

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 6
DATE OF MEETING:	20 JUNE 2024	CATEGORY: DELEGATED
REPORT FROM:	EXECUTIVE DIRECTOR – RESOURCES AND TRANSFORMATION	OPEN
MEMBERS' CONTACT POINT:	CHARLOTTE JACKSON, charlottejackson@southderbyshire.gov.uk	DOC:
SUBJECT:	CORPORATE PLAN 2020-24 PERFORMANCE REPORT (2023-2024 QUARTER 4, APRIL TO 31 MARCH)	TERMS OF REFERENCE: G
WARD (S) AFFECTED:	ALL	

1.0 Recommendations

- 1.1 That the Committee approves progress against performance targets set out in the Corporate Plan 2020 - 2024.
- 1.2 That the Risk Register for the Committee's services are reviewed.
- 1.3 That elected members note the proposed changes to the approach to reporting Council Plan performance and risks to the Council in sections 4.8 and 6.5.

2.0 Purpose of the Report

- 2.1 To report progress against the Corporate Plan under the priorities of Our Environment, Our People and Our Future.

3.0 Executive summary

- 3.1 The Corporate Plan 2020 – 2024 was approved following extensive consultation into South Derbyshire's needs, categorising them under three key priorities: Our Environment, Our People and Our Future. The Corporate Plan is central to the Council's work – it sets out its values and vision for South Derbyshire and defines its priorities for delivering high-quality services.
- 3.2 This Committee is responsible for overseeing the delivery of the key priorities and the following key aims:

Our People

- Supporting and safeguarding the most vulnerable.
- Deliver excellent services.

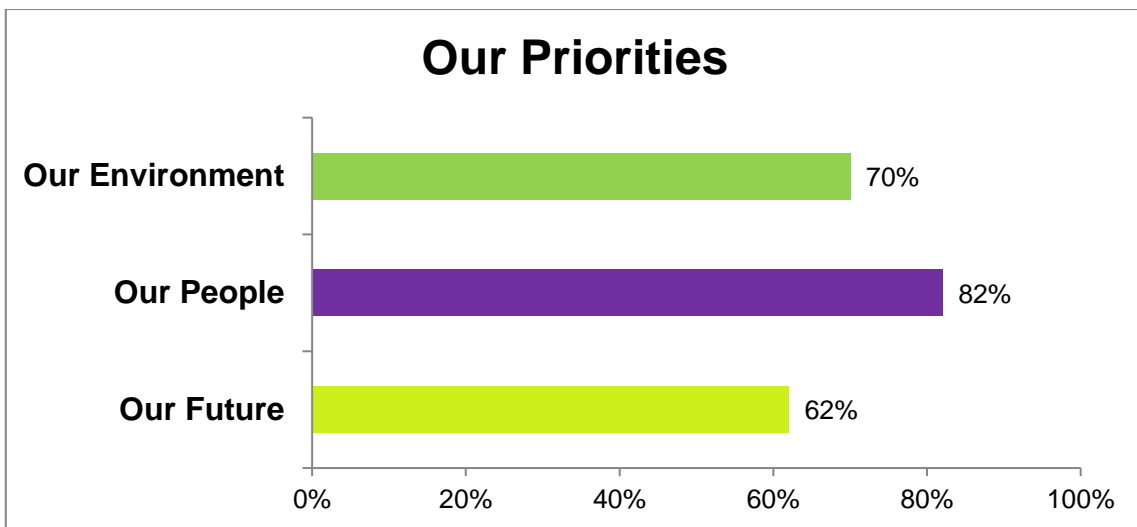
Our Future

- Transforming the Council.

4.0 Performance Detail

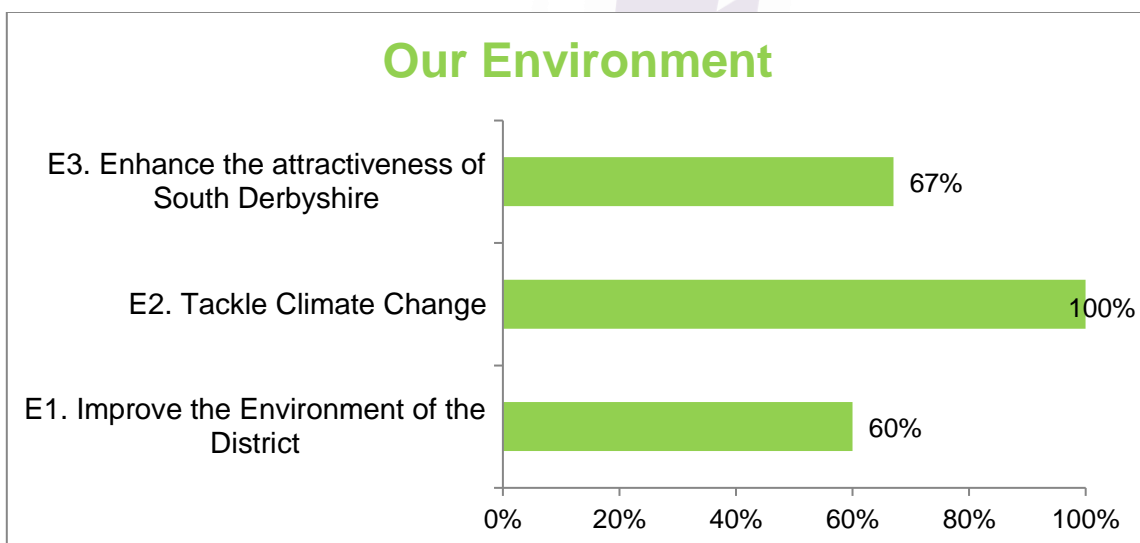
4.1 Overall Council performance against the priorities– Quarter four 2023-2024.

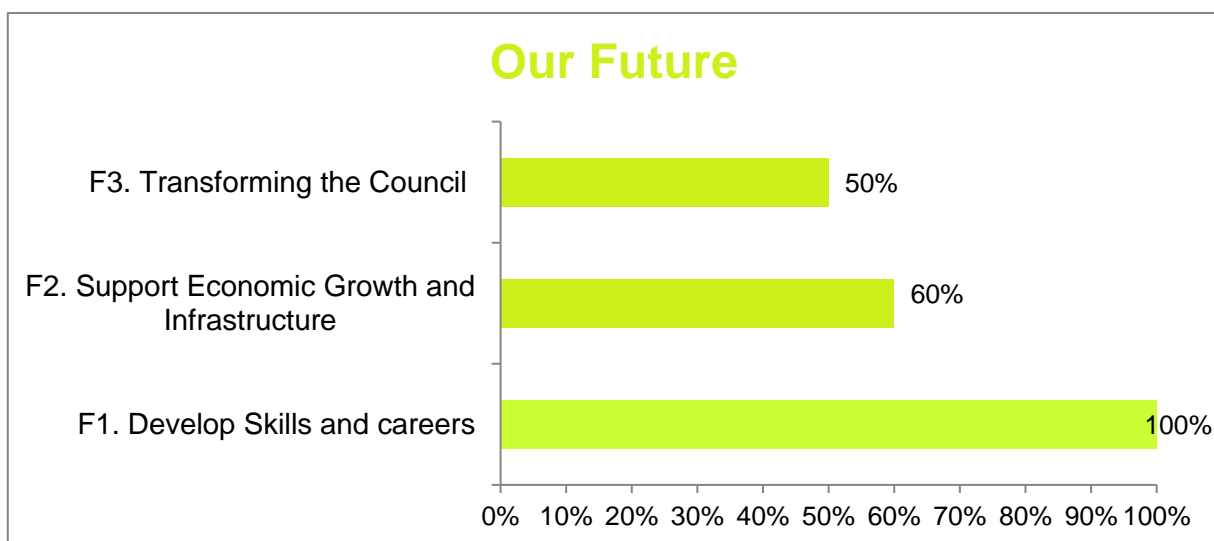
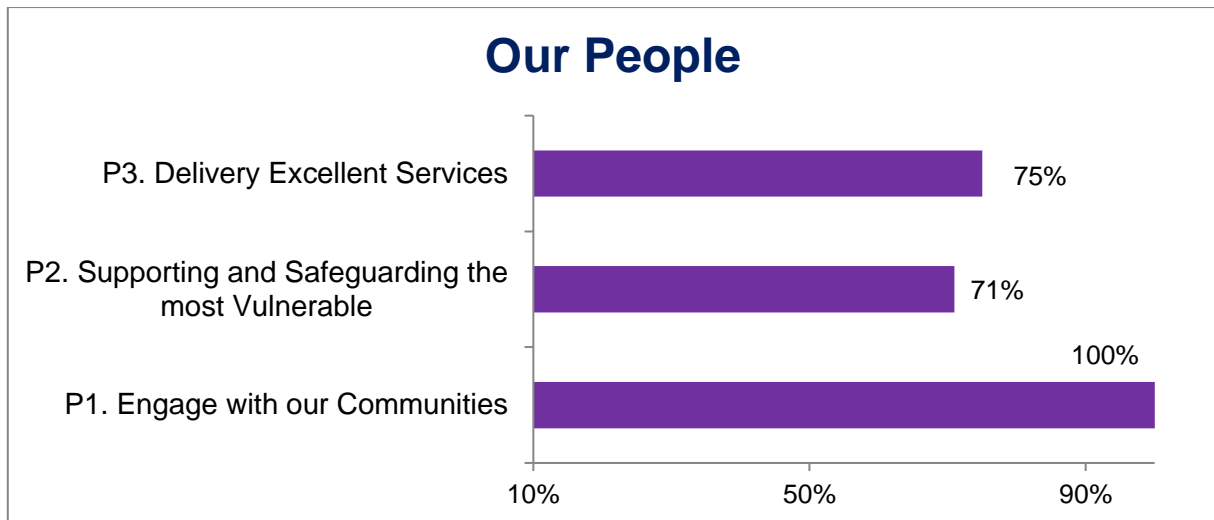
The below chart provides an overview for the percentage of measures that achieved the annual target.



4.2 Overall Council performance against key aims – Quarter four, 2023-2024.

The below charts provide an overview for the percentage of measures that achieved the annual target within each key aim of the Corporate Plan.





4.3 Of the 35 measures which support the progress of the Corporate Plan 20-24, 25 are green, 0 are amber, 9 are red and 1 is grey.

Overall, 74% of the key aims within the Corporate Plan achieved the four-year target. As at quarter four, 70% of indicators achieved the target for Our Environment, 82% achieved the target for Our People and 62.5% achieved the target for Our Future.

4.4 This Committee is responsible for overseeing the delivery of eleven Corporate measures.

Below outlines the nine (81%) measures for this Committee that achieved the target for the quarter:

- Develop and deliver the Public Buildings programme over four years.
- Increase the number of customers who interact digitally as a first choice.
- Number of customer telephone calls answered by Customer Service.
- Increase digital engagement (Twitter, Instagram, Facebook.)
- Increase the level of staff engagement.



- Number of apprenticeships.
- The Council has a positive health and safety culture.
- Develop our approach towards the commercialisation of services.

4.5 There are two measures (18%) for this Committee that is not on track (red) for the quarter:

- Reduce face-to-face contact to allow more time to support those customers who need additional support.
- Deliver against the Transformation Action Plan.

For more detailed information please refer to **Appendix B**, Performance Measure Report Index.

There have been a lot of successes over the past year, and these should be recognised. Below outlines the key successes linked to the priorities and key aims this Committee is responsible for overseeing:

Priority: Our People - Working with communities and meeting the future needs of the District

Outcome - P3.3 Ensuring technology enables us to effectively connect with our communities.

- Telephone call abandonment rate improved by 74% against 22/23 levels.
- Call Secure Plus software was implemented to ensure the Council is fully Payment Card Industry (PCI) compliant when taking payments over the telephone.
- My SouthDerbyshire Customer Portal went live on our website.
- Over the course of the Corporate Plan there has been a 44% increase in the number of followers interacting with us digitally.

P3. Deliver Excellent Services

- Revenues achieved 98% in-year collection rates for Council Tax, and 99% in-year collection rate for Business Rates.
- Fraud Partnership with Derby City Council has resulted in £116,097.75 cashable savings/income and £73,317.78 value for money savings for 23/24. The savings represent an overall increase of £34,421.92 on the 22/23 outcomes.

Outcome - P2.3 Improve the condition of housing stock and public buildings.

- The Council have completed stock condition surveys for 100% of the Council's public buildings.

Outcome – P3.4 Investing in our workforce.

- 266 employees responded to the survey, representing 69%, which is within the normal range expected for our type of council.

Priority: Our Future - Growing our District and our skills base.



Outcome - F3.1 Provide modern ways of working that support the Council to deliver services to meet changing needs.

- MySouthDerbyshire customer account went live in February this year, which added to the offering of new digital channels available 24/7 to customers which launched March 2023.
- Route optimisation project is now complete with new rounds currently in active use. Refuse routes have been optimised which aids the service in load balancing, collection and planning labour for future growth.
- Environmental and Licensing system is the last of the large line of business systems to undertake a review. A comprehensive needs analysis and processes workshops have taken place over the last 12 months to compile an accurate and future proof system specification for tender.
- With the increase in quantity and complexity of Corporate complaints, Data Protection complaints and FOI Requests the Council have purchased a new solution for case management. Initial benefit realisation workshop has mapped out an estimated 32% efficiency saving in staff time.
- A Fleet management solution will be going live in Q1 2024/25. The solution provides additional governance safeguards for the depots vehicle fleet to aid in the retention of operating license and day to day is predicted to generate £1,200 savings / year on reduction of paper tickets and approximately 50% efficiency savings on staff processing time.

4.6 An overview of performance can be found in the Performance Dashboard in **Appendix A**. A detailed update of the quarterly outturn of each performance measure including actions to sustain or improve performance is included in the detailed Performance Measure Report Index in **Appendix B**.

4.7 Questions regarding performance are welcomed from the Committee in relation to the Corporate performance measures that fall under its responsibility and are referenced in the detailed Performance Measure Report Index in **Appendix B**.

4.8 The reporting format for the Council Plan 2024-2028, will be focused on reporting performance measures and projects by exception. Projects and key performance measures reported as 'at risk of failing the target' or 'target not met', will be detailed in the *Council Performance Report: Reporting by Exception* in the appendices to the Committee report.

4.9 An updated Performance Management Framework, setting out the revised approach to performance reporting, will be presented to the Finance and Management Committee as a separate agenda item on 20 June 2024.

5.0 Financial and Implications



None directly.

6.0 Corporate Implications

6.1 Employment Implications

None directly.

6.2 Legal Implications

None directly.

6.3 Corporate Plan Implications

This report updates the Committee on the progress against the key measures agreed in the Corporate Plan and demonstrates how the Council's key aims under the priorities, Our Environment, Our People and Our Future contribute to that aspiration.

6.4 Risk Impact

The Risk Register for the Committee's services is detailed in **Appendix C** Chief Executive Risk Register and **Appendix D** Corporate Risk Register. This includes the register, risk mitigation plans and any further actions for the relevant departmental risks. Each risk has been identified and assessed against the Corporate Plan aims which are considered to be the most significant risks to the Council in achieving its main objectives. The Risk Register details a risk matrix to summarise how each identified risk has been rated.

The following risks have been updated for quarter four in the Corporate Risk Register:

- CR3 – Procurement Services. The mitigating actions have been updated to confirm the competitive tender exercise for procurement advice and support is in the scoping stage and is due to conclude in September 2024. An additional mitigating action has been added to the risk to advise discussions with the neighbouring council is underway to bolster resilience in approach. Further actions required have been updated to confirm the review and update of the Council's Procurement Strategy and Contract Procedure Rules is due to be completed by March 2025, and the re-procurement of support arrangements is due to be completed by October 2025, an additional action has been added to instigate a spend analysis. The inherent risk has been amended from 9 (medium risk) to 12 (significant risk) and the risk rating after mitigating actions amended from 3 (low risk) to 8 (medium risk.)
- CR7 – Payroll Services. Further actions have been updated to confirm an options paper has been presented to the Leadership Team regarding the provision of payroll service and quotes are being obtained from third parties.
- CR9 - Transformation Compliance. Further actions have been updated to confirm projects on the Customer and Digital roadmap will be reported to the Leadership



Team on a quarterly basis and an overview report was presented at F&M Committee in April 2024 to outline the new work portfolio.

- CR12 - Government Funding. Further actions required have been updated to include an action to mobilise the Sustainable Finance Plan with the Leadership Team.
- CR14 - Technology, Data and Security. Further actions required have been updated to confirm the Information Security and Acceptable Use Policy was approved by Leadership Team and is now undergoing further consultation.
- CR16 - Business Continuity. The mitigating actions have been updated to advise a business continuity exercise and training of Leadership Team, Heads of Service and Members undertaken February and April 2024.
- CR17 – Capacity and Resilience. Further actions required have been updated to advise the People Strategy is being developed and will be presented to F&M Committee in September 2024, and job shadowing opportunities to be considered as part of the apprenticeship offering. Mitigating actions updated to confirm the Market Supplement Policy was approved by F&M Committee on the 25th April 2024,
- CR19 – Statute and Regulation. Further actions required have been updated to advise an initiation to form a Housing Services Improvement Working Group has commenced following the report to Council on the 11/04/2024 and the self-referral to the Social Housing Regulator for non-compliance with the Housing Consumer Standards, additional resources to be secured and a wider review of Housing Service is being undertaken and is near completion, with an action plan under development.

The risk ratings have been adjusted on the basis of legislation and regulatory changes for Council Housing. The inherent risk has increased from 6 (medium risk) to 12 (significant risk) and the risk rating after mitigating actions has increased from 3 (low risk) to 9 (medium risk.)

- CR20 – Health and Safety. Mitigating actions have been updated to confirm the new pilot to capture data for near misses has been rolled out. Health and Safety mandatory training has exceeded the target with 86% of staff having attended the training, All current health and safety related procedures to be reviewed and updated.
- CR21 - Managing the environmental impact of incidents across the district. The mitigating actions have been updated to reference the DRP, the Derbyshire Resilience Partnership (DRP) was formed in 2023 following a review of countywide emergency planning arrangements. Further actions required, have been updated to advise the implications of the formation of the DRP are working through and may result in local changes, topic specific DRP working groups are being formed which relevant SDDC officers will fully engage with.
- CR22 – Climate Emergency. Further actions have been updated to confirm a 2024 iteration of the Climate & Environment Action Plan will be published in Summer 2024. The risk rating after mitigating actions has been reduced from 12, significant risk to 9, medium risk.
- CR23 - Internet Connection. Further actions required updated to advise the ICT department are reviewing further resilient options, part of this includes a new proxy



service, the costs have been included in the budget setting process. The work will begin in April 2025 and is scheduled to be completed in Summer 2025.

- CR24 – Technical Resource. Finance and Management Committee approved an additional support post in Quarter 4 2023-2024.
- CR26 – Supply Chain (*CR26a - Operational Service update.*) The current HGV salary at SDDC is not as competitive as local market, additional payment supplement for HGV drivers to be reviewed as part of the Market Supplement Policy and Procedure. A second apprentice mechanic commenced work in the service in February 2024. Further actions required have been updated to confirm HGV driver training is being offered to existing staff, HGV apprenticeships are being explored as longer-term HGV plan for recruitment and the parts supply at vehicle manufacturers is improving but lead times are still excessive to 30+ weeks for any new RCV's. (*CR26c - Housing Service*) Mitigating actions updated to advise the Council is on track for procuring a new repairs and maintenance contractor, as the current arrangements will cease in July 2024. Risk rating after mitigating actions reduced from 12 (significant risk) to 9 (medium risk.)
- CR27 – External audit of the Council's accounts. The mitigating actions have been updated to confirm the Council has been awarded by the PSAA (Public Sector Audit Appointments) a new audit partner, Mazars, who will be auditing the Council's accounts for next five years. Working relationships have been established with the audit partner. Further actions have been updated to advise the National Audit Office (NAO) have launched a consultation on amending the code of audit practice to require auditors to issue audit opinions according to statutory back stop data for historic audits (back stop date - September 2024.) This will allow auditors to produce a single value for money commentary for the Council's accounts dating 2021/22 and 2022/23. The risk rating after mitigating actions has been amended from 12, significant risk to 9, medium risk.

There have been no changes to the Chief Executive Risk Register in quarter four.

- 6.5 The Council's risk management and risk registers were reviewed by the external auditor earlier this year, the findings from the review were submitted to the Audit Sub Committee on the 6th March 2024. The Strategic Director, Corporate Resources, is currently undertaking a review of the Council's Risk Management process and the approach to reporting the Council's strategic risks to elected members in the future. An updated Risk Management Framework, setting out a revised approach, will be presented to the Finance and Management Committee as a separate agenda item on 20 June 2024.

7.0 **Community Impact**

7.1 **Consultation**

None required.

7.2 **Equality and Diversity Impact**

Not applicable in the context of the report.



7.3 Social Value Impact

Not applicable in the context of the report.

7.4 Environmental Sustainability

Not applicable in the context of the report.

8.0 Appendices

Appendix A – Performance Dashboard 2020-2024

Appendix B – Performance Measure Report

Appendix C – Chief Executive Risk Register

Appendix D – Corporate Risk Register

