



Corporate Plan 2020-2024

Performance Measure Report

Finance and Management Committee

Team: Organisational Development and Performance

Date: November 2022

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) are responsible for 17 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
- F1. Develop skills and careers
- F2. Support economic growth and infrastructure

Housing and Community Services Committee (H&CS) are 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) are responsible for 11 corporate measures under the key aims:

- P2. Supporting and safeguarding the most vulnerable
- P3. Deliver Excellent Services
- F3. Transforming the Council

Finance and Management Committee (F&M) are responsible for the following 11 corporate measures

Our People

Measure

- 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 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

- 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 Future

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

Measure and Reference	F3.1A Deliver against the Transformation Action Plan		Committee	F&M	
Definition	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		Why this is Important	The Transformation Plan provides a focal point for major change in the organisation, evaluating conflicting priorities, allocating resources, escalating problem and above all else, manage core programmes of work by documenting progress.	
What Good Looks Like	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.				
History of this Indicator	The Council is committed to improving outcomes and outputs for its stakeholders as is evident in the Corporate Plan.				
2019/20 Baseline Data	Not applicable				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Deliver 100% against action plan	On target	On target	On target	On target
2021/22	Deliver 100% against action plan	On target	Quarterly target not achieved	Continue to deliver the annual transformation plan including the emerging Future Service Delivery programme	85%
2022/23	Deliver over 75% of business change team priority projects and provide effective reporting for service improvement projects through the Transformation Steering Group.	On target	On target		
Performance Overview - Quarterly Update				Actions to sustain or improve performance	
After gaining approval from F&M Committee on the 25 August the third-year annual work programme has progressed well. The priority projects are on track and a procurement exercise will be undertaken in Quarter three to ensure the outcomes identified in project documentation for digital platform. The scope and initial vision workshop have taken place for a task and finish planning review with focus groups to follow in Quarter three.				n/a.	

Priority: Our Future

F3.2 Source appropriate commercial investment opportunities for the Council

Measure and Reference	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			
Definition	Using Council assets wisely, trading services with others across the public and private sectors and selling commodities to generate income.	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.			
What Good Looks Like	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					
History of this Indicator	New indicator					
2019/20 Baseline Data	Baseline data to be collated during 20-21					
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
2020/21	Year 1 to form a working group and define the action plan	On target	On target	On target	On target	
2021/22	deliver 100% against the action plan and sustain an upward trend in income generation	Quarterly outcome not achieved	Quarterly outcome not achieved	No change from last quarter	No change from last quarter	
2022/23		No change from last quarter	No change from last quarter			
Performance Overview - Quarterly Update			Actions to sustain or improve performance			
The new Head of Operational Services is now in post, work on the commercialisation action plan to be completed by end of quarter three.			n/a			

Priority: Our People

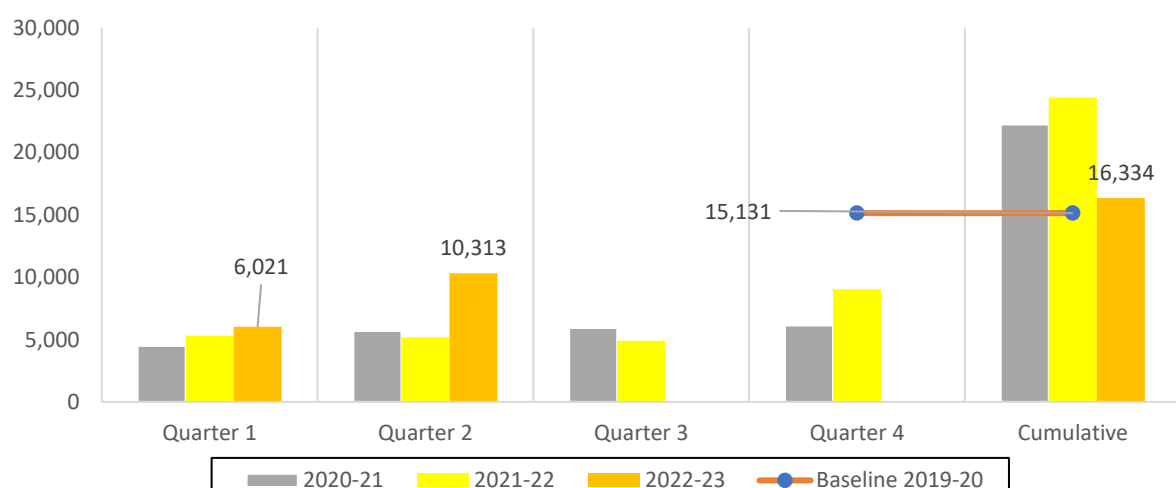
P2.3 Improve the condition of housing stock and public buildings.

