Non DSG Planned Projects 2012-13

UPRN	Establishment	Element	Sub Element	Description	Allocation
1098-01	Newbold Library	Mechanical	Heating	Reheat	£20,000
1400-02	Carter Lane Community Centre	Mechanical	Heating	New Boilers	£40,000
1470-01	Whitwell Community Centre	Electrical	Wiring	Rewire Phase 2	£50,000
1544-01	Gladys Buxton YC	Electrical	Wiring	Rewire	£30,000
1593-01	Peak Buildings	Mechanical	Pipework	Reheat	£80,000
1593-01	Peak Buildings	Electrical	Wiring	Rewire	£70,000
1696-01	Newhall Centre	Window & Door Framing	Window & Door Framing	Renew rotten windows and doors	£80,000
1842-01	Alfreton Library	Electrical	Power	Rewire Phase 2	£65,000
1842-01	Alfreton Library	Roofs	Roof Windows	Replace remainder of existing rooflights	£40,000
1861-01	Hayfield Library	External Walls Windows & Doors	Window & Door Framing	Renew single glazed windows	£25,000
1875-01	Long Eaton Library	External areas	Paths & Pedestian Paved Areas	Resurface paths and areas	£25,000
1880-01	Matlock Library	Mechanical	Heating	Conversion	£50,000
2444-01	Chesterfield Library	Electrical	Lift	Replacement	£100,000
2574-02	Chatsworth Hall	Roads & Car Parks	Vehicle - Tarmac	Repairs to tarmac surfacing	£25,000
2642-01	County Hall (South Block)	Structural Work	Roof / Floor Deck	Structural repairs over glass store	£50,000
2642-01	County Hall (South Block)	Fire Precautions	Basement	Removal of redundant services in basement and provision of adequate means of escape	£50,000
2642-01	County Hall (South Block)	Redecorations	Internal Decoration	Refurbish main corridor on ground floor	£85,000
2642-01	County Hall (South Block)	Roofs	Pitched covering and insulation	Renewal of pitched slate and flat roofing to main roof	£200,000
2642-01	County Hall (South Block)	Roofs	Flat Coverings & Insulation	Flat felt roof recover of Occupational Health Building	£66,000
2642-01	County Hall (South Block)	Electrical	Fire Alarm	Fire alarm upgrade	£150,000
2642-01	County Hall (South Block)	Roofs	Pitched Coverings & Insulation	Pitched felt roof replacement of Printing Block	£100,000
2642-01	County Hall (South Block)	Roads & Car Parks	Vehicle - Tarmac	Renewal of tarmac surfacing	£90,000
2642-01	County Hall (South Block)	Floors And Stairs	Staircase	Creation of roof access staircase	£28,000
2642-01	County Hall (South Block)	Roofs	Flat Coverings & Insulation	Recover flat roofs and level to verandah	£25,000

2642-02	County Hall (North Block)	External Walls Windows & Doors	Window & Door Framing	Repairs and decoration to bridge links	£88,000
2642-02	County Hall (North Block)	Electrical	Power	New Generator	£150,000
2694-01	Shipley Country Park	Redecorations	External decoration	External repairs and decoration	£20,000
2694-01	Shipley Country Park	External Areas	Paths & Pedestian Paved Areas	Resurfacing tarmac roadways	£50,000
2694-01	Shipley Country Park	Redecorations	External decoration	External repairs and decoration	£50,000
2694-01	Shipley Country Park	Redecorations	External decoration	External repairs and decoration	£20,000
2694-01	Shipley Country Park (Pond House)	Electrical	Wiring	Rewire	£10,000
2694-01	Shipley Country Park	Roofs	Pitched Coverings & Insulation	Pitched roofing renewal	£100,000
2694-01	Shipley Country Park (The Field)	Electrical	Wiring	Rewire	£10,000
2725-01	Chesterfield Support Network	Mechanical	Heating	Upgrade	£25,000
2743-02	Alderbrook Day Centre	Flat Coverings & Insulation	Flat Coverings & Insulation	Renew felt flat roofing above room 063	£30,000
2778-01	Lea Green Centre	External Areas	Roads & Car Parks	Renew tarmac surface to car park and drive	£50,000
2781-01	White Hall Centre	Walls Fences & Gates	Stone Walls	General repairs to dry stone walls	£15,000
2781-01	White Hall Centre	Drainage	Surface Water Drainage	Expand existing drainage system	£25,000
2781-01	White Hall Centre	Window & Door Framing	Single Glazed Timber Windows	External repairs & decorations.	£15,000
2781-01	White Hall Centre	Roofs	Slate Pitched Roofing	Pitched roofing renewal above room 103	£15,000
2813-01	High Peak Trail	External Areas	Paths & Pedestian Paved Areas	Trail resurfacing and drainage repairs	£10,000
2813-01	High Peak Trail	Electrical	Wiring	Rewire	£30,000
2813-01	High Peak Trail	External Areas	Stone Walls	rebuild dry stone walls	£15,000
2813-01	High Peak Trail	External Areas	Walls Fences & Gates	Rebuild walling at Catch Pit and National Stone Centre	£40,000
2853-01	Elvaston Castle	Roofs	Pitched Coverings & Insulation	Complete pitched roof recover	£120,000
2853-01	Elvaston Castle	Mechanical	Heating	New Boilers	£40,000
3007-02	Geoffrey Allen Centre	Flat Coverings & Insulation	Flat Coverings & Insulation	Replace flat roof covering	£62,000
3263-01	Glossop Mental Health Project	Roofs	Flat Coverings & Insulation	Pitched roofing renewal above first floor offices	£15,000
3330-01	Newhall PRU	Mechanical	Pipework	Reheat	£60,000
3442-01	New Mills Community Adult Education Centre	Roofs	Pitched Coverings & Insulation	Reroof	£80,000

3482-01	Clay Cross Adult Ed	Mechanical	Heating	New Boilers	£30,000
3630-01	Ilkeston Adult Ed	Mechanical	Heating	New Boilers	£60,000
3673-01	Godkin House	Electrical / Mechanical	Power / Heating	Upgrade	£50,000
4031-01	Grinlow Quarry Country Park	External Areas	Walls Fences & Gates	replace defective fencing	£15,000
4063-01	New Mills YC	Mechanical	Heating	New Heaters	£15,000
4108-01	Community House (Long Eaton)	Redecorations	External decoration	External repairs and decoration	£35,000
4271-01	Hasland YC	Electrical / Mechanical	Power / Heating	Upgrade	£50,000
					£2,944,000

Non DSG Planned Projects - Reserve 2013-14

2642-02	County Hall (North Block)	Roofs	Flat Coverings & Insulation	Roof above bachelor wing - general roof repairs	£25,000
1593-01	Peak Buildings	Roofs	Pitched Coverings & Insulation	Phase 2 pitched roof replacement	£70,000
3477-01	Cavendish Pavillion and Playing Fields (Matlock)	Roads & Car Parks	Vehicle - Tarmac	Renew wearing course to access road	£25,000
2642-01	County Hall (South Block)	Redecorations	External decoration	Repair and redecorate bandstand	£15,000
1517-01	St Helena Complex	Mechanical	Heating	Upgrade	£50,000
2642-01	County Hall (South Block)	Roofs	Timber Roof Vents	Replace and decorate rotten timber vents above legal	£40,000
2642-01	County Hall (South Block)	Floors And Stairs	Floor Finishes	Repairs and refurbishment of terrazzo floors to toilets and bath stairs	£18,000
2642-01	County Hall (South Block)	Ceiling	Asbestos Removal	Library store - remove sprayed asbestos	£80,000

Appendix B: Capital Schemes Managed by Corporate Property

Project	Funding £000's
Accommodation Project	375
Carbon Reduction Measures	500
Health & Safety/Vacant Buildings/Radon/Depots/Demolition	250
Fire Certificate	300
Access Improvements	250
Total	£1.675

Appendix C: Budget Information (2012/13)

CORPORATE RESOURCES DEPARTMENT

DIVISION	Employees £	Premises £	Transport £	Supplies & Services £	Agency & Contracted Services £	Central Recharges £	Capital Recharges £	Misc £	Total Expenditure £	Income £	Net Expenditure £
Corporate Finance	4,277,204	0	42,062	128,494	0	0	0	-194,555	4,253,205	-1,811,672	2,441,533
Transformation Change Management	7,892,205		78,585	5,372,254				-26,039	13,317,005	-1,774,163	11,542,842
				1,461,920					1,461,920		1,461,920
Core systems	70,132		884	1,854,724				-134,669	1,791,071		1,791,071
Legal Services	3,377,693	0	30,893	273,915	0	0	0	-300,688	3,381,814	-365,771	3,016,043
Human Resources	2,460,730	0	30,511	581,772	0	0	0	-149,810	2,923,203	-90,492	2,832,711
Property Services	7,568,670	11,220	186,703	761,611				91,086	8,619,290	-3,690,286	4,929,004
Property Maintenance	0	10,104,056	0	0	0	0	0	0	10,104,056	0	10,104,056
Business Support	763,383	2,238	76,317	342,297	0	0	0	-75,719	1,108,516	-172,044	936,472
Shared Service Centre	2,698,915	98,502	6,471	174,681	0	0	14,960	-22,613	2,970,916	-734,834	2,236,083
Members' Services	299,762	0	28,076	3,541	0	0	0	0	331,379	0	331,379
Corporate	447,907			114,610				584,107	1,146,624		1,146,624
TOTALS	29,856,601	10,216,016	480,502	11,069,820	0	0	14,960	-228,900	51,408,999	-8,639,262	42,769,737

Appendix D: 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 which is to be published in the revised Financial Regulations.