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Our Ref
Your Ref

Date: 30 September 2020

Dear Councillor,

Finance and Management Committee

A Meeting of the **Finance and Management Committee** will be a **Virtual Committee**, held via Microsoft Teams on **Thursday, 08 October 2020** at **18:00**. You are requested to attend.

Yours faithfully,

Frank McArdle

Chief Executive

To:- **Conservative Group**
Councillor Watson (Chairman), Councillor Angliss (Vice-Chairman) and Councillors Mrs. Brown, Fitzpatrick, Ford, MacPherson, Pegg and Roberts
.
Labour Group
Councillors Dr. Pearson, Rhind, Richards, Southerd and Taylor

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AGENDA

Open to Public and Press

1	Apologies and to note any Substitutes appointed for the Meeting.	
2	To note any declarations of interest arising from any items on the Agenda	
3	To receive any questions by members of the public pursuant to Council Procedure Rule No.10.	
4	To receive any questions by Members of the Council pursuant to Council procedure Rule No. 11.	
5	Reports of Overview and Scrutiny Committee	
6	CORPORATE PLAN 2020-24 PERFORMANCE REPORT (2020-2021 QUARTER 1– 1 APRIL TO 30 JUNE)	**4 - 62**
7	JOINT CONSULTATIVE COMMITTEE – TERMS OF REFERENCE	**63 - 67**
8	EVALUATION OF BIDS FOR NEW CAPITAL PROJECTS	**68 - 80**
9	COMMITTEE WORK PROGRAMME	**81 - 86**

Exclusion of the Public and Press:

10 The Chairman may therefore move:-

That in accordance with Section 100 (A)(4) of the Local Government Act 1972 (as amended) the press and public be excluded from the remainder of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there would be disclosed exempt information as defined in the paragraph of Part I of the Schedule 12A of the Act indicated in the header to each report on the Agenda.

11 To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.

Details

12 REVIEW OF HOUSING SERVICE

13 REVIEW OF OPERATIONAL SERVICES STRUCTURE

14 EMEG WESTERN CORRIDOR

15 VISITOR INFORMATION PROPOSALS

REPORT TO:	**FINANCE AND MANAGEMENT COMMITTEE**	**AGENDA ITEM: 6**
DATE OF MEETING:	**8th OCTOBER 2020**	**CATEGORY: DELEGATED**
REPORT FROM:	**LEADERSHIP TEAM**	**OPEN DOC:**
MEMBERS' CONTACT POINT:	**FRANK MCARDLE (EXT. 5700)** **KEVIN STACKHOUSE (5811)**	
SUBJECT:	**CORPORATE PLAN 2020-24: PERFORMANCE REPORT (2020-2021 QUARTER 1– 1 APRIL TO 30 JUNE)**	
WARD (S) AFFECTED:	**ALL**	**TERMS OF REFERENCE: G**

1.0 Recommendations

1.1 That the Committee considers 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.

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 Environment

- *Enhance the attractiveness of South Derbyshire*

Our People

- *Supporting and safeguarding the most vulnerable*

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- *Deliver excellent services*

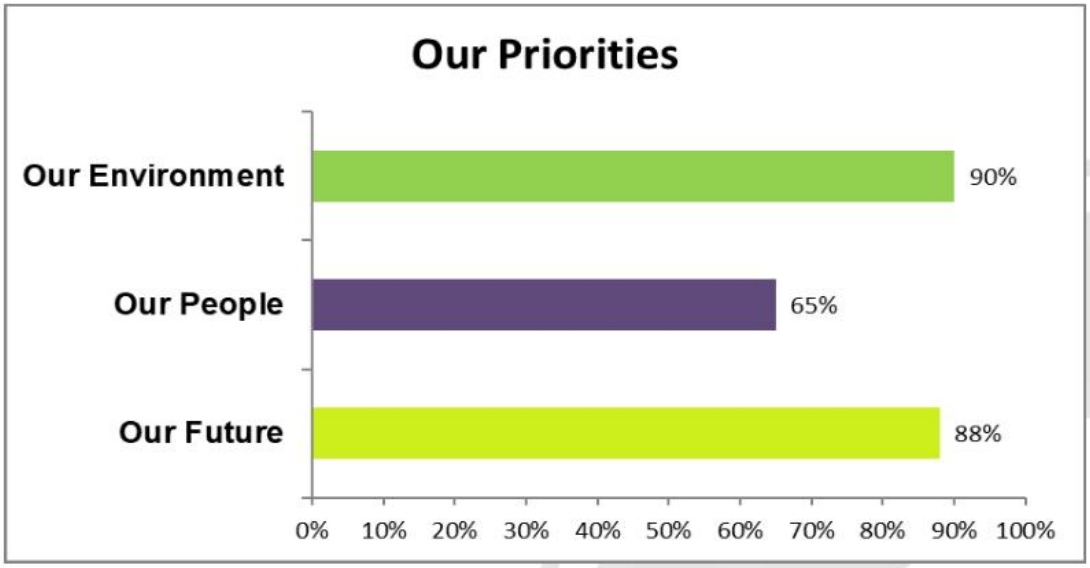
Our Future

- *Develop skills and careers*
- *Support economic growth and infrastructure*
- *Transforming the Council*

4.0 Detail

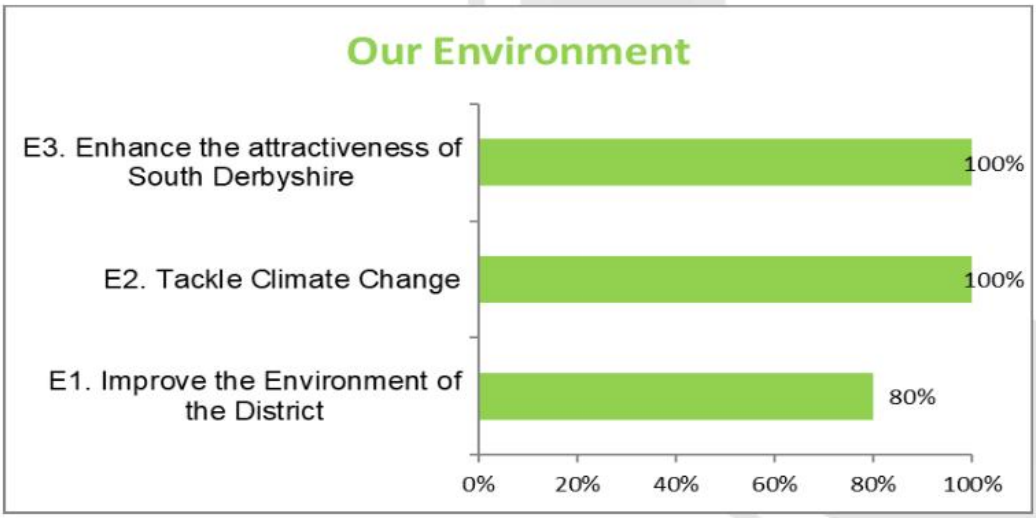
4.1 Overall Council performance against the priorities– Quarter 1 2020-2021.

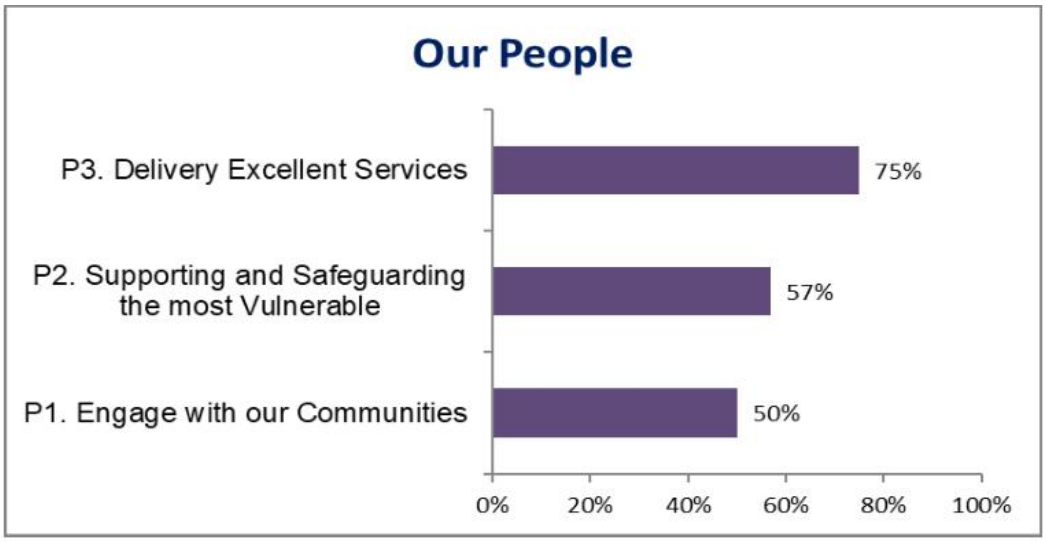
The below chart provides an overview for the % of measures that are on track to achieve the annual target.

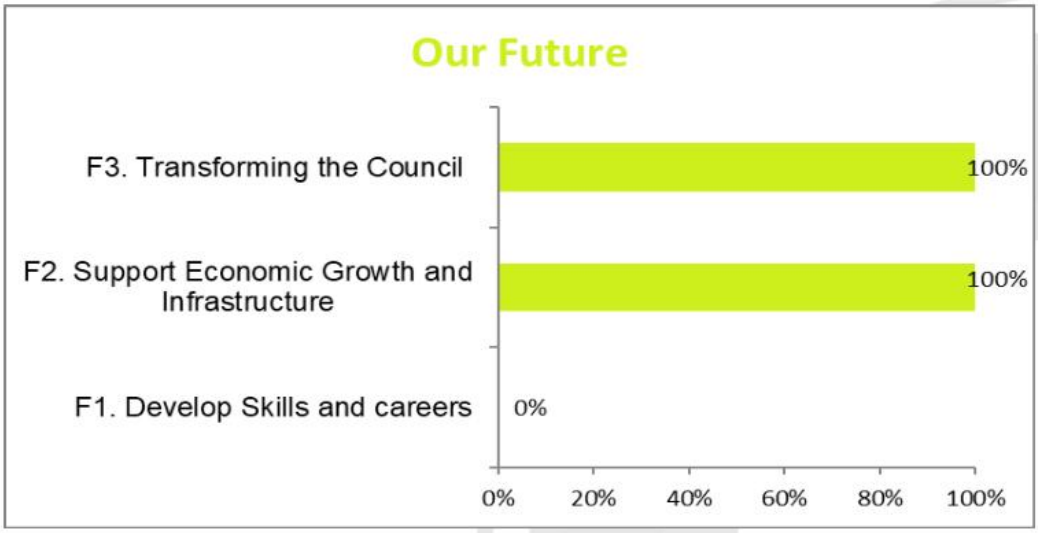


4.2 Overall Council performance against key aims – Quarter 1 2020-2021

The below charts provide an overview for the % of measures that are on track to achieve 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, 16 are green, one is amber, eight are red and 10 are grey. Overall, 77% of the key aims within the Corporate Plan are on track. 90% are on track for Our Environment, 65% are on track for Our People and 88% are on track for Our Future.

4.4 Below outlines the eight measures for this Committee that are on track (green) 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
- Reduce face-to-face contact to allow more time to support those customers who need additional support
- Number of customer telephone calls answered by Customer Service
- Increase digital engagement (Twitter, Instagram, Facebook)
- Total Rateable Value of businesses in the District

- Deliver against the Transformation Action Plan
- Develop our approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities

4.5 Below outlines the three measures that are not on track (red) for the quarter:

- Number of apprenticeships
- Average number of staff days lost due sickness
- Increase the number of employee jobs in South Derbyshire

The targets for the Corporate performance measures were set prior to the Covid-19 pandemic and this has impacted the out turn for quarter one for the number of employee jobs in South Derbyshire and the number of apprenticeships.

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

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

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

4.8 The Risk Register(s) for the Committee's services are detailed in **Appendix C**. This includes the register and risk mitigation plans for the relevant departmental Risk Register(s). 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(s) detail a risk matrix to summarise how each identified risk has been rated.

5.0 Financial and Implications

5.1 None directly.

6.0 Corporate Implications

Employment Implications

6.1 None directly.

Legal Implications

6.2 None directly.

Corporate Plan Implications

6.3 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.

Risk Impact

6.4 Key risks impacting on this Committee are detailed in **Appendix C** Chief Executive Risk Register, **Appendix D** Corporate Resources Risk Register, and **Appendix E** Strategic Risk Register, alongside the treatment and mitigating actions in place to manage these risks.

The following provides a summary of the risks that have changed since the last quarter:

Chief Executive Risk Register

- There have been no changes during quarter one.

Corporate Services Risk Register

- Risk 1 - Universal Credit (UC)
- Risk 2 - Fraudulent activities
- Risk 5 - A new risk has been added to quarter 1 for the Safety of Public Buildings.

Strategic Risk Register

- Risk 3 – Technology and Data

7.0 <u>Community Impact</u>

Consultation

7.1 None required.

Equality and Diversity Impact

7.2 Not applicable in the context of the report.

Social Value Impact

7.3 Not applicable in the context of the report.

Environmental Sustainability

7.4 Not applicable in the context of the report.

8.0 Appendices

Appendix A – Performance Dashboard 2020-2024
Appendix B – Performance Measure Report Index
Appendix C – Chief Executive Risk Register
Appendix D – Corporate Resources Risk Register
Appendix E – Strategic Risk Register

Notes:

* Category – Please see the Committee Terms Of Reference in Responsibility for Functions - Committees. This shows which committee is responsible for each function and whether it has delegated authority to make a decision, or needs to refer it elsewhere with a recommendation.

** Open/Exempt - All reports should be considered in the open section of the meeting, unless it is likely that exempt information would be disclosed. Please see the Access to Information Procedure Rules for more guidance.

*** Committee Terms Of Reference in Responsibility for Functions - Committees.

Performance Dashboard 2020 - 2024

Priority	Key Aim		Outcome	PI Ref	How success will be measured	(Q4) Jan 20- Mar 20 Outturn	April 20 - June 20 (Qtr. 1)	Annual Target 2020-2021	Head of Service	Strategic Lead	Committee
Our Environment	Keeping a clean, green District for future generations	E1. Improve the environment of the District	E1.1 Reduce waste and increase composting and recycling	E1.1A	Household waste collected per head of population	Cumulative (Apr-Mar) 404 kgs Q4 (Dec-Mar) 90kgs	125 kgs (estimate)	Sustain during Yr1 (404kgs)	Adrian Lowery, Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	E&DS
				E1.1B	% of collected waste recycled and composted	Cumulative (Apr-Mar) 45% Q4 (Jan-Mar)39%	53% (estimate)	Sustain during Yr1 (45% or >)	Adrian Lowery, Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	E&DS
			E1.2 Reduce fly tipping and litter through education, engagement and zero tolerance enforcement action where appropriate	E1.2A	Number of fly tipping incidents	714 (total figure for 2019/20)	Q1 - Target ≤ 179 Actual - 260	< 714	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	E&DS
				E1.2B	Improve the quality of the District through the Local Environmental Quality Survey	The first survey was completed in January 2020 the result was 89.67% above grade C+. Committee report being prepared. Some service PIs developed to assist overall performance.	Reported Bi-Annually in Q2 and Q4	>95%	Adrian Lowery, Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	E&DS
			E1.3 Enhance biodiversity across the District	E1.3A	% of eligible new homes and commercial developments to achieve net gain in Biodiversity by a minimum of 10% compared to the sites pre development baseline.	Not possible to provide as outputs not held in software until April 2020. Monitoring underway and baseline data to be provided Q1 and Q2.	First Report due December 2020. No qualifying decisions in Q1.	85%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
		E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030	E2.1A	Reduce South Derbyshire District Council carbon emissions	No update required for Q4. First update to be provided Q1 2020-21.	The three targeted C&EAP actions for Q1 are all complete	Achievement of Actions contained in the South Derbyshire Climate and Environment Action Plan 2020-24 (C&EAP)	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	E&DS
			E2.2 Work with residents, businesses and partners to reduce their carbon footprint	E2.2A	% of new homes to meet water efficiency targets as set out in the Part G optional standard of 110 litres of potable water usage per person per day	Baseline figure of 50% based on 18 qualifying decisions in Q4.	78%	85%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
		E3. Enhance the attractiveness of South Derbyshire	E3.1 Enhance the appeal of Swadlincote town centre as a place to visit	E3.1A	Increase Swadlincote Town Centre visitor satisfaction	49% of respondents would recommend Swadlincote Town Centre - May 2019. No update required for Q4. First update to be provided Q2 2020-21	Update due Q3	50%	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
			E3.2 Improve public spaces to create an environment for people to enjoy	E3.2A	The number of Green Flag Awards for South Derbyshire parks	2	Action planning scheduled for later in the year	Four Year Target - 4	Mary Bagley, Head of Cultural and Community Services	Allison Thomas, Strategic Director, Service Delivery	H&CS
				E3.2B	Proportion of good quality housing development schemes	92%	Reported Annually in Q4	90.0%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
Our	the future needs of the District	P1. Engage with our communities	P1.1 Support and celebrate volunteering, community groups and the voluntary sector	P1.1A	Number of new and existing Community Groups supported	36	28	Proxy	Mary Bagley, Head of Cultural and Community Services	Allison Thomas, Strategic Director, Service Delivery	H&CS
			P1.2 Help tackle anti-social behaviour & crime through strong and proportionate action	P1.2A	Number of ASB interventions by type	2,893 ASB reports	ASB reports in Q1: Target ≤ 849 Actual - 1776	Proxy	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	H&CS
		P2. Supporting and safeguarding the most vulnerable	P2.1 With partners encourage independent living and keep residents healthy and happy in their homes.	P2.1A	Number of households prevented from Homelessness	103 cases	Q1= 64 cases total- 19 cases prevention & 45 cases relief	Proxy	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery	H&CS
				P2.1B	Continue to undertake interventions per year to keep families out of fuel poverty	Numbers of interventions in 2019/20 were not recorded	Q1 Target - 125 interventions Actual - 108	300 interventions	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	E&DS
			P2.2 Promote health and wellbeing across the District	P2.2A	Deliver the objectives identified in the South Derbyshire Health & Wellbeing Group	Not applicable for Q4	Draft plan tabled at H&W Group and approved by the group	100% of actions delivered	Mary Bagley, Head of Cultural and Community Services	Allison Thomas, Strategic Director, Service Delivery	H&CS
			P2.3 Improve the condition of housing stock and public buildings.	P2.3A	Deliver the Planned Maintenance Housing programme over four years	£2,717,193.80	35%	100% against the annual plan 2020-21	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery	H&CS
				P2.3B	Develop and deliver the Public Buildings programme over four years	Project Plan for 2020-21 developed	Software tested and calibrated	25% of assets to be surveyed and the planned maintenance programme for phase one to be created	Steve Baker, Head of Corporate Property	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
				P2.3C	Average time taken to re-let Council homes	Q4 157 days YTD 122 days	Q1 Target 21 days Q1 Actual 206 days	Median Quartile Performance (Benchmark via Housemark)	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery	H&CS

Priority	Key Aim		Outcome	PI Ref	How success will be measured	(Q4) Jan 20- Mar 20 Outturn	April 20 - June 20 (Qtr. 1)	Annual Target 2020-2021	Head of Service	Strategic Lead	Committee
People	Working with communities and meeting		P2.4 Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education.	P2.4A	South Derbyshire's ranking in the Social Mobility Commissions Social Mobility Index increases	311	Reported Annually in Q4	Ranked >311 on the Social Mobility Index	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
		P3. Deliver Excellent Services	P3.1 Ensuring consistency in the way the Council deal with service users	P3.1A	Increase the number of customers who interact digitally as a first choice	1,219 Covid-19 business grants forms, 1,282 council tax forms and 12,343 online web form submissions	4,474	Upward Trend	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
			P3.2 Have in place methods of communication that enables customers to provide and receive information.	P3.2A	Reduce face-to-face contact to allow more time to support those customers who need additional support	2,463 enquiries dealt with at Customer Services Desk. Visitors to office 4,490.Please note this was up to 20th March as offices then closed due to Covid19.	No visitors due to Covid-19	Downward trend in Face to Face interactions	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
			P3.3 Ensuring technology enables us to effectively connect with our communities.	P3.3A	Number of customer telephone calls answered by Customer Service	Total Calls 26,280 21,350 calls handled & 4,930 automated call payments	Total Calls: 22,387 (17,016 calls handled,5,371 automated call payments)	Downward Trend	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
				P3.3B	Increase digital engagement (Twitter, Instagram, Facebook)	Total FACEBOOK fans: 22,440, total TWITTER followers: 11,448, No Instagram account yet, total ALL SOCIAL MEDIA fans: 33,888. Social Media queries: 287	Total FACEBOOK fans:26,369 , total TWITTER followers: 7,971, No Instagram account yet, total ALL SOCIAL MEDIA fans: 34,340. Social Media queries: 182	Upward Trend	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
			P3.4 Investing in our workforce	P3.4A	Increase the level of staff engagement	No Q4 Update. First Staff survey to take place in 20/21.	Reported annually	No target for Yr1.Baseline Data only	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
				P3.4B	Number of apprenticeships	4 (1.2% of head count)	4 (1.2% head count) (three vacancies currently, one advertisement active, mitigating factors updated)	>2.3% of head count	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
				P3.4C	Average number of staff days lost due sickness	3.58	3.68	Downward Trend	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
				P3.4D	% of employees that consider that the Council has a positive health and safety culture	No Q4 update for 19/20. First Staff survey to take place in 20/21.	Reported annually	No target for Yr1.Baseline Data only	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
Our Future	Growing our District and our skills base	F1. Develop skills and careers	F1.1 Attract and retain skilled jobs in the District F1.2 Support unemployed residents back into work	F1.1A	Increase the number of employee jobs in South Derbyshire	32,000		More than Q4 2019/20	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
		F2. Support economic growth and infrastructure	F2.1 Encourage and support business development and new investment in the District	F2.1A	Annual net growth in new commercial floorspace (sqm)	2885 sqm	Reported Annually in Q4	12,269.5 sqm	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
				F2.1B	Total Rateable Value of businesses in the District	£67,486,786	£67,528,690	More than Q4 2019/20	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
			F2.2 Enable the delivery of housing across all tenures to meet Local Plan targets	F2.2A	Speed of decision on discharging conditions on housing applications	80%	100%	90% within 8-13 weeks or as agreed with the applicant	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
				F2.2B	% of planning applications determined within the statutory period	93%	94%	>90%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
			F2.3 Influence the improvement of infrastructure to meet the demands of growth.	F2.3A	Secure new facilities and contributions through Section106 to mitigate impacts of development. Achieve all necessary highway, education, healthcare, and recreation contributions	No Q4 update for 19/20. New indicator, data will be collected from April 2020 onwards as retrospective data is not possible to collect.	Reported Annually in Q4	90%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
		F3. Transforming the Council	F3.1 Provide modern ways of working that support the Council to deliver services to meet changing needs.	F3.1A	Deliver against the Transformation Action Plan	No Q4 update for 19/20. Transformation plan to report from Q1 onwards		Deliver 100% against action plan	Anthony Baxter, Head of Business Change and ICT	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
			F3.2 Source appropriate commercial investment opportunities for the Council	F3.2A	Develop our approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities	Preliminary discussion between Operational Services and Finance have taken place, working group and action plan not yet established		Form a working group & Action Plan	Adrian Lowery, Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	F&M

Corporate Plan 2020-2024
Performance Measure Report Index
Finance and Management Committee

Team: Organisational Development and Performance

Date: August 2020

Performance Measure Report Index

Corporate Plan 2020-2024

Summary

The Corporate Plan 2020-2024 has 35 Corporate Measures which underpin the Council's three priorities Our Environment, Our People, Our Future.

The following Committees are responsible for overseeing the delivery of the following key aims and outcomes:

Environmental and Development Services Committee (E&DS) is responsible for 12 Corporate measures under the key aims:

- E1. Improve the environment of the District
- E2. Tackle climate change
- E3. Enhance the attractiveness of South Derbyshire
- P2. Supporting and safeguarding the most vulnerable
- F2. Support economic growth and infrastructure

Housing and Community Services Committee (H&CS) is responsible for seven Corporate measures under the key aims:

- E3. Enhance the attractiveness of South Derbyshire
- P1. Engage with our communities
- P2. Supporting and safeguarding the most vulnerable

Finance and Management Committee (F&M) is responsible for 16 corporate measures under the key aims:

- E3. Enhance the attractiveness of South Derbyshire
- P2. Supporting and safeguarding the most vulnerable
- P3. Deliver Excellent Services
- F1. Develop skills and careers
- F2. Support economic growth and infrastructure
- F3. Transforming the Council

Finance and Management Committee (F&M) is responsible for 16 corporate measures

Our Environment

Measure

- Increase Swadlincote Town Centre visitor satisfaction

Our People

Measure

- Develop and deliver the Public Buildings programme over four years
- South Derbyshire's ranking in the Social Mobility Commissions Social Mobility Index increases
- Increase the number of customers who interact digitally as a first choice
- Reduce face-to-face contact to allow more time to support those customers who need additional support
- Number of customer telephone calls answered by Customer Services
- Increase digital engagement (Twitter, Instagram, Facebook)
- Increase the level of staff engagement
- Number of apprenticeships
- Average number of staff days lost due sickness
- % of employees that consider that the Council has a positive health and safety culture

Our Future

Measure

- Increase the number of employee jobs in South Derbyshire
- Annual net growth in new commercial floorspace (sqm)
- Total Rateable Value of businesses in the District
- Deliver against the Transformation Action Plan

- Develop an approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities

PRIORITY: OUR ENVIRONMENT					
OUTCOME: E3.1 - Enhance the appeal of Swadlincote town centre as a place to visit					
Measure and Ref	**E3.1A - Increase Swadlincote Town Centre visitor satisfaction**			**Committee**	**F&M**
Definition	Benchmarking for Swadlincote Town Centre includes a Town Centre User Survey (questionnaire) completed at the same time each year by an independent consultant.			**Why this is important**	There is a need to limit the impact of national changes in shopping habits on the vitality of the town centre, at a time when High Streets are under extreme pressure.
What good looks like	The aim is to steadily close the gap to the National Small Towns average over the four-year period of the Corporate Plan.				
History with this indicator	Comparable Benchmarking data was first collected in 2019. This found that 49% of respondents would recommend a visit to Swadlincote Town Centre, whilst the comparable National Small Towns Average was 72%. It should be noted that any public questionnaire of this type will be significantly influenced by recent events, such as an Anti-social behaviour (ASB) incident that has been reported in the media.			**Mitigating actions**	The Council is implementing the Swadlincote Town Centre Vision with public, private and voluntary/community sector partners.
2019/20 baseline data	49% of respondents would recommend Swadlincote Town Centre as at May 2019				
	Annual target	**Q1 Outturn (Apr-June)**	**Q2 Outturn (Apr - Sept)**	**Q3 Outturn (Apr - Dec)**	**Q4 Outturn (Apr 20 - Mar 21)**
2020/21	**Upward trend**	Update due in Q3			
2021/22	**Upward trend**				
2022/23	**Upward trend**				
2023/24	**Upward trend**				
Performance Overview – quarterly update Due to COVD-19 out turns will be deferred until later in the year. Annual Benchmarking scheduled for Spring 2020 has been postponed until September 2020.				**Actions to sustain or improve performance**	
Benchmarking	The National Small Towns Average was 72%. Given the worsening national trend for town centres, the target national average may fall during the period, with the target being re-evaluated accordingly.				

PRIORITY: OUR PEOPLE			
OUTCOME: P2.3 Improve the condition of housing stock and public buildings.			
Measure	**P2.3B - Develop and deliver the Public Buildings programme over four years**	**Measure Ref**	**F&M**
Project detail	Development of the public buildings programme involves the initial completion of Public Buildings condition surveys over the four-year lifespan of the Corporate Plan. These surveys will then inform the drafting of a planned maintenance programme, which will be progressively developed as the surveys become available. The completion of condition surveys and a planned maintenance programme will provide Corporate Property with a clear understanding of the repair requirements for the Council's buildings, enabling a proactive approach to property maintenance and future budget planning for repairs. The portfolio contains 149 Public Building Assets. 100 % of the portfolio will be surveyed over the life of the Corporate Plan The survey will involve a detailed inspection and the production of a Survey Report on each asset. The Survey Report will include a detailed description of the elements making up the asset and an assessment of the condition of each element utilising a graded score. The scoring of the condition of the elements in each asset will feed directly into the compilation of the Reactive and Planned Maintenance programme. Phase One of the surveys comprising of 25% of the assets listed within the portfolio will be surveyed by the end December 2020. The Planned Maintenance programme relating to buildings covered by Phase One surveys to be created by end March 2021, the planned maintenance programme to be expanded in tranches corresponding to the phased condition surveys.	**Why this is important**	Completion of Public Buildings condition surveys and a planned maintenance programme will ensure the Council's buildings are fit for purpose, with repairs undertaken in a proactive, efficient and prioritised manner.
		Mitigating actions	A Building Services Manager and Building Surveyor have been appointed to undertake the condition surveys and draft the planned maintenance programme.

	A comprehensive Planned Maintenance Programme to be in place for the entire portfolio by December 2023.			
Project Action Plan	**Q1 Outturn (Apr-June)**	**Q2 Outturn (Apr - Sept)**	**Q3 Outturn (Apr - Dec)**	**Q4 Outturn (Apr 20 - Mar 21)**
2020/21	Software tested and calibrated.			

PRIORITY: OUR PEOPLE					
OUTCOME: P2.4 - Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education.					
Measure	**P2.4A - South Derbyshire's ranking in the Social Mobility Commission's Social Mobility Index increases**			**Committee**	**F&M**
Definition	Working in partnership, to successfully implement a programme of actions as set out within a Social Mobility Action Plan.			**Why this is important**	Whilst the number of disadvantaged residents affected in South Derbyshire is relatively small, Social Mobility aims to ensure that everyone has the opportunity to build a good life for themselves regardless of geography or family background.
What good looks like	Upward trend in South Derbyshire's ranking in the Social Mobility Commission's Social Mobility Index over the four-year period of the Corporate Plan.				
History with this indicator	South Derbyshire has performed poorly on a number of indicators of Social Mobility for disadvantaged residents in recent years. The Social Mobility Commission's Social Mobility Index ranked South Derbyshire 311/324 local authority areas in 2017. The Index is produced periodically at a national level by combining multiple data sources.			**Mitigating actions**	The Council is working with the South Derbyshire Partnership to develop and implement a Social Mobility Action Plan.
2019/20 baseline data	Ranked 311/324				
	Annual target	**Q1 Outturn (Apr-June)**	**Q2 Outturn (Apr - Sept)**	**Q3 Outturn (Apr - Dec)**	**Q4 Outturn (Apr 20 - Mar 21)**
2020/21	Upward Trend	Report in Q4	Report in Q4	Report in Q4	Implement Year 1 actions
2021/22	Upward Trend				Implement Year 2 actions
2022/23	Upward Trend				Implement Year 3 actions
2023/24	Upward Trend				Implement Year 4 actions
Performance Overview – quarterly update Q1 - The outline for the Social Mobility Action Plan has been drafted however, due to Covid-19 the consultation against the plan has been delayed. Social distancing measures are a major constraint on the activities envisaged within the Plan.				**Actions to sustain or improve performance**	

Benchmarking	**South Derbyshire's ranking in the Social Mobility Commission's Social Mobility Index increases**

Baseline Data	**Percentage**	**Q1**
Social Mobility Index	Ranked 311	311
Smoking status at time of delivery	15.7%	No data
Reception prevalence of overweight (including obesity)	27.1%	No data
Year 6: Prevalence of overweight (including obesity)	30.4%	No data
Average Attainment 8 score	47.3%	No data
Percentage of youth unemployment (16-24yrs) Jan 2020	2%	7.9%
Percentage of the working age population qualified to Level 4 and above Dec 18	34.7%	38.4%

PRIORITY: OUR PEOPLE			
OUTCOME: P3.1 - Ensuring consistency in the way the Council deal with service users			
Measure and Ref	**P3.1A - Increase number of customers who interact with the Council digitally as a first choice**	**Committee**	**F&M**
Definition	Increase number of customers who interact/raise service requests with the Council using online forms, web chat, and integrated social media, versus alternative methods (phone, face-to-face etc).	**Why this is important**	The Council has an ambition to enable customers who wish to interact online with the Council to do so. This will reduce the cost of service transaction, increase customer satisfaction and ensure there is more time to support those customers who need more additional support by telephone or face-to-face.
What good looks like	Increased number of customers who choose to raise service requests digitally with the Council – whether through the Council's Customer Relationship Management (CRM) platform, web chat, integrated social media or supporting digital systems (such as council tax, planning and housing systems).		
History with this indicator	The Council has not yet adopted a centralised digital platform to enable true online interactions.	**Mitigating actions**	The Council has identified it needs to introduce a central CRM solution that connects into back office systems and systems such as social media, waste, housing, council tax etc, in order to support this priority. This will be delivered through the Transformation Plan and Customer Access Strategy and Plan. Both the emerging Customer Access Strategy and Transformation Plan Action Plan will be reviewed to ensure they remain in line with new/emerging requirements from the COVID-19 shut-down and recovery, which is likely to increase the requirement for digital interaction.
2019/20 baseline data	During 2019/20 there were 1,282 council tax and digital forms submitted , 12,343 general website forms were submitted via the website, 287 social media enquiries and 1,219 COVID-19 Business Rates Grant Application Forms submitted which demonstrates the appetite for online interaction in the business community.		

	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21	Upward Trend	4,474			
2021/22	Upward Trend				
2022/23	Upward Trend				
2023/24	Upward Trend				

Performance Overview – Q1 20-21	**Actions to sustain or improve performance**
During Q1 there were 4,474 digital interactions - 893 council tax, business rates and business grant forms and 3,581 web form submissions.	

Benchmarking	

PRIORITY: OUR PEOPLE					
OUTCOME: P3.2 - Have in place methods of communication that enables customers to provide and receive information.					
Measure	**P3.2A - Reduce face-to-face contact to allow more time to support those customers who need additional support**			**Measure Ref**	**F&M**
Definition	Decrease the number of face-to-face interactions, by offering enhanced alternative methods of contact (phone and online) to enable the Council to provide a better service to those customers who need additional support.			**Why this is important**	The Council has an ambition to enable customers who wish to interact online with the Council to do so, and to enhance telephone support services available. This will enable the Council to better support those customers who need more personalised support face-to-face.
What good looks like	To see a downward trend in the number of face-to-face customers through Customer Services.				
History with this indicator	The Council has already seen a decrease in numbers of face-to-face visitors since the introduction of the Council's website, which provides answers to a variety of basic queries and the payment kiosk, which supports self-service payments. To further reduce the number of face-to-face visits, it is recognised that an online service request capability is required, so that customers can raise requests without officer intervention, and a greater variety of services need to be delivered at first point of contact through the Council's contact centre.			**Mitigating actions**	The Council has identified it needs to introduce a central Customer Relationship Management (CRM) solution that connects into systems, such as visitor management systems. This will be delivered through the Transformation Plan and the Customer Access Strategy and Plan. Both the emerging Customer Access Strategy and Transformation Action Plan will be reviewed to ensure they remain in line with new/emerging requirements from the COVID-19 shut-down and recovery, which is likely to reduce face to face interaction.
2019/20 baseline data	31,986 face to face enquiries (2018/2019) Q4 (Jan-Mar) 6,953 (2,463 enquiries dealt with at Customer Services Desk.Visitors to office 4,490)				
	Annual target	**Q1 Outturn (Apr-June)**	**Q2 Outturn (Apr - Sept)**	**Q3 Outturn (Apr - Dec)**	**Q4 Outturn (Apr 20 - Mar 21)**
2020/21	Downward Trend	0			

2021/22	Downward Trend				
2022/23	Downward Trend				
2023/24	Downward Trend				
Performance Overview No visitors to office due to COVID 19.				**Actions to sustain or improve performance**	
Benchmarking		Not applicable			

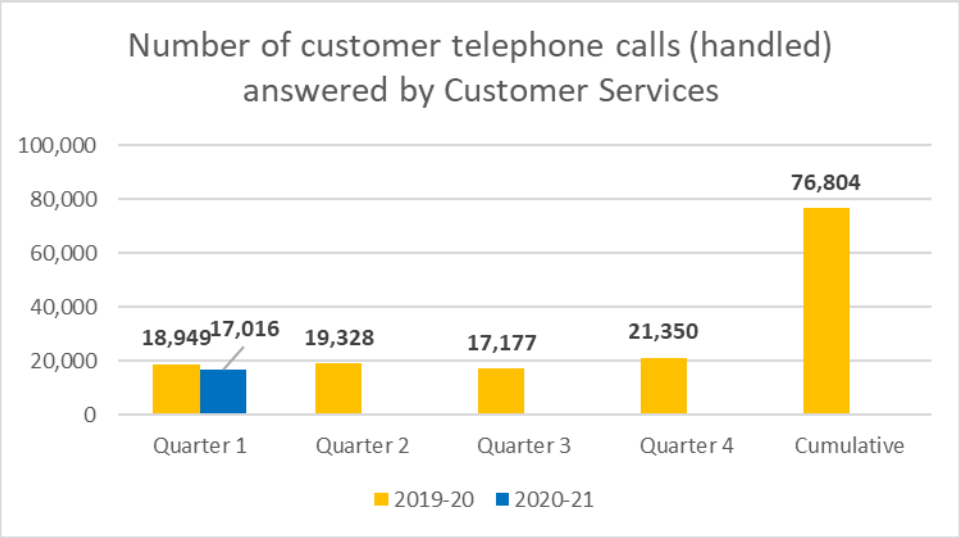
PRIORITY: OUR PEOPLE					
OUTCOME: P3.3 - Ensuring technology enables us to effectively connect with our communities. .					
Measure	**P3.3A - Number of customer telephone calls answered by Customer Services**			**Measure Ref**	**F&M**
Definition	The Council has an ambition to handle an increased number/variety of customer calls at first point of contact, vs transferring to back office teams. Initially this will result in an increase of calls into the contact centre, which will reduce over time, in parallel with the introduction of increased online tools.			**Why this is important**	The Council has an ambition to enable customers who wish to interact online with the council to do so, and better support those customers who need more personalised support by phone or face to face.
What good looks like	Initially an increase in numbers of calls/variety of calls into the contact centre is anticipated, followed by a decrease in overall calls, following the introduction and roll out of digital tools.				
History with this indicator	The Council has already seen a decrease in numbers of telephone calls following the introduction of the Council's website which provides answers to a variety of basic queries and some online forms. To further reduce the number of calls, it is recognised that digital service request capability is required, so that customers can raise requests without officer intervention.			**Mitigating actions**	The Council has identified it needs to handle more calls through Customer Services at first point of contact. This will be delivered through the Customer Access Strategy and Plan. The Council has also identified it needs to introduce a central Customer Relationship Management (CRM) solution that connects into back-office systems to support this priority. This will be delivered through the Transformation Plan. Both the emerging Customer Access Strategy and Transformation Plan Action Plan will be reviewed to ensure they remain in line with new/emerging requirements from the COVID-19 shut-down and recovery.
2019/20 baseline data	76,780 telephone calls received (2018/19). Q4 (Jan-Mar) 21,350 calls handled & 4,930 automated call payments.				
	Annual target	**Q1 Outturn (Ap/r-June)**	**Q2 Outturn (Apr - Sept)**	**Q3 Outturn (Apr - Dec)**	**Q4 Outturn (Apr 20 - Mar 21)**

2020/21	Downward Trend	Total: 22,387 (17,016 handled & 5,371 automated payment calls)			
2021/22	Downward Trend				
2022/23	Downward Trend				
2023/24	Downward Trend				

Performance Overview – quarterly update

During Q1 2020/21 Customer Services handled 17,016 calls, during the same period in 2019/20 a total of 18,949 calls were handled which is a decrease of 1,933 calls. Due to Covid-19, no Council Tax recovery has taken place which would explain the lower call volume.

Target: Downward trend for the number of calls answered by Customer Services

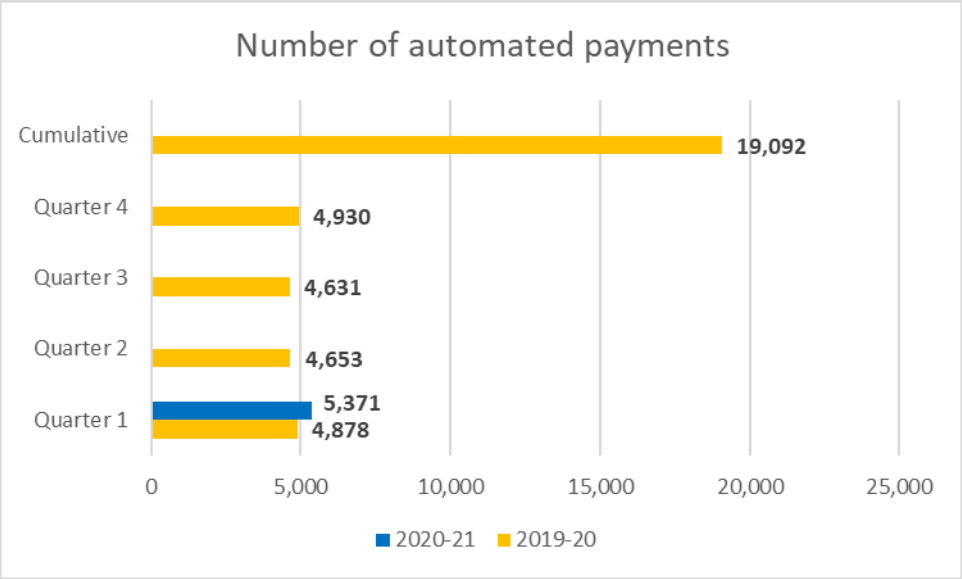


Actions to sustain or improve performance

Long-term our ambition is to see a downward trend in call volumes, as those customers who can self-serve via digital channels migrate across.

In the interim period, as part of the Council's Transformation Strategy, there is an ambition to centralise customer services across departments and bring more calls into the contact centre to be handled at first point of contact – for example housing repair calls. It is likely this will result in a short-term rise in volumes over the coming quarters, which it is envisaged will reduce again as more and more services are migrated online.

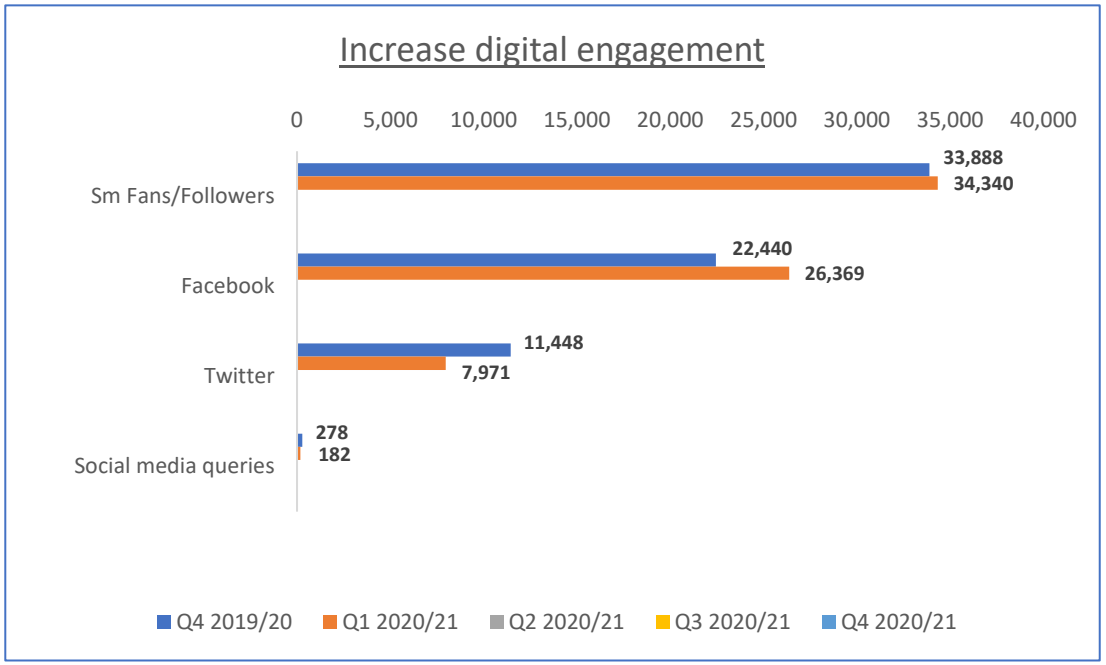
However, the automated payment calls have seen an increase of 493 for the same period as last year. These payers would have probably paid at the council offices using the self-serve kiosk but due to the office closure, they have used alternative payment methods.



Benchmarking	

PRIORITY: OUR PEOPLE					
OUTCOME: P3.3 - Ensuring technology enables us to effectively connect with our communities.					
Measure and Ref	**P3.3B - Increase digital engagement (Twitter, Instagram, Facebook etc)**			**Committee**	**F&M**
Definition	To increase the volume and quality of social media interaction with residents and customers on all Council social media platforms.			**Why this is important**	Social media captures customers who are already digitally engaged/aware and more likely to engage with the Council digitally and acts as a good springboard to digital service delivery.
What good looks like	Increase number of proactive social media engagement from the Council through the Communications team, result in an increased number of engaged citizens.				
History with this indicator	• The engagement rate, sentiment and follower/fan base on our social media accounts has significantly evolved since 2017. • With the creation of the central Facebook page in 2017 and a more strategic approach – more residents are now choosing to communicate with us via this platform. • Monthly social media reports indicate the number and type of interactions via social media.			**Mitigating actions**	The Council has identified it needs to introduce a central Customer Relationship Management (CRM) solution that connects into back off systems and systems such as social media in order to support this priority. This will be delivered through the Transformation Plan.
2019/20 baseline data	• Number of Facebook (central and departmental) fans and Twitter (central and departmental) followers.33,888 • Commentary of the nature of these queries (this is already included in the monthly social media dashboard reports).				
	Annual target	**Q1 Outturn (Apr-June)**	**Q2 Outturn (Apr - Sept)**	**Q3 Outturn (Apr - Dec)**	**Q4 Outturn (Apr 20 - Mar 21)**
2020/21	Upward Trend	34,340			
2021/22	Upward Trend				
2022/23	Upward Trend				
2023/24	Upward Trend				
Performance Overview See the table below:				**Actions to sustain or improve performance** - To ensure our platforms remain active by posting relevant key messages. - To actively engage with social media fans to create a 2-way conversation, trust and rapport with our residents. - As per the strategy, to plan and roll out training sessions to enhance strategic social media activity. - Monthly (and annual) reporting to allow us to spot and adapt to digital trends.	

Q1 2020-21



During Q1 the number of social media (Sm) fans/followers (this is the combined figure for both Twitter and Facebook followers) increased by 452. This was due to a significant increase in Facebook followers over the last three months.

Facebook followers have increased by 3,929 during Q1 , this was largely due to interaction with residents during the imposing and subsequent lifting of social distancing measures during the coronavirus (COVID-19) pandemic.

Twitter followers have decreased by 3,477, this decrease is currently being investigated and will be reported to members in quarter 2.

- To provide support and guidance to social media page managers proactively and reactively.

Social media enquiries via Facebook/Twitter private/public message around some of the issues listed below have decreased slightly since Q4 by 96. **Context behind the figures:** - Missed bin collections/Saturday Refuse - Housing repairs - Area Forum meeting attendance - Potholes (we refer them to DCC) - Council Tax queries - Environmental concerns (fly-tipping, dog-fouling, litter, trees blocking roads from storms) - Coronavirus (COVID-19) service updates - Business grants - Planning applications		
Benchmarking	Not Applicable	

PRIORITY: OUR PEOPLE			
OUTCOME: P3.4 - Investing in our workforce.			
Measure and Ref	**P3.4A - Increase the level of staff engagement**	**Committee**	**F&M**
Definition	Employee engagement is a combination of commitment to the organisation and its values and a willingness to help colleagues. Employee engagement also focuses on mutual gains in employment relationships, seeking the good of employees (well-being, job satisfaction and so on) and the good of the organisation they work for (performance, motivation, and commitment)	**Why this is important**	Employee engagement is a workplace approach resulting in the right conditions for all staff to give of their best each day, committed to the Council's Corporate Plan and values. An engaged workforce supports the achievement of our key priorities and role models the values in the Corporate Plan.
What good looks like	A year on year improvement in relation to the % of employees that indicate positive experience working for the council and positive engagement with the strategic direction of the Council. This measure to be based on a) the response to the annual employee survey and b) the overall number of positive responses to engagement activities.	**Mitigating actions**	The Workforce Strategy, the Communication Strategy and the Employee Survey as well as other channels of engagement will be used as a framework to promote and develop employee engagement. National and economic factors can influence the resources and limit options available to the Council in relation to the management of the workforce. Measuring employee engagement is complex and intrinsically linked to the experience and environment at the time any measure is taken. Validity testing and reflection will be an important action when assessing the levels of engagement.
History with this indicator	New indicator – No recent history available		
2019/20 baseline data	No baseline data available.		

	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21	**Upward trend**	Report in Q4	Report in Q4	Report in Q4	
2021/22	**Upward trend**				
2022/23	**Upward trend**				
2023/24	**Upward trend**				

Performance Overview	**Actions to sustain or improve performance**
Q1 update: A project team has been set up through the Transformational Steering Group. Work has taken place to explore internal and external software/providers and resources required to coordinate an employee survey First Staff survey to take place in 20/21.	

Benchmarking	

PRIORITY: OUR PEOPLE			
OUTCOME: P3.4 - Investing in our workforce			
Measure and Ref	**P3.4B - Number of apprenticeships and expenditure against the apprenticeship levy**	**Committee**	**F&M**
Definition	The number of apprenticeships posts or expenditure against the apprenticeship levy is defined as the number of posts established for apprentices or where existing employees are able to access funding from the apprenticeship levy. This will be a numerical outcome showing a positive increase trend from the previous year.	**Why this is important**	To invest in the Council's current and future workforce through the provision of entry level posts and access to further academic qualifications that will support succession planning and build resilience across the Council.
What good looks like	The purposes of this PI is to see an increased trend over four years leading to full expenditure of the Apprenticeship Levy for a financial year (April – March each year).	**Mitigating actions**	A new post will lead on this activity to provide support to all services to identify support opportunities to establish posts or provide training for existing members of staff. The Government is planning a reform of the current arrangements to encourage more take up of the scheme and to simplify the process. A partnership approach with other employers has been proposed and this will need to be considered as part of the overall approach.
History with this indicator	New indicator.		

2019/20 baseline data	**1.2% (4 apprentices)**				
	Annual target	**Q1 Outturn (Apr-June)**	**Q2 Outturn (Apr - Sept)**	**Q3 Outturn (Apr - Dec)**	**Q4 Outturn (Apr 20 - Mar 21)**
2020/21	>2.3% of head count	1.2% (4)			
2021/22					
2022/23					
2023/24					

Performance Overview – quarterly update	**Actions to sustain or improve performance**
Covid-19 has delayed the hiring of 3 apprentices (in Customer Services, OD&P and Housing) which has impacted upon the Q1 figures – remedying this will be a key action point post-Covid when colleges/providers and workplaces can resume business as usual practices.	Corporate approach to be implemented and actions to include creating new apprentice posts; using existing posts as an opportunity to use the apprenticeship programme and vacant posts to be reviewed for ring fencing for an apprenticeship post.
Benchmarking	

PRIORITY: OUR PEOPLE			
OUTCOME: P3.4 - Investing in our workforce.			
Measure and Ref	**P3.4C – average number of staff days lost due sickness**	**Committee**	**F&M**
Definition	The measure is designed to monitor the levels of employee absence from work due to ill-health. The target of eight days is in line with targets/performance nationally.	**Why this is important**	Reducing the number of absences will provide an indication of the health and wellbeing of the workforce and the actions being progressed by the Council to provide a supportive employment framework. It will also reduce the impact on service delivery and result in savings arising from the payment of Occupational and Statutory Sick Pay (OSP/SSP) and any secondary costs incurred to cover the absences of staff such as overtime and agency costs.
What good looks like	To see a downward trend in the average number of working days lost per employee over four years and be in line with the rates for comparable sized district/borough Councils.		
History with this indicator	This indicator has formed part of the corporate performance indicator set for a number of years. The average figure for the past six years is shown below;	**Mitigating actions**	A joint working group of employer and employee representatives has been established to identify actions and other interventions that will improving the levels of attendance at work. The Council has changed its Attendance Management Procedure with a review of the impact of this to be completed jointly with the Trade Unions in April/May 2020

Year	Outturn days per employee
2018/19	11.38
2017/18	11.63
2016/17	9.91
2015/16	7.95
2014/15	9.99
2013/14	12.28

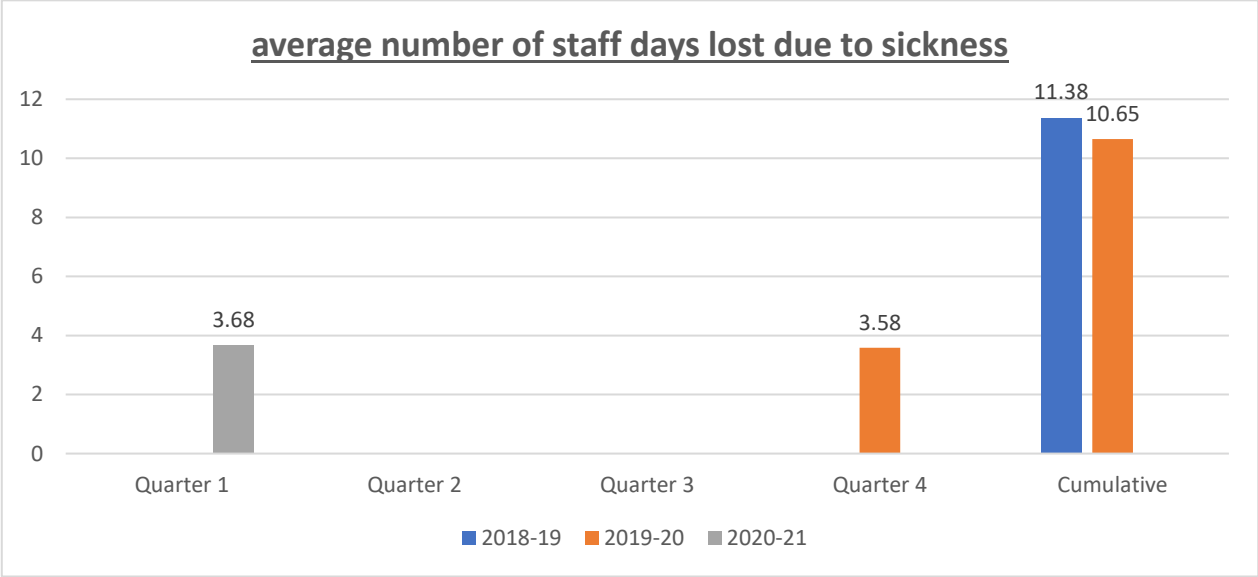
2019/20 baseline data	10.65 days				
	Annual target	**Q1 Outturn (Apr-June)**	**Q2 Outturn (Apr - Sept)**	**Q3 Outturn (Apr - Dec)**	**Q4 Outturn (Apr 20 - Mar 21)**
2020/21	Downward trend	3.68			

2021/22	Downward trend				
2022/23	Downward trend				
2023/24	Downward trend				

Performance Overview – quarterly update

The outturn figure is higher than expected. There have been a consistently high number of employees on extended periods of absence due to a range of serious and long-term health conditions. These are all being managed in line with the AMP and each case has a dedicated HR Officer supporting the manager. In addition to this, training has been provided in stress awareness and mental health along with a range of supporting materials made available for employees. Training is also being provided in managing absences form work for managers and supervisors – this will be rolled out in August.

The impact of the COVID pandemic on attendance figures is being reviewed albeit it is not considered to have any material impact at this moment in time.



Actions to sustain or improve performance

Actions have been taken to change the Council's Attendance Management Procedure (AMP) that are subject to a joint review with the Trade Unions in 2020/21 (qtr. 2). HR Officers will support managers with actions under the AMP that will include dedicated resources being allocated in each service area.

Each case of long-term absence is kept under review and actions taken in line with the AMP to promote early action and decision in relation to entitlement to payments and continuation of employment.

Benchmarking	

PRIORITY: OUR PEOPLE			
OUTCOME: P3.4 - Investing in our workforce.			
Measure and Ref	**P3.4D - % of employees that consider the Council has a positive health and safety culture**	**Committee**	**F&M**
Definition	The number of employees that have indicated that the Council has a positive approach to the management of health and safety in the workplace. This will be taken from the annual employee survey and will be expressed as a % of the overall responses.	**Why this is important**	The Council has statutory duties under the Health and Safety at Work Act 1974 to ensure the health and safety of the workforce. This measure will indicate how well the statutory duties and other non-statutory activities are being implemented.
What good looks like	The purpose of this PI is to see an increased trend over four years to indicate the robustness of the Council's Health and Safety Management Framework. Retention of industry recognition of the health and safety management framework – RoSPA Health and Safety Awards.		
History with this indicator	New indicator – No previous history available	**Mitigating actions**	A full-time resource will lead on this work from 1st February 2020 and will support all services areas to keep under review and develop their local arrangements in relation to health and safety. The corporate health and safety management framework will be used to govern compliance with and improvements to any current or new interventions.

2019/20 baseline data	New indicator – No data available				
	Annual target	**Q1 Outturn (Apr-June)**	**Q2 Outturn (Apr - Sept)**	**Q3 Outturn (Apr - Dec)**	**Q4 Outturn (Apr 20 - Mar 21)**
2020/21	Upward trend	Annual indicator			
2021/22	Upward trend				
2022/23	Upward trend				
2023/24	Upward trend				

Performance Overview – quarterly update	**Actions to sustain or improve performance**
Q1 update: A project team has been set up through the Transformational Steering Group. Work has taken place to explore internal and external software/providers and resources required to coordinate an employee survey First staff survey to take place in 20/21.	
Benchmarking	

PRIORITY: OUR FUTURE					
OUTCOME: F1.1 Attract and retain skilled jobs in the District					
Measure and Ref	**F1.1A- Increase the number of Employee Jobs in South Derbyshire**			**Committee**	**F&M**
Definition	Working in partnership, to successfully implement a programme of actions as set out within a new Economic Development Strategy for South Derbyshire.			**Why this is important**	The District's economy has performed strongly in recent years - with a rapidly growing population it will be important to sustain this and provide a range of local employment opportunities.
What good looks like	The aim is to increase the number of Employee Jobs in South Derbyshire over the four-year period of the Corporate Plan.				
History with this indicator	South Derbyshire has enjoyed low levels of unemployment in recent years. Data for employment is taken from the Office of National Statistics (ONS) Business Register and Employment Survey. BRES is based on a sample survey so estimates are subject to sampling errors which need to be taken into account when interpreting the data. Employee jobs excludes self-employed, government-supported trainees and HM Forces. Data excludes farm-based agriculture. In 2018, there were 32,000 Employee Jobs in South Derbyshire, having grown from 30,000 in 2015.			**Mitigating actions**	The Council is working with partners from the public, private and voluntary/community sectors to develop and implement a new Economic Development Strategy.
2019/20 baseline data	N/A				
	Annual target	**Q1 Outturn (Apr-June)**	**Q2 Outturn (Apr - Sept)**	**Q3 Outturn (Apr - Dec)**	**Q4 Outturn (Apr 20 - Mar 21)**
2020/21	25% (implementation of the actions contained within the plan)	Report in Q4	Report in Q4	Report in Q4	Implement Actions
2021/22	25%				Implement Actions
2022/23	25%				Implement Actions
2023/24	100%				Implement Actions
Performance Overview – quarterly update Q1 - The current Economic Strategy is due to come to end in 2020. The development of the new Economic Strategy has been significantly impacted upon due to Covid-19. The team has been focused				**Actions to sustain or improve performance** **Suggested District Council measures to sustain or improve performance**	

on the Covid response activities including, the distribution of grants to smaller businesses. Therefore, the new Economic Development Strategy has been put on hold for review. The Coronavirus pandemic has led to a rise in unemployment from 1,130 (1.7%) in Feb 2020 to 2,775 (4.2%) in Jul 2020 (+2.5%). This compares with +3.5% nationally.	Number of candidates recruited at Job Opportunities Days within the Travel To Work Area (Swadlincote and Burton) *DRAFT – Following is awaiting discussion with Planning* Breakdown of annual net growth in commercial floor space (square metres) by use category - help stimulate increased employee job numbers as well as higher skills? A2. Financial and professional services A3. Food and drink B1. Business B2. Manufacturing B3 to B7. Special industrial B8. Storage or distribution C1. Hotels Etc Seek to negotiate commitments from developers to provide employment and training opportunities within construction linked to larger new developments Number of employee jobs created in relation to housing developments
Benchmarking **Increase the number of Employee Jobs in South Derbyshire** See table below.	

Baseline 2019/2020			**Q1**	**Q2**	**Q3**	**Q4**
Employee Jobs	32,000	Numbers SD% EM%	32,000 (as at 2018)			
Economically Active in employment (16-64)	58,200 89.2 76	Numbers SD% EM%	59,400 (as at 2020) 90.6 70.7			
Employment by Occupation Sept 2019						
Soc 2010 Major Group 1-3 (Professional, managers and technical)	27,100 46.6 42.4	Numbers SD% EM%	29,400 (as at 2020) 50.8 43			
Soc 2010 Major Group 4-5 (Administration, skilled and trade)	16,600 28.5 21.6	Numbers SD% EM%	12,900 (as at 2020) 22.3 21.2			
Soc 2010 Major Group 8 (Process plant and machine ops)	4,600 7.9 8.1	Numbers SD% EM%	4,200 (as at 2020) 7.2 8.4			
Unemployment rate % Mar 2020	1,125 1.7 2.7	Numbers SD% EM%	2,780 (as at March 2020) 4.2 5.6			

PRIORITY: OUR FUTURE					
OUTCOME: F2.1 - Encourage and support business development and new investment in the District					
Measure and Ref	**F2.1A- Annual net growth in commercial floorspace (sqm)**			**Committee**	**F&M**
Definition	Data collected for the Council's annual Authority Monitoring Report, includes the monitoring of commercial floorspace within South Derbyshire.			**Why this is important**	There is very little vacant commercial floorspace in South Derbyshire, consequently the provision of additional commercial floorspace is closely related to the availability of additional employment opportunities.
What good looks like	The aim is to increase the total commercial floorspace over the four-year period of the Corporate Plan.				
History with this indicator	The Local Plan forecasts a net annual growth in commercial floorspace of 12,269.5 sqm per annum between 2008 and 2028. To date, the actual annual net rate of growth has been 6,564.89 sqm. It should be noted that the figures vary significantly from one year to the next and that single events, such as the loss of Hilton Depot, can heavily offset new construction.			**Mitigating actions**	The Council actively promotes development opportunities and vacant premises, and supports developers and businesses seeking to invest in the area.
2019/20 baseline data	6,564.89 sqm				
	Annual target	**Q1 Outturn (Apr-June)**	**Q2 Outturn (Apr - Sept)**	**Q3 Outturn (Apr - Dec)**	**Q4 Outturn (Apr 20 - Mar 21)**
2020/21	Upward Trend				
2021/22	Upward Trend				
2022/23	Upward Trend				
2023/24	Upward Trend				
Performance Overview – quarterly update This is an annual performance indicator and data will be collated and presented in Q4.				**Actions to sustain or improve performance**	
Benchmarking					

PRIORITY: OUR FUTURE					
OUTCOME: F2.1 Encourage and support business development and new investment in the District					
Measure and Ref	**F2.1B - Total rateable value of businesses in the district**			**Committee**	**F&M**
Definition	Total rateable value of businesses in the district.			**Why this is important**	The total rateable value of businesses in the District is a good indication of the economic health of the district. An increase in floor space can indicate a growth in business numbers and employment opportunities.
What good looks like	A growth in rateable value, including a growth in sectors such as commercial (e.g. offices, shops, warehouses, restaurants) where there is a higher intensity of jobs per business.				
History with this indicator	The total rateable value of businesses across the District has been increasing year on year, particularly in the commercial sector with an overall increase of almost £345k since April 2017. It should be noted that events, such as the demolition of a business premises or its redevelopment for housing will offset new development.			**Mitigating actions**	The Council encourage new businesses into the District through its inward investment programme. The Council also carries out regular checks across the District to identify businesses that are not appropriate valued and ensure they are appropriately listed.
2019/20 baseline data	Q4 - £67,486,786. Quarterly reports can be provided from the Council's revenues and benefits system that defines the total rateable value of different categories of business (commercial, industrial etc) and further breakdowns of the sectors (for example commercial).				
	Annual target	**Q1 Outturn (Apr-June)**	**Q2 Outturn (Apr - Sept)**	**Q3 Outturn (Apr - Dec)**	**Q4 Outturn (Apr 20 - Mar 21)**
2020/21	Upward Trend	£67,528,690			
2021/22	Upward Trend				
2022/23	Upward Trend				
2023/24	Upward Trend				

Performance Overview – quarterly update	**Actions to sustain or improve performance**
Q1 Outturn £67,528,690 The impact of Covid-19 won't be fully known until later in the year due to the slow down in the commercial property market or the loss of commercial floor space to other uses.	
Benchmarking	

PRIORITY: OUR FUTURE				
OUTCOME: F3.1 - Provide modern ways of working that support the Council to deliver services to meet changing needs.				
Measure and Ref	**F3.1A- Deliver against the Transformation Action Plan**		**Committee**	**F&M**
Project detail	The Council is committed to improving outcomes and outputs for its stakeholders as is evident in the Corporate Plan. In order to deliver services to meet the needs of the organisation, the Council needs a robust plan to identify areas of improvement, evaluate and benchmark a target operating model and map a route to achieving our ambitions. Each year the Head of Business Change, ICT & Digital will present a workplan for adoption, outlining projects, milestones and resources needed to achieve the objectives set by the Corporate Plan.		**Why this is important**	The Transformation Plan provides a focal point for evaluating conflicting priorities, allocating resources, escalating problem and above all else, manage core programmes of work by documenting progress.
			Mitigating actions	The proposed Transformation Plan was published for consideration at Committee on 18 March as planned. Due to the lockdown associated with the Coronavirus situation, the Committee's business was deferred to a future date. It is now expected that the Plan will be considered by the Committee in June. It is not anticipated that this delay will have a significant impact on the overall achievement of the priority given the medium-term timeframe for delivering the associated outcomes.
Project Action Plan	**Q1 Outturn (Apr-June)**	**Q2 Outturn (Jul - Sept)**	**Q3 Outturn (Oct - Dec)**	**Q4 Outturn (Apr 20 - Mar 21)**
2020/21				

Project Overview: Quarterly update	**Actions to sustain or improve performance**
The Transformation and Business Change Plan will be presented to F&M Committee in July. In preparation a number of projects and governance frameworks are being setup to commence when approval has been confirmed. The Committee date was moved from the 19Th March and a decision made to delay the activities to better react to COVID-19. The activities will commence in July.	The Transformation Steering Group meets every 6 weeks, each project group, of which there are 20, meet approximate every two weeks. Every group has a highlight report to report back the theme chair on work completed over period and work to be completed over net period. Any risk, actions, issues or decisions that are not within the identified scope and tolerance of the project controls will be escalated to the TSG.

PRIORITY: OUR FUTURE				
OUTCOME: F3.2 - Source appropriate commercial investment opportunities for the Council				
Measure and Ref	**F3.2A- Develop our approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities**		**Committee**	**F&M**
Project detail	Year 1 to form a working group and define the action plan Year 2 to 4 deliver 100% against the action plan and sustain an upward trend in income generation		**Why this is important**	As funding shrinks exploring new ways to maximise our income is essential, in order to protect valuable frontline services and ensure positive outcomes for our local communities.
			Mitigating actions	Using Council assets wisely, trading services with others across the public and private sectors and selling commodities to generate income.
Project Action Plan	**Q1 Outturn (Apr-June)**	**Q2 Outturn (Apr - Sept)**	**Q3 Outturn (Apr - Dec)**	**Q4 Outturn (Apr 20 - Mar 21)**
2020/21				

Project Overview: quarterly update	**Actions to sustain or improve performance**
Discussions have taken place between Operational Services and Business Transformation. A Head of Service focus group to be arranged in Q2 **Annual action plan detail** The baseline data for this project will be collated during 2020-21 following the development of the action plan. We will capture the commercial opportunities that are live and will report these in Q2.	To be developed

Appendix C

CHIEF EXECUTIVE'S RISK REGISTER (AS AT Q1 2020/21)

Risk	Rating and Current Position	Risk Treatment	Mitigating Actions	Change since last Quarter	Risk Owner
CE1. Failure of economic development partnerships leading to an adverse impact on businesses and local economy.	Likelihood is unlikely and impact is moderate.	Tolerate the current situation and keep under review.	• Proactive engagement in partnerships and with individual partners. • Commitment of officer time and resources to partnership activities. • Monitoring of projects and performance.	No change to rating or mitigating actions	Economic Development and Growth
CE2. Failure of the South Derbyshire Partnership, leading to non-delivery of the community's vision and priorities set out in the Community Strategy	Likelihood is unlikely and impact is moderate.	Treat the risk through continuous action and review.	• Proactive support for partnership. • Commitment of officer time and resources to partnership facilitation. • Engagement of partners in policy making and project design and delivery.	No change to rating or mitigating actions	Economic Development and Growth
CE3. Failure of Sharpe's Pottery Heritage & Arts Trust, leading to a loss of service to visitors and residents through the Tourist Information Centre.	Likelihood is medium and impact is moderate.	Treat the risk through continuous action and review.	• Officer advice and support available to Trust. • Member involvement in Trust Board. • Monitoring of services and performance, including Service Level Agreement and Work Programme.	No change to rating or mitigating actions.	Economic Development and Growth
CE4. Poor quality performance data.	Likelihood is unlikely and impact is moderate.	Treat the risk through continuous action and review.	• Reviewed quarterly as part of the performance reporting process. • Methodology statements compiled and continually monitored and updated. • Annual data quality audit undertaken.	No change to rating or mitigating actions.	Organisational Development and Performance
CE5. Failure of joined up Council approach to effectively manage the election process and canvassing.	Likelihood is unlikely and impact is moderate	Treat the risk through continuous action and review.	• Elections Project Team in place and meets as necessary with representatives from all services involved. • Arrangements in place for an Election to be called at short notice. • Arrangements in place for	No change to rating or mitigating actions.	Legal and Democratic Services

			Referenda/By-Elections to be called.		

CHIEF EXECUTIVE'S RISK MATRIX

Likelihood	1 Minor	2 Moderate	3 Significant	4 Catastrophic
4 High				
3 Medium		CE3		
2 Low				
1 Unlikely		CE1, CE2, CE4 and CE5		

Impact

CE1 Failure of economic development partnerships leading to an adverse impact on businesses and the local economy.

CE2 Failure of the South Derbyshire Partnership, leading to non-delivery of the community's vision and priorities set out in the Community Strategy

CE3 Failure of Sharpe's Pottery Heritage & Arts Trust, leading to a loss of service to visitors and residents through the Tourist Information Centre.

CE4. Poor quality performance data.

CE5. Failure of joined up Council approach to effectively manage the election process.

Appendix D

CORPORATE RESOURCES RISK REGISTER (AS AT Q1 2020/21)

Risk	Rating and Current Position	Risk Treatment	Mitigating Actions	Change since last quarter	Risk Owner
1 **Universal Credit (UC)** – the implementation of UC could have an impact on resources in Benefits and Customer Services. Housing Benefit is administered by the Council on behalf of the DWP and is one of the six benefits being rolled up into UC.	UC is being rolled out on a phased basis for working age claimants. During 2019/20, this started to have a much bigger impact with claims for HB reducing by over 30%. However, the overall volume of work has broadly stayed the same as changes in UC are impacting on the Council's Council Tax Reduction Scheme (CTRS). More recently, the impact of Covid-19 has increased claims under the CTRS.	Treat the risk through continuous action and review.	• Greater automation is currently being progressed to process change of circumstances. • The Local Council Tax Reduction Scheme is being redesigned to make it easier to understand and administer. Proposals for a new scheme, in principle, were originally planned for June 2020. However, due to Covid-19, this has been delayed until next year. • Where spare capacity arises, off-site support, which is used to deal with peaks in workload, will be transferred in-house to utilise spare capacity. • When future vacancies arise, these will be reviewed in the light of the longer-term position.	No change to rating and current position. Mitigating actions have been updated due to Covid-19	Customer Services
2 **Fraudulent activities** – the possibility of fraud being undetected.	National studies show fraud leads to a significant loss of resources within the Public Sector as a whole. The likelihood is considered high because fraud has been detected and prevented locally. In addition, authorities are being asked to be extra vigilant due to the	Treat the risk through continuous action and review.	Public agencies such as the DWP and HMRC increasingly share data with local authorities on a real time basis. This allows compliance checks to take place to spot and eliminate the potential for fraud and error in a timely manner. The Council works in partnership with another Derbyshire authority to share a software package that enables data matching in Council Tax and Business Rates. Single Person Discount checks on Council Tax are also regularly undertaken.	No change to the rating. An update has been added to the current position. No change to mitigating actions.	Customer Services

	potential for fraud to increase during Covid-19.		In addition, the Council has a Shared Service Arrangement with Derby City Council which delivers a dedicated Fraud Unit. This Unit is resourced to prevent and detect fraud across all services, including raising awareness amongst Council Officers. The Fraud Unit have an annual work programme which is considered and approved by the Audit Sub-Committee. Outcomes are also reported to the Audit Committee.		
3 The Directorate is responsible for providing a procurement service. Given the specialised and regulatory nature, there is a risk of not having resources to enable good quality advice and support for Services.	The Council does not have its own procurement department but currently has access to support and advice, so the likelihood is considered low.	Treat the risk through continuous action and review	The Council is part of a Shared Service Arrangement with other Derbyshire Agencies. The Service commenced in January 2018 for an initial three-year period and operates under a Service Level Agreement.	No change to rating or mitigating actions.	Corporate Resources, Strategic Director
4 **Data Quality and Performance Management**	Quality of Performance Data	Treat the risk through continuous action and review	This risk is linked to the Strategic Risk Register as part "*Technology and Data*" – keeping pace with developments together with the management and security of data. Following the Data Quality and Performance Management audit undertaken in September 2019 four recommendations have been actioned. Deadlines for the remaining three actions have been agreed with internal audit to align them with similar projects which are due to be delivered during 2020.	No change to rating or mitigating actions.	Organisational Development and Performance
5 **Ensuring public buildings are safe and have adequate repair budgets to**	Budgets are allocated for the repair of all public buildings, with the budget provisions	Treat the risk through continuous action and	Condition surveys are being undertaken with a view to preparing a planned maintenance programme and comparing estimated costs against available budgets.	New Q1	Corporate Property

ensure they remain fit for purpose.	based on historical repair expenditure. The adequacy of these budgets will need to be assessed on completion of the planned maintenance programme. Covid-19 risk assessments have been undertaken for the Civic Offices, depot and community buildings to ensure adequate safety measures are implemented, with public access being controlled and restricted.	review.	The safety measures identified within the Covid-19 risk assessments will be implemented before any closed Council building is re-opened to the public.		

CORPORATE RESOURCES RISK MATRIX

Likelihood				
4 High		Universal Credit (1) Fraudulent Activity (2) Public Buildings (5)		
3 Medium		Performance Data (4)		
2 Low		Procurement (3)		
1 Unlikely				
	1 Minor	2 Moderate	3 Significant	4 Catastrophic
	Impact			

1 Universal Credit	The implementation of Universal Credit could have an impact on resources in Benefits and Customer Services
2 Fraudulent Activity	The possibility of fraud being undetected in Revenues, Benefits and Housing, etc
3 Procurement.	The possibility of having limited access to good quality support and advice
4 Data Quality & Performance	Quality of Performance Data
5 Public Buildings	Ensuring public buildings are safe and have adequate repair budgets to ensure they remain fit for purpose

Appendix E

STRATEGIC RISK REGISTER (UPDATED AS AT Q1 2020/21)

Risk	Rating and Current Position	Risk Treatment	Mitigating Actions	Change since last Quarter
1 **Government Funding** - a reduction in core funding. ***Because the Council's proportion of core funding is heavily reliant on the New Homes Bonus (NHB) and Business Rates, it makes it potentially vulnerable from changes to the current distribution system***.	Overall income has been increasing in recent years through the NHB, Council Tax and other income. There has been uncertainty for some time regarding the replacement for the NHB and future changes to the Retention of Business Rates. The Government have delayed the consultation on the Fair Funding Review until 2021. The 2021/22 Settlement is not known. The longer-term impact of the current Covid-19 crisis on the level and distribution of resources remains to be seen.	Treat the risk through continuous action and review.	The Medium-Term Financial Plan (MTFP) was updated and approved by the Finance and Management Committee in February 2020. Overall, there continues to be a relatively healthy financial position into the medium-term. Longer-term budget savings may be required although General Reserves are currently adequate to finance projected deficits and known financial risks are being provided for in the MTFP. An initial review of Covid-19 on the short and medium-term financial position is currently being undertaken. An income generating (Commercialisation) Strategy is due to be drawn up in 2020 to identify and generate additional funding streams for the Council.	***This risk has been increased to RED from Amber from quarter 4 19/20 due to the uncertainty brought about by Covid-19.*** Although the short-term position may be protected due to the current level of reserves and short-term funding provided by the Government, the medium-term position remains as uncertain as ever.
2 **The Economy** - the impact of the national economic situation locally.	Prior to Covid-19, the local economy had been relatively strong and growing. The impact of the current Covid-19 crisis could have a longer-term impact on the Council's core income as residents and businesses may face difficulties in paying Council Tax, Business Rates and Rent. It could also mean	Treat the risk through continuous action and review.	It is considered that the Council is undertaking as much action as is reasonably possible at this stage to mitigate the risk, but the position is being kept under review. The Government has provided funding and support for local businesses and residents. The MTFP is not reliant on interest rates increasing from the current level to generate revenue on its reserves and balances. Any increase would be a direct benefit to the Budget.	***This risk has been increased to RED from Amber from quarter 4 19/20 due to the uncertainty brought about by Covid-19.***

	a recession in the local economy. Income from key services such as Planning, Commercial Property and Trade Waste are already starting to fall below Budget.		A significant amount of debt is at fixed interest rates and is affordable within the Housing Revenue Account's (HRA) financial plan. The Council's Property Strategy has focused on ensuring the Council's assets are being positioned to react to local investment opportunities, including land assembly and joint ventures. There is on-going dialogue through the Derby and Derbyshire Economic Prosperity Board to access funding and with developers to look at alternative options for regeneration. Funding through the One Public Estate has been secured and the Council has set-aside resources in its MTFP for economic regeneration.	
3a **Technology and Data** - keeping pace with developments together with the management and security of data.	ICT Strategy in place with on-going development. The Council is Public Sector Network (PSN) and GDPR compliant. However, technological opportunities could be missed and there is reputational damage, together with possible fines should a data breach occur.	Treat the risk through continuous action and review Aspects of this risk are also transferred as they are insured perils with the Council's Insurers.	Investment continues to be made in upgrading the ICT infrastructure and network to provide a modern and robust infrastructure. Laptop roll-out and upgrade to Microsoft 365 has been completed and this has allowed most staff to work remotely through the current "lockdown" brought about by Covid-19. An annual independent audit is undertaken each year to test the Council's compliance with PSN. Regular Internal Audit reviews test the robustness of systems and the infrastructure with recommendations to strengthen the ICT environment being monitored by the Audit Sub-Committee. Regular training and briefings given to Elected Members and Officers to raise awareness of data and security issues. An E-learning package has been rolled out for Council Officers. The Council's Data Protection Officer reports directly to the Leadership Team on matters concerning Information Governance.	No change to rating. The mitigating actions have been updated for quarter 1 to include Payment Card Industry.

			Due to potential virus attacks, additional measures have been implemented to restrict Internet access and use of mobile phone devices, together with implementing additional monitoring controls. The Council is currently reviewing its Payment Card Industry (PCI) compliance to overcome some potential weaknesses in handling card payments by telephone. An external agency is currently supporting the Council through this process. The implementation of actions to strengthen security and the safeguarding of data are being monitored by the Audit Sub-Committee.	
3b **Technology and Data** – quality of performance data.	If this is not robust and meaningful, it could lead to misreporting and incorrect decision making.	Treat the risk through continuous action and review.	Implementation of the recommendations made within the Data Quality and Performance Management Audit undertaken in September 2019. Undertake an annual quality audit if deemed necessary, performed by officers or Internal Audit.	No change to rating or mitigating actions.
4 **Business Continuity** - arising from the loss of the main Civic Offices, ICT capability, together with a major displacement of the workforce, a flu pandemic or a fuel shortage, etc.	Previously, the impact of Brexit had been an issue, but as the UK has now left subject to a negotiated deal, this risk has been downgraded for the time being. ***However, the live issue is now the impact of Covid-19.***	Treat the risk through continuous action and review. Aspects of this risk could also be transferred as depending on the circumstances, issues could be covered by the Council's Insurers.	Business Continuity and Emergency Plans are in place and regularly reviewed in accordance with the Civil Contingencies Act. Regular meetings and training exercises take place with other agencies in Derbyshire. An ICT Disaster Recovery (DR) solution is in place off-site. Data is also backed-up and stored in a secure off-site facility outside of the immediate region. Provision for home-working and remote access is in place. Comprehensive insurance in place with insurers providing support to secure temporary accommodation if required. **As regards Covid-19, the Council is working to its Business Continuity Plan to ensure essential services are continued. This is being undertaken within national guidelines and in conjunction with other agencies in Derbyshire. Guidance is being provided to staff and the public regarding on-**	The risk rating ***has not*** increased from Amber as the Council's Business Continuity arrangements have generally worked and allowed services, which have been allowed to operate by the Government, continuing to do so. However, this is being kept under review.

			going services and to help protect their health and well-being.	
5 **Capacity and Resilience** - recruitment, retention and development of the workforce and dealing with additional demand for services due to Growth.	Resources set-aside and being invested to expand service provision and develop the workforce.	Treat the risk through continuous action and review.	Since 2018, there were restructures in Revenues and Benefits, Financial Services, Planning Services, together with Legal and Democratic Services. These restructures have provided additional resources and capacity in these services. A restructure of the Council's Senior Management was implemented on 1 April 2019. The aim of the new structure was to create resilience in service provision with the creation of new Head of Service posts, including a new post to focus on Organisational Development. The management restructure also combined resources to create centralised Business Change and Policy teams to support business transformation across the Council. The structure has now bedded in and the proposals aim to strengthen recruitment and retention of senior staff. Subsequently, reviews of ICT and Business Change, Property Services, Organisational Development, have also been implemented and changes made to increase capacity and resilience with reviews in Culture and Community Services and Environmental Services currently subject to consultation with implementation dates later in 2020. **Due to Covid-19, capacity and resilience is being kept under review.**	No Change to rating or mitigating actions
6 **Voluntary and Community Sector** - a reduction in resources for partners who deliver services	Evidence that this is occurring with CVS and Citizens Advice having core funding reduced.	Tolerate the current situation and keep under review.	It is considered that the Council is undertaking as much action as is reasonably possible at this stage to mitigate the risk.	No change to rating or mitigating actions.

with or on behalf of the Council.			The Council's current grant funding has been maintained and been increased in 2020/21 by 2% for all supported organisations. Spending can be refocused to meet external funding requirements and is project-based. Dedicated officer time in place to support the voluntary sector and local organisations. **Capacity in the voluntary and community sector is being tested in the light of Covid-19 and the Council will continue to work with the CVS to support it.**	
7 **Terrorism and potentially violent situations** – as a public body there is a potential for the Council and its workforce to become a target.	From time to time, members of the workforce do face individual threats in the course of undertaking their duties.	Treat the risk through continuous action and review. Aspects of this risk are also transferred as they are insured perils.	Lone working systems in place including a 'Solo-Protect' warning and call for assistance system. A Potentially Violent Persons Policy and Risk Register are in place. Alarms and warning system in place in the Civic Offices.	No Change to rating or mitigating actions.
8 **Statute and Regulation** – the failure to meet requirements.	There is no recent evidence to suggest any significant issues; the impact would depend on the nature of the failure.	Treat the risk through continuous action and review.	This applies to many Council services. In general, the necessary skills and resources are in place to ensure that the Council meets its statutory duties. In addition, the Council's Constitution, policies and procedures aim to support strategic and regulatory delivery.	No change to rating or mitigating actions.
9. **Health and Safety** – the potential to contravene regulations through bad practice.	Due to the continuing focus on Health and Safety, the likelihood of a major incident is low, but the impact could be significant.	Treat the risk through continuous action and review	The Council employs a corporate Health and Safety Officer. An on-going training programme is in place for all staff and for parts of the workforce where there is a greater risk of an accident. Accidents and near misses are logged, reported and reviewed corporately and any major incidents are investigated to review procedures.	No change to rating or mitigating actions. .

			Risk assessments are regularly undertaken, and procedures updated when necessary.	
10. Managing the environmental impact of incidents across the District.	This risk concerns incidents arising directly from actions by the Council in the provision of its services. For example, an oil spill which contaminates land or water courses, or the production of high carbon emissions adding to air pollution.	Treat the risk through continuous action and review.	The Council has plans in place through Emergency Planning to manage the environmental impact of any incidents across the District. The Council is accredited to the prestigious international ISO 14001 standard for Environmental Management. The Council has also declared a “Climate Emergency” and has a Corporate Steering Group to oversee an action plan to reduce the Council’s carbon footprint and become carbon neutral as an organisation by 2030.	No change to rating or treatment.

STRATEGIC RISK MATRIX

Likelihood				
4 High		**Business Continuity (4)** **Funding for the Voluntary Sector (6)**	**Core Funding (1)** **The Economy (2)**	
3 Medium		**Technology and Data (3a)** **Performance Data (3b)**		

2 Low		**Capacity and Resilience (5) Statute and Regulation (8)**	**Health and Safety (9) Environmental Impact (10)**	
1 Unlikely				**Terrorism (7)**
	1 Minor	2 Moderate	3 Significant	4 Catastrophic

Impact

Risk	**Description**
1	Government Funding - a reduction in core spending power
2	The Economy - the impact of the national economic situation locally
3a	Technology and Data - keeping pace with developments together with the management and security of data
3b	Technology and Data - Quality of performance data
4	Business Continuity - arising from the loss of the main Civic Offices, ICT capability, together with a major displacement of the workforce or a fuel shortage, etc.
5	Capacity and Resilience - recruitment, retention and development of the workforce and dealing with additional demand for services
6	Voluntary and Community Sector - a reduction in resources for partners who deliver services with or on behalf of the Council
7	Terrorism and Potentially Violent Situations - as a public body, there is potential for the Council and its workforce to become a target
8	Statute and Regulation - as a local authority the Council has a statutory duty to deliver many services and is required to operate within a regulatory framework
9	Health and Safety - the potential to contravene regulations through bad practice
10	Environmental Impact - managing environmental impact of incidents across the district

REPORT TO:	**FINANCE AND MANAGEMENT COMMITTEE**	**AGENDA ITEM: 7**
DATE OF MEETING:	**8th OCTOBER 2020**	**CATEGORY: DELEGATED**
REPORT FROM:	**CHIEF EXECUTIVE**	**OPEN**
MEMBERS' CONTACT POINT:	**DAVID CLAMP (01283 595729)** david.clamp@southderbyshire.gov.uk	**DOC:**
SUBJECT:	**JOINT CONSULTATIVE COMMITTEE – TERMS OF REFERENCE**	
WARD(S) AFFECTED:	**ALL**	**TERMS OF REFERENCE: FM05**

1.0 Recommendations

1.1 That the Terms of Reference for the Joint Consultative Committee are approved and included as part of the Council's Constitution – Appendix 1.

2.0 Purpose of the Report

2.1 To approve Terms of Reference (TOR) for the Joint Consultative Committee.

3.0 Executive Summary

3.1 The Council has a formal internal process for determining employee relations issues. The Joint Consultative Committee (JCC) is part of the Council's Constitution and Elected Members are appointed annually to meet with Trade Union and other employee representatives if required, to determine matters that have not been resolved at an Officer level.

3.2 Any decisions taken by the JCC represent the last stage of the internal process and reported back to this Committee.

4.0 Detail

4.1 The Council appoints representatives on to the Joint Consultative Committee on an annual basis in line with the political representation on the Council. This provides for five Elected Members to be appointed with three from the controlling group and two from the opposition group.

4.2 Meetings of the JCC are only required where there has been a failure to resolve an employee relations issues or where there are other matters that Officers and Trades Unions jointly agree to seek a view/decision by the JCC.

4.4 All meetings are conducted in line with the adopted Committee process and at the last meeting a request for TOR to be developed was approved.

4.5 The proposed TOR are detailed in Appendix 1. They have been developed on similar TOR used and been adapted to reflect comparable arrangements at the Council.

5.0 Financial Implications

5.1 There are no financial implications associated with this report.

6.0 Corporate Implications

6.1 The TOR will be added to the Council's Constitution and used at subsequent meetings of the JCC.

7.0 Legal Implications

7.0 None associated with this report.

8.0 Community Impact

8.1 None associated with this report.

9.0 Background Papers

None.

JOINT CONSULTATIVE COMMITTEE
TERMS OF REFERENCE

Council Constitution

Under the Constitution, Finance and Management Committee has responsibility under its functions (FM05) to appoint five representatives to the Joint Consultative Committee.

These representatives are appointed on an annual basis and to reflect the current political composition of the Council.

Purpose and principles

The purpose of the Joint Consultative Committee (JCC) is to provide a forum for discussion, consultation and negotiation between Elected Members, senior Officers and representatives of the Council's recognised trade unions (UNISON, UNITE and GMB).

A JCC will be conveyed at the request of either Officers or representatives of the Trades Unions on employee relations matters where;

- There has been a failure to agree at other forums such as the Joint Negotiating Group (JNG) in relation to employee relations matters – such as a change in an employment procedure or other matters that require Elected Members to determine a way forward on the behalf of the Council.

- There are material changes proposed to National employment terms that require local determination and there has been a failure to agree at the JNG.

The JCC will work in the spirit of partnership to promote a climate of open and transparent communication through the timely exchange of relevant information to allow full and collaborative consultation to occur.

The JCC will have delegated powers from the Finance and Management Committee to make decisions on matters referred and that these are binding on both parties, subject to any decision being communicated to all members of the Finance and Management Committee and any call in period that is to be observed.

Membership

The membership of the JCC will comprise;

- Five appointed Elected Member representatives from the Finance and Management Committee.

- Five representatives from the Trade Unions. This is a maximum number permitted with UNISON having the majority membership.

- Five officers from the Council. This is a maximum number permitted and to include;

    - Chief Executive
    - Representatives from Leadership Team or other required officers
    - Representatives from Human Resources

Additional persons will be permitted to attend either from the Trade Unions or the Officers side dependant on the matter under discussion and subject to prior notification being received within two working days of the date of the JCC.

The JCC will be supported and clerked by a representative from Legal and Democratic Services.

No other persons shall be permitted to attend JCC meetings unless all parties have agreed to their attendance and the purpose for their attendance. Such agreement will be made at least two working days in advance of the JCC.

Committee arrangements

Meetings of the JCC shall be chaired by an Elected Member representative. The Chair will be appointed based on a majority vote taken by the Elected Member representatives at the commencement of each meeting.

The JCC shall normally meet during office hours at a jointly agreed date and time.

A quorum of the JCC shall require the presence of three representatives from each group with a minimum number of nine being present at each meeting of the JCC.

Meeting agendas shall be decided by the Elected Member representatives in consultation with the Officer representatives. Items for the agenda should be submitted to Legal and Democratic Services no later than ten working days before the date of the meeting.

The agenda and reports for JCC meetings shall be sent to all members no later than five working days before the date of the meeting.

Minutes of the meetings should be circulated not later than five days following the meeting. The minutes shall contain a record of decisions reached and any points where a decision was not reached and the reason. They shall contain no detail of debate.

Legal and Democratic Services will clear the minutes of the JCC with the Chair prior to their circulation to members of the JCC. The minutes of any JCC will then be forwarded to Finance and Management Committee members and then noted at the next scheduled meeting of the Finance and Management Committee.

Procedure at meetings

The Notice of the meeting will determine the items to be discussed and whether matters are discussed in an open or under exempt conditions as set down in the Council's Constitution.

No other items will be discussed unless it is considered urgent and agreed with the Chair either before or at the meeting.

The Chair will oversee the meeting and ensure proper order and conduct when items are discussed or debated.

Representatives from the Trade Unions and Officers of the Council will be given the opportunity to present and ask questions on matters under discussion.

Elected Member representatives can request clarification or otherwise ask questions through the Chair on matters under discussion.

The Chair will determine when items under discussion should be moved to a decision and make this clear to both parties before a vote is taken.

The decisions of the JCC shall be determined by a majority vote of the Elected Members of the JCC. The Chair will retain the casting vote in the event that no overall majority is reached.

Unresolved issues

Should the JCC be unable to reach a decision on a particular issue or otherwise consider that further escalation of matters is required, then the matter will be referred to the Finance and Management Committee. Representatives from the Trade Unions and Officers will be entitled to attend the meeting and present information in accordance with the Committee Procedures.

If this does not resolve the matter or further advice is required then the matter may be referred to the Regional Employers Board at East Midlands Councils.

Date Drafted – 1st July 2020
Date for review – 1st July 2023

REPORT TO:	**FINANCE AND MANAGEMENT COMMITTEE**	**AGENDA ITEM: 8**
DATE OF MEETING:	**8th OCTOBER 2020**	**CATEGORY: DELEGATED**
REPORT FROM:	**STRATEGIC DIRECTOR (CORPORATE RESOURCES)**	**OPEN**
MEMBERS' CONTACT POINT:	**KEVIN STACKHOUSE (01283 595811)** Kevin.stackhouse@southderbyshire.gov.uk	**DOC:** u/KS/capital/evaluation 2020/report back from SFPWG Oct 2020
SUBJECT:	**EVALUATION OF BIDS FOR NEW CAPITAL PROJECTS**	
WARD(S) AFFECTED:	**ALL**	**TERMS OF REFERENCE: FM 08**

1.0 Recommendations

1.1 That the proposed capital projects detailed in **Appendix 2** are approved.

1.2 That the demolition of Bretby View and Bank House in Midland Road Swadlincote (£255,000) together with the purchase of Unit 1 George Holmes Business Park (£80,000) is financed from the Economic Regeneration Fund.

1.3 That the remaining Overage payment of £484,000 received from the development of Midway Community Centre at Chestnut Avenue, is made available in the General Capital Receipts Reserve.

1.4 That the total budgeted cost and financing of all proposed schemes detailed in **Appendix 3** is approved.

1.5 That the proposed investment of up to £832,000 into Rosliston Forestry Centre is subject to a detailed schedule of works being approved by the Strategic Director (Corporate Resources).

1.6 That the phasing of proposed spending is kept under review pending the remaining capital receipts being received in 2020/21 as detailed in the report.

2.0 Purpose of the Report

2.1 To report recommendations from the Service and Financial Planning Working Group (SFPWG) regarding capital bids that were evaluated by the Group on 9 September. This follows the convening of the Group by the Committee in July to evaluate a round of capital spending bids.

3.0 Detail

The Process

3.1 Following the Committee on 9 July, the process for compiling and scoring bids for capital resources took place in accordance with the approved Capital Evaluation Framework. This culminated in the SFPWG meeting and evaluating proposals on 9 September.

3.2 In total, 20 bids were submitted, and these are summarised in **Appendix 1**. The detailed bids, which were considered by the SFPWG, were effectively business cases. The process requires each bid to demonstrate its contribution to the Corporate Plan and the degree to which it provides Value for Money in accordance with the Council's Value for Money Test.

3.3 Bids are also evaluated having regard to Community involvement, Partnership working and Risk. Bids are evaluated on a weighted scoring system, with a maximum score of 100 available.

3.4 The scoring system is designed to compare bids relative to each other and provide a priority list of schemes which are then matched against available resources.

Evaluation and Scoring

3.5 Of the original 20 bids submitted, 14 were evaluated by the SFPWG. Of the six not evaluated, two were economic regeneration schemes for which the SFPWG have recommended be financed from an earmarked reserve of £1 million previously set-aside for such purposes. These schemes relate to:

- **Swadlincote Town Centre Regeneration**: The demolition of Bretby View and Bank House in Midland Road and the creation of car parking. This is to prepare the site for future development at a cost of approximately £300,000, of which £45,000 can be financed from other earmarked reserves as detailed in Appendix 3, leaving £255,000 to be financed from the £1 million reserve.

- **Purchase of Unit 1, George Holmes Business Park:** The repurchase of the former East Midlands Chamber Offices at a cost of £80,000, which allows for some refurbishment. The Unit would be used to support businesses as the local economy emerges from Covid-19, with the potential to generate some commercial income in the future.

3.6 Three further bids were not scored because they contained revenue expenditure which cannot be capitalised under accounting regulations. These bids, which the SFPWG considered to be worthy of future evaluation should revenue resources become available, related to:

- Biodiversity improvements to nature sites.

- A million-bulb planting project.

- Renovation of the multi-games area on Maurice Lea Park

3.7 A further bid proposing a Grove Project in Eureka Park was deferred for later consideration.

3.8 A summary of the recommended 14 bids for approval is set out in the following table.

Improvements to Play Areas	This will address key works identified in the Play Audit commissioned in 2019.
Revitalising Rosliston Forestry Centre	The final list of and cost of works needs to be finalised. Priority will be given to undertaking health, safety and environmental works, together with the replacement of a site vehicle, which the SFPWG asked to be electric. Further works will follow to the car park (including new payment machines) the play area, log cabins and other infrastructure. The total cost will be partly financed from earmarked funds previously set-aside for investment in the site as shown in Appendix 3.
Urban Park at William Nadin Way, Swadlincote	The capital sum requested, will top up the Section 106 funding (once received) of £468,00 secured from the surrounding development to create a country park on the edge of Swadlincote.
Melbourne Assembly Rooms	Proposed works will improve the condition of the building and enable the transfer on a long lease to the Community Group (MARS). The Heads of Terms will be subject to a separate report to the Committee. **All works will need to be packaged to enable capitalisation**. VAT treatment needs to be checked to ensure there is no liability to the Council.
Oversetts Road Football Facility	The capital sum requested will top up the Section 106 funding of £820,000 already received to enable a higher quality facility to be provided.
Miners Memorial Project at Eureka Park	The proposed works would complete the Council's commitment to the Heritage Lottery Plan to fully integrate the mining heritage and history in the District.
Carbon Reduction	Much of the proposal was Revenue expenditure. The remaining project is to install electric vehicle recharge infrastructure at Boardman's Depot at a cost of £50,000.
Fly Tipping and Environmental Surveillance	Purchase of mobile equipment to investigate fly tipping, together with air pollution and noise monitoring.
CCTV in Swadlincote Town Centre	Replacement of the current system to take advantage of the latest technology.
Improvements to Swadlincote Woodlands	Works include biodiversity and habitat restoration, together with infrastructure improvements to improve access and signage.
Eureka Park Bowling Green Improvements	To erect fencing to deter anti-social behaviour and an irrigation system to improve the state of the Green.
SuDS Improvements	The SFPWG recommended that the proposed feasibility study be conducted initially to establish detailed costs. If additional resources are required, this would need to be considered separately by the Committee.
Creation of a Paradise Garden in Swadlincote Town Centre	This bid scored relatively low. However, the SFPWG recommend that in the absence of other bids, the scheme should be approved due to its relatively low value. The Garden would be created to complement other regeneration work in the Town Centre.
Extension of Marston on Dove Cemetery	As above. The extension would provide additional burial space for the residents of Hilton, Hatton, Etwall and surrounding villages.

Financing

3.9 Several of the schemes will utilise Section 106 and other earmarked reserves to meet part of the cost. For clarity, **Appendix 3** details all schemes recommended by the SFPWG for approval and how they will be financed. This shows that a contribution from the General Capital Reserve of approximately **£2.3 million** will be required.

Balance of the General Capital Reserve

3.10 The table below show the potential capital resources available.

Capital Resources Available	£'000
General Capital Receipts Balance as at 1 April 20	473
Sale of former Depot Site (August)	800
Commitments in 2020/21	-165
Resources immediately available	**1,108**
Balance of Chestnut Avenue Overage	484
	1,592
Easement Due before April 2021	108
Capital Receipts due before April 2021	700
	2,400
Capital Receipts due in 2021/22	700
	3,100

3.11 The above table shows that up to **£3.1 million** is available to finance the proposed schemes. However, this depends on some receipts being received over the next year. Although these receipts are contracted to be paid to the Council, they cannot be absolutely guaranteed until received.

3.12 The above table also proposes that £484,000 is included from an overage payment. This is the amount remaining from the receipt received from the development of the Community Centre at Chestnut Avenue, Midway. A sum of £250,000 from the original payment had originally been set-aside for further works at this site.

3.13 By April 2021, the Council should have approximately £2.4 million available to fund the £2.3m required.

3.14 Given that there will be a lead in time for several schemes and that some schemes propose a phasing of spending that can be scaled back if necessary (for example Rosliston Forestry Centre) earmarking all resources now should not be an issue. However, this will be kept under review pending the receipt of the sums due before April 2021.

4.0 Financial Implications

4.1 As detailed above in Section 3.

4.2 For completion, **Appendix 4** details all Earmarked Reserves with their current balances and intended use, highlighting those specific reserves to fund the proposed capital projects.

5.0 Corporate Implications

Employment Implications

5.1 None associated with the evaluation process.

Legal Implications

5.2 As above.

Corporate Plan Implications

5.3 As detailed in the report and in bids submitted, the evaluation process ensures that finite capital resources are targeted towards the Council's approved priorities.

Risk Impact

5.4 None associated with the evaluation process.

6.0 Community Impact

Consultation

6.1 None required.

Equality and Diversity Impact

6.2 None associated with the evaluation process.

Social Value Impact

6.3 As above.

Environmental Sustainability

6.4 As above.

7.0 Background Papers

7.1 None.

APPENDIX 1

PROPOSED CAPITAL PROJECTS - SUMMARY

		Council Contribution Requested (£)					
	Proposed Project / Scheme	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**TOTAL**
1	Fly Tipping and Environmental Surveillance	28,500					**28,500**
2	Carbon Reduction	93,100	11,000	50,000			**154,100**
3	Town Centre Regeneration	244,796					**244,796**
4	Purchase of Unit 1 George Holmes BP	80,000					**80,000**
5	Melbourne Assembly Rooms	260,000					**260,000**
6	Oversetts Road Football Facility	368,159					**368,159**
7	SuDS Improvements	20,000	50,000	50,000			**120,000**
8	Paradise Garden, Swadlincote Town Centre	30,000					**30,000**
9	Revitalising Rosliston Forestry Centre	348,000	104,000	232,000	124,000		**808,000**
10	CCTV in Swadlincote Town Centre	10,000					**10,000**
11	Improvements to Play Areas	160,000	120,000				**280,000**
12	Extension to Marston on Dove Cemetery	48,000					**48,000**
13	Miners Memorial Project, Eureka Park	185,000					**185,000**
14	Biodiversity Improvements to Nature Sites	15,000	15,000	15,000	15,000	15,000	**75,000**
15	Covid-19 Memorial (Grove Project) Eureka Park	15,000	30,000				**45,000**
16	Urban Park at William Nadin Way	391,560					**391,560**
17	Improvements to Swadlincote Woodlands	20,000	10,000				**30,000**
18	Eureka Park Bowling Green Improvements	40,000					**40,000**
19	South Derbyshire Million Bulb Project	30,000	40,000	30,000			**100,000**
20	Renovation of Maurice Lea Park MUGA	40,000					**40,000**
	TOTALS	**2,427,115**	**380,000**	**377,000**	**139,000**	**15,000**	**3,338,115**

APPENDIX 2

PROJECT BID: PANEL SCORES

(Note: Maximum Score is 100)

	Corporate Plan	VFM	Community	Partnership	Risk	Total
Improvements to Play Areas	50	20	6	6	6	88
Revitalising Rosliston Forestry Centre	50	10	10	10	6	86
Urban Park at William Nadin Way	50	15	6	6	6	83
Melbourne Assembly Rooms	30	20	10	10	6	76
Oversetts Road Football Facility	30	20	10	10	6	76
Miners Memorial Project, Eureka Park	30	20	6	10	2	68
Carbon Reduction	50	5	2	2	6	65
Fly Tipping and Environmental Surveillance	30	15	6	6	6	63
CCTV in Swadlincote Town Centre	30	15	6	6	6	63
Improvements to Swadlincote Woodlands	30	20	2	2	6	60
Eureka Park Bowling Green Improvements	30	15	6	2	6	59
SuDS Improvements	30	5	2	10	10	57
Paradise Garden, Swadlincote Town Centre	10	10	6	6	2	34
Extension to Marston on Dove Cemetery	10	10	6	2	2	30

APPENDIX 3

PROPOSED FUNDING OF CAPITAL BIDS SUBMITTED

PROPOSED PROJECT	Estimated Cost £	FUNDING: Capital Reserve £	FUNDING: Earmarked Reserve £	FUNDING: Revenue Funding in MTFP £	TOTAL FUNDING £
Fly Tipping and Environmental Surveillance	28,500	-28,500			**-28,500**
Carbon Reduction	50,000	-50,000			**-50,000**
Town Centre Regeneration	300,000		-255,665	-44,335	**-300,000**
Purchase of Unit 1 George Holmes BP	80,000		-80,000		**-80,000**
Melbourne Assembly Rooms	260,000	-260,000			**-260,000**
Oversetts Road Football Facility	1,188,159	-367,997	-820,162		**-1,188,159**
SuDS Improvements	120,000	-66,988	-53,012		**-120,000**
Paradise Garden, Swadlincote Town Centre	30,000	-30,000			**-30,000**
Revitalising Rosliston Forestry Centre	832,000	-656,710	-125,290	-50,000	**-832,000**
CCTV in Swadlincote Town Centre	13,000	-10,000		-3,000	**-13,000**
Improvements to Play Areas	280,000	-170,000	-110,000		**-280,000**
Extension to Marston on Dove Cemetery	48,000	-48,000			**-48,000**
Miners Memorial Project, Eureka Park	185,000	-185,000			**-185,000**
Urban Park at William Nadin Way	860,000	-391,560	-468,440		**-860,000**
Improvements to Swadlincote Woodlands	40,000	-30,000	-10,000		**-40,000**
Eureka Park Bowling Green Improvements	40,000	-40,000			**-40,000**
TOTAL	**4,354,659**	**-2,334,755**	**-1,922,569**	**-97,335**	**-4,354,659**

APPENDIX 4

ANALYSIS OF EARMARKED RESERVES 2020/21

SPECIFIC / EARMARKED RESERVE HELD BY THE COUNCIL	Balance b/fwd April 2020 £	Proposed Adjustment £	Remaining Balance £	Purpose	Delegated Responsibility
Homelessness Prevention	267,794	0	267,794	To fund initiatives and projects to prevent homelessness in accordance with the Homelessness Reduction Act 2018	Head of Housing
Schools Sport Partnership Project	255,949	0	255,949	To fund staffing and project costs	Head of Culture and Community Services
Rosliston Forestry Centre - Capital Works	125,290	-125,290	0	Proposed to utilise to part fund capital bid	Head of Culture and Community Services
Rosliston Forestry Centre - Café Reserve	40,573	0	40,573	To fund repairs and maintenance specific to the Café under the lease agreement	Head of Culture and Community Services
IT and Digital Reserve	449,406	0	449,406	To finance capital developments and upgrades to the Council's ICT platform and infrastructure	Head of Business Change and ICT
Local Plan Reserve	145,233	0	145,233	To finance the additional revenue costs associated with the Local Plan	Head of Planning and Strategic Housing
Vehicle, Plant and Replacement Fund (incl HRA)	352,085	0	352,085	To finance the capital purchase of new vehicles and plant	Head of Operational Services
Environmental Education	16,414	0	16,414	To fund staffing and project costs	Head of Culture and Community Services
Dilapidation Works - Factory Site as per Lease Agreement	10,869	-10,869	0	Proposed to use towards the Town Centre Regeneration capital bid	Head of Corporate Property

ANALYSIS OF EARMARKED RESERVES 2020/21

SPECIFIC / EARMARKED RESERVE HELD BY THE COUNCIL	Balance b/fwd April 2020 £	Proposed Adjustment £	Remaining Balance £	Purpose	Delegated Responsibility
New Town Centre Project Fund	43,717	0	43,717	To fund works to shop fronts in Swadlincote Town Centre	Head of Economic Development and Growth
Planning - Staffing and Support Costs	138,775	0	138,775	To fund staffing and support costs to meet peaks in the volume of planning applications	Head of Planning and Strategic Housing
Planning - 20% Fee Increase	90,598	0	90,598	To reinvest into Planning Services as expected by the Government	Head of Planning and Strategic Housing
Software upgrades to GIS/LLPG	9,000	0	9,000	To finance developments to GIS and LLPG software	Head of Business Change and ICT
Pensions Reserve	130,288	0	130,288	To finance increases in the Council's contribution to the Derbyshire Pension Fund	Strategic Director (Corporate Resources)
Corporate Training	63,035	0	63,035	To fund the Leadership and Management Development programme	Head of Organisational Development and Performance
Welfare Reform, Fraud & Compliance	291,867	0	291,867	To fund system improvements and to streamline processes to prevent and detect fraud and support changes arising from Welfare Reform	Strategic Director (Corporate Resources)

ANALYSIS OF EARMARKED RESERVES 2020/21

SPECIFIC / EARMARKED RESERVE HELD BY THE COUNCIL	Balance b/fwd April 2020 £	Proposed Adjustment £	Remaining Balance £	Purpose	Delegated Responsibility
District Growth	1,121,759	0	1,121,759	To fund one-off future demand on services arising from District growth	Finance and Management
Garden Village Fund	77,854	0	77,854	To finance work to secure infrastructure improvements	Strategic Director (Service Delivery)
EU Exit Funding	52,452	0	52,452	Grant to help fund costs associated with the EU exit	Strategic Director (Corporate Resources)
Economic Regeneration Fund	1,000,000	-324,796	675,204	To contribute towards an Economic Regeneration programme in Swadlincote - proposed to part fund the Town Centre Regeneration and purchase of an industrial unit as part of the capital bids	Head of Economic Development and Growth / Chief Executive
Building Control Transition	13,709	0	13,709	To fund costs associated with the transfer of the Building Control service	Head of Planning and Strategic Housing
Public Buildings Maintenance	251,463	0	251,463	To fund additional maintenance identified across all Public Buildings	Head of Corporate Property
Asset Replacement and Renewal Fund	194,316	0	194,316	To fund one-off capital costs of Council owned land and buildings	Head of Corporate Property
Parks Improvement Fund	16,071	0	16,071	To fund clearing and improvement of parks in the District	Head of Culture and Community Services
Finance Staffing and Resource Costs	30,000	0	30,000	To fund costs associated with the transfer of the Payroll service and Financial Management system upgrade	Head of Finance

ANALYSIS OF EARMARKED RESERVES 2020/21

SPECIFIC / EARMARKED RESERVE HELD BY THE COUNCIL	Balance b/fwd April 2020 £	Proposed Adjustment £	Remaining Balance £	Purpose	Delegated Responsibility
District Conservation Works	10,000	0	10,000	To fund conservation works across the District	Head of Planning and Strategic Housing
HRA Software Upgrade	186,521	0	186,521	To fund software development and mobile working	Head of Housing / Head of Business Change and ICT
Business Change and Transformation	52,000	0	52,000	To fund one-off transformation projects	Head of Business Change and ICT
Swadlincote Woodlands	39,949	-10,000	29,949	To fund on-going costs associated with maintaining the site - proposed to utilise to part fund Woodlands capital bid	Head of Culture and Community Services
South Derbyshire Partnership Reserve	4,617	0	4,617	To fund staffing and project costs	Head of Culture and Community Services
Community Safety and Crime Reduction	362,460	0	362,460	To fund staffing and project costs	Head of Culture and Community Services
Young People's Cultural Partnership / Arts Development	7,306	0	7,306	To fund staffing and project costs	Head of Culture and Community Services
Cultural Services Public Open Spaces	412,775	0	412,775	To fund on-going costs associated with maintaining adopted open space and parks	Head of Culture and Community Services
Operational Services Public Open Spaces	146,906	0	146,906	To fund on-going costs associated with maintaining adopted open space and parks	Head of Operational Services
Public Open Space - Commuted Sums	486,695	0	486,695	Awaiting adoption of parks and open spaces land	Housing and Community Services / Environmental and Development Services

Youth Engagement Partnership	584,029	0	584,029	To fund staffing and project costs	Head of Culture and Community Services
Get Active in the Forest Partnership	73,423	0	73,423	To fund staffing and project costs	Head of Culture and Community Services
Maurice Lea Park NHLF Grant	23,012	0	23,012	To fund improvements at the park	Head of Culture and Community Services
Tetron Point Storm Water Basin - S106 UK Coal	53,012	-53,012	0	Tetron Point Development - proposed to utilise to part fund the SuDS capital bid	Ring-fenced S106 Planning agreement
Total	**7,631,222**	**-523,967**	**7,107,255**		
Section 106 - Earmarked Funds	**10,319,539**	**-1,398,602**	**8,920,937**	Proposed to utilise S106 for capital bids - some of the cash may not yet have been received	
TOTAL EARMARKED/SPECIFIC RESERVES	**17,950,761**	**-1,922,569**	**16,028,192**		

REPORT TO:	**FINANCE AND MANAGEMENT COMMITTEE**	**AGENDA ITEM: 9**
DATE OF MEETING:	**8th OCTOBER 2020**	**CATEGORY: DELEGATED**
REPORT FROM:	**STRATEGIC DIRECTOR (CORPORATE RESOURCES)**	**OPEN**
MEMBERS' CONTACT POINT:	**KEVIN STACKHOUSE (EXT 5811)** kevin.stackhouse@southderbyshire.gov.uk	**DOC:**
SUBJECT:	**COMMITTEE WORK PROGRAMME**	**REF:**
WARD(S) AFFECTED:	**ALL**	**TERMS OF REFERENCE: G**

1.0 Recommendations

1.1 That the Committee considers and approves the updated work programme.

2.0 Purpose of Report

2.1 The Committee is asked to consider the updated work programme.

3.0 Detail

3.1 Attached at Annexe 'A' is an updated work programme document. The Committee is asked to consider and review the content of this document.

4.0 Financial Implications

4.1 None arising directly from this report.

5.0 Background Papers

5.1 Work Programme.

Finance and Management Committee – Next F&M Committee 8th October 2020
Work Programme for the Municipal Year 2020/2021

Work Programme Area	Date of Committee Meeting	Contact Officer (Contact details)
Final Budget Proposals 2020/21 and Financial Plan to 2025	13 February 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Treasury Management Strategy 2020/21 and Prudential Indicators	13 February 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Proposed Local Council Tax Reduction Scheme 2020/21	13 February 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Capital Programme Budget to 2025	13 February 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Annual Report of the Section 151 Officer	13 February 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Corporate Performance Measures 2020 to 2024	13 February 2020	Fiona Pittam Head of Organisational Development Fiona.pittam@southderbyshire.gov.uk (01283 595735)

Transfer of Housing Repairs Calls into Customer Services	13 February 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Domestic Abuse Procedure - Make A Stand Campaign	13 February 2020	David Clamp Head of Organisational Development David.clamp@southderbyshire.gov.uk (01283 595729)
Social Media Strategy	13 February 2020	Fiona Pittam Head of Organisational Development Fiona.pittam@southderbyshire.gov.uk (01283 595735)
Coronavirus (Covid-19) Financial Impact	2 July 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Revenue Financial Monitoring 2019/20	2 July 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Capital Financial Monitoring / Provisional Out-turn 2019/20	2 July 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Treasury Management Update 2019/20	2 July 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Homelessness / Rough Sleeping	2 July 2020	Paul Whittingham (Housing Services Manager) Paul.whittingham@southderbyshire.gov.uk (01283595984)

Corporate Plan 2020 to 2024: Quarterly Performance Reports	9 July 2020	Fiona Pittam fiona.pittam@southderbsyhire.gov.uk (01283 595735
Evaluation of Capital Projects	9 July 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Transformation and Business Change Programme 2020 to 2024	9July 2020	Anthony Baxter (Head of Business Change and ICT) Anthony.baxter@southderbyshire.gov.uk (01283 595712)
Sponsorship Policy and Guidance	9 July 2020	Nicola Lees nicola.lees@southderbsyhire.gov.uk (01233 595755)
Comments, Compliments, Complaints and FOI Requests	9 July 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Equalities Annual Report 2019/20	9 July 2020	Fiona Pittam fiona.pittam@southderbsyhire.gov.uk (01283 595735
Revenue Budget Out-turn 2019/20	30 July 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)

Capital Out-turn 2019/20	30 July 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Treasury Management Annual Report 2019/20	30 July 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Annual Value for Money Statement 2019/20	30 July 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Asset Management Plan 2020 to 2024	30 July 2020	Steve Baker (Head of Corporate Property) Steve.baker@southderbyshire.gov.uk (01283 595965)
Annual Health and Safety Report 2019/20	30 July 2020	David Clamp David.clamp@southderbsyhire.gov.uk (01283 595729)
Revenue Financial Monitoring 2020/21	27th August 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Capital Revenue Monitoring 2020/21	27th August 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)
Treasury Management Update 2020-21	27th August 2020	Victoria Summerfield (Head of Finance) Victoria.summerfield@southderbyshire.gov.uk (01283 595939)

Procurement Strategy 2020 To 2024	27th August 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Q1 Corporate Plan Performance 20-24	8th October 2020	Clare Booth Corporate Performance & Policy Officer Clare.booth@southderbyshire.gov.uk
Joint Consultative Committee: Terms of Reference	8th October 2020	David Clamp Head of Organisational Development David.clamp@southderbyshire.gov.uk (01283 595729)
Evaluation of Bids for New Capital Projects	8th October 2020	Kevin Stackhouse Strategic Director (Corporate Resources) Kevin.stackhouse@southderbshire.gov.uk (01283 595811)
Q2 Corporate Plan Performance 20-24	26th November 2020	Clare Booth Corporate Performance & Policy Officer Clare.booth@southderbyshire.gov.uk
Q3 Corporate Plan Performance 20-24	18th March 2021	Clare Booth Corporate Performance & Policy Officer Clare.booth@southderbyshire.gov.uk