Measure and Reference	P2.3B Develop and deliver the Public Buildings programme over four years		Committee	F&M	
Definition	The purpose of the Performance Indicator is to measure progress in the completion of condition surveys and a Planned Maintenance Programme over the term of the Corporate Plan.		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.	
What Good Looks Like	The portfolio contains 149 Public Building Assets. 100 % of the portfolio will be surveyed over the life of the Corporate Plan				
History of this Indicator	No historical monitoring of this indicator				
2019/20 Baseline Data	Not applicable				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	25% of assets to be surveyed and the planned maintenance programme for phase one to be created	Software tested and calibrated	Condition surveys on the five largest assets have been completed	Carry out further surveys on 12 more of the Public Buildings portfolio.	Carry out further surveys on 12 more of the Public Buildings portfolio.
2021/22	30% of surveys to be undertaken.	9.1% (11 Surveys)	16% (22 Surveys)	22.5% (33 Surveys)	30% (44 surveys)
2022/23	25.5% (38 surveys undertaken)	26% (10 surveys)	52% (20 surveys)		
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
10 Surveys carried out during quarter two.			The post of building surveyor will be vacant from 31/10/2022 so we have carried out some additional surveys to help minimise the break in service affecting overall target achievement for this year.		

Priority: Our People

P3.1 Ensuring consistency in the way the Council deal with service users

Measure and Reference	P3.1A Increase the number of customers who interact 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 online interaction, to reduce the cost-of-service transaction and increase customer satisfaction. This will provide more time to support those who need 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 of this Indicator	The Council has not yet adopted a centralised digital platform to enable true online interactions, however, has been adopting improved forms and new forms to boost digital interactions until a new CRM is in place.				
2019/20 Baseline Data	During 2019/20 there were 1,282 council tax and digital forms submitted, 12,343 general website forms via the website, 287 social media enquiries and 1,219 COVID-19 Business Rates Grant Applications				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Upward trend	Total: 4,474	Total: 10,174	Total: 16,103	Total: 22,242
2021/22	>22,242 (upward trend year on year)	Total: 5301	Total: 10,491	Total: 15,379	Total 24,405
2022/23	Upward trend	Total: 6,021	Total: 16,334		
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
Large increase in Q2 due to the Energy Rebate online application. This scheme accounted for 4,835 of the online submissions.			Continue to promote and make online forms available for any future funding schemes.		



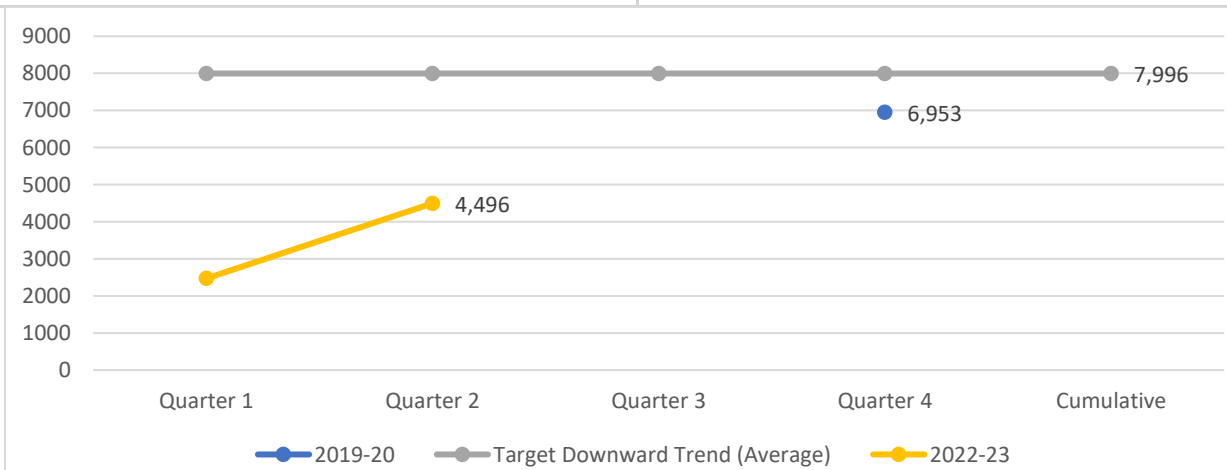
Priority: Our People

P3.2 Have in place methods of communication that enables customers to provide and receive information.

Measure and Reference	P3.2A Reduce face-to-face contact to allow more time to support those customers who need additional support	Committee	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 online interaction 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 of 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.		
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)		

Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Downward trend	No visitors due to Covid-19	No visitors due to Covid-19	No visitors due to Covid-19	0
2021/22	Downward trend (based on 2019 pre-Covid-19)	0	0	0	744 self-serve and 115 face to face
2022/23	Downward trend	2,470	4,496		

Performance Overview - Quarterly Update	Actions to sustain or improve performance
Face to face for quarter two was 2,026. This total is for face-to-face enquiries that were supported by Reception or a Customer Service Advisor. This is a reduction in face-to-face contact from quarter one and falls below the pre covid levels of face-to-face contact.	n/a



Priority: Our People

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

Measure and Reference	P3.3A Number of customer telephone calls answered by Customer Service		Committee	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 of 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.					
2019/20 Baseline Data	95,896 telephone calls received (2019/20). 76,804 calls handled & 19,092 automated call payments.					
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
2020/21	Downward trend	Total: 22,387	Total: 44,701	Total: 69,812	Total: 98,099	
2021/22	Downward trend	Total: 26,756	Total: 51,866	Total: 74,981	Total: 99,165	
2022/23	Downward trend	Total: 22,872	Total, 45,412			
Performance Overview - Quarterly Update			Actions to sustain or improve performance			
Slight reduction in calls due to Energy Rebate queries reducing.			n/a			

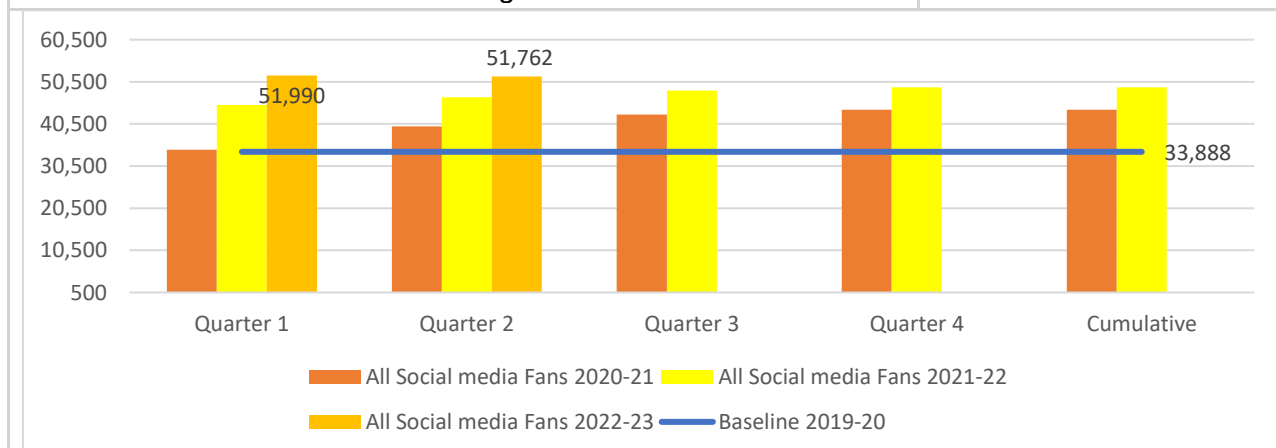
Priority: Our People

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

Measure and Reference	P3.3B Increase digital engagement (Twitter, Instagram, Facebook)	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 of this Indicator	The engagement rate, sentiment and follower/fan base on our social media accounts has significantly evolved since 2017. The creation of the central Facebook page in 2017 and a more strategic approach – more residents are now choosing this method.		
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)		

Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Upward trend	34,340	39,924	42,723	43,850
2021/22	Upward trend	44,989	46,853	48,409	49,181
2022/23	Upward trend	51,990	51,762		

Performance Overview - Quarterly Update	Actions to sustain or improve performance
<p>The number of Twitter followers has increased to 12,471. The number of Facebook followers has increased to 39,291. This quarter has seen engagement around changes to bank holiday bin collections, summer activities and signposting people to pay their respects following the death of Queen Elizabeth II.</p> <p>Quarter two also saw 74 queries sent to the corporate account on Facebook and 21 on Twitter. Replying to these involved signposting to Customer Services or to relevant agencies.</p>	<p>Continue to plan and schedule engaging content. Planned content includes; Black History Month, Remembrance Sunday, Christmas events and Inter-Faith Week.</p>



Priority: Our People

P3.4 Investing in our workforce

Measure and Reference	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.	
What Good Looks Like	<p>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.</p> <p>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.</p>				
History of this Indicator	New indicator – No recent history available				
2019/20 Baseline Data	New Indicator - first survey to take place in 2020				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	No target for year 1	Reported annually in Q4	Reported annually in Q4	Survey postponed until 21-22	Survey postponed 22-23
2021/22	Annual Increase in the % of Staff completing the survey	Survey postponed 22-23	Survey postponed 22-23	254 staff attended staff briefing sessions in September 2021	Target not achieved
2022/23		Corporate methodology for pulse surveys approved and submitted	246 staff attended staff briefing sessions on Flexible Working Policy in July 2022		
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
Sessions were held to provide an overview of the Flexible Working Policy implemented in July 2022 and associated work streams such as IT, accommodation and Health and Safety. They gave employees the opportunity to provide feedback and comments on the implementation plans and areas for development.			Options presented to Leadership Team on proposed employee survey. Further staff engagement sessions proposed for autumn/winter 2022/23		

Priority: Our People

P3.4 Investing in our workforce

Measure and Reference	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 can 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 purpose 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).				
History of this Indicator	In the last financial year (April 2019 to March 2020), we spent approximately 34% of our levy funds (total input into the levy was £27,479, spend was £9,263.11).				
2019/20 Baseline Data	1.2% (4 apprentices)				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	>2.3% of head count	4 (1.2% of head count)	4 (1.2% of head count)	5 (1.5% of head count)	5 (1.5% of head count)
2021/22	>2.3%	3 (0.9% of head count)	6 (1.84% of head count)	6 (1.84% of head count)	6 (1.84% of head count)
2022/23	>2.3% of head count	6 (1.84% of head count)	6 (1.82% of head count)		
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
<p>Currently, we have six active apprenticeships. Also, in process to have someone join ICT on an Industry Placement. Applications have been shortlisted to two candidates.</p> <p>Total spend in financial year 2022- 2023: £9,517.31</p> <ul style="list-style-type: none"> • Quarter two spend: £5,369.77 <p>Total expired levy funds in financial year 2022-2023: £6,009.17</p> <ul style="list-style-type: none"> • Quarter two expired: £2,384.12 <p>Projected levy available April 2022 to April 2023: £36,973</p> <p>(N.B. this is an estimate and could fluctuate as levy input is dependent on PAYE data). Our total fund available including the carried over fund from last year is £72,083.</p>			<p>PDRs being used to identify apprenticeship opportunities for existing colleagues.</p> <p>Continuance of bi-monthly reminders as to how to use apprenticeships in the Learning and Development Newsletter.</p> <p>Three new apprenticeships posts have been established within Customer Services following the approval of a new structure for the service. One new HGV apprenticeship post will commence employment within Operational Services.</p> <p>Internal options to use the apprenticeship levy will be discussed when vocational/academic qualifications are to be progressed.</p>		

Priority: Our People

P3.4 Investing in our workforce

Measure and Reference	P3.4C Average number of staff days lost due to 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 reduce the impact on service delivery, resulting in savings arising from the payment of Occupational and Statutory Sick Pay and any secondary 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 of this Indicator	This indicator has formed part of the corporate performance indicator set for a number of years. (2018/19 -11.38, 2017/18 -11.63)				
2019/20 Baseline Data	2018/19 - 11.38 days 2019/20 10.65 days				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Downward trend	3.68	8.01	11.6	12.93
2021/22	Downward trend	2.11	4.79	7.55	10.28
2022/23	Downward trend	2.47	TBA		
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
<p>The second quarter outturn figure is lower than the previous quarter (2.02 for quarter 2 and 2.47 at quarter 1). Using a straight-line projection the end of year outturn figure is 14% lower than the previous year.</p> <p>The number of employees on long term sick has been fairly static during the quarter with action taken to resolve some cases and news ones being added. Two employees on long term sickness have returned to work and one is due to retire. All cases are being managed with advice provide by Occupational Health and Human Resources to identify actions that can be completed to enable the employee to return to work as soon as possible.</p> <p>This quarter, the number of long-term absences has exceeded the number of days lost to short term absence.</p> <p>All cases, both long term and short term are being managed in line with the Attendance Management Procedure and each case has a dedicated HR Officer supporting the Manager. Monthly reports on levels of absences, reasons and trends are completed and provided to Leadership Team.</p>			<p>Monthly reports are provided to Leadership Team and then with Heads of Service. Each service area is responsible for managing cases of absence from work due to ill health with support and advice provided by Human Resources. This includes progressing cases through the Attendance Management Procedure that includes consideration of actions to return employees to work, with support in place if required.</p> <p>Training is provided in attendance management, stress awareness and mental health along with a range of supporting materials made available for managers and employees. Training is also provided in managing absences from work for managers and supervisors.</p> <p>Health and wellbeing interventions will also continue to be made available to staff. This will include the continued promotion of support for mental health conditions through training, videos and materials; raising awareness of the importance of physical health and reminding all employees to seek support should they need it. Additional Occupational Health clinics and</p>		

	<p>referrals have been made available to provide professional, independent medical advice on any cases before decisions are taken on the employees continued employment.</p> <p>Work has continued on progressing new ways of flexible working that will enable services to be delivered remotely where possible subject to meeting the needs of customers. The impact on levels of employee attendance is showing a positive trend from 1 July 2022 and this will be kept under review.</p>
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Priority: Our People

P3.4 Investing in our workforce

Measure and Reference	P3.4D % of employees that consider that 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 of this Indicator	New indicator – No previous history available				
2019/20 Baseline Data	New Indicator - No baseline data				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Upward trend	Reported annually in Q4	Reported annually in Q4	Reported annually in Q4	Postponed until early 22/23
2021/22	Upward trend	Postponed until early 22/23	Postponed until early 22/23	Postponed until early 22-23	Postponed until early 22-23
2022/23	Proxy - establish baseline	27 employees trained	N/A		
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
Support is continuing to be provided in relation to the Council's response to COVID and the implementation of a new flexible working policy. During quarter 2, this has included an update of the corporate respiratory illness risk assessment; support for the installation and use of CO2 monitors in the Civic Offices and completion of DSE and related risk assessments for employees.			The employee survey has been postponed later in the year		
Provided health and safety advice and support for the new Tourist Information Centre and fire risk assessments on Council properties, completed incident investigation in front line			The Health and Safety Action Plan for 2022/23 has been presented to the Health and Safety Committee at its meeting held on 13 April 2022 and is then reviewed quarterly by the Health and Safety Committee. Additional support is to be provided through workplace inspections and audits to higher risk services areas.		
			Monthly mandatory training will continue to be provided with further sessions planned for front line workers in manual handling, reversing and		

service area; reviewing and updating health and safety policies

Training has continued to be provided for staff. Monthly mandatory health and safety awareness for employees; manual handling, dynamic risk assessment and reversing assistant for front line workers; working at heights and fire safety awareness for Careline; Risk assessment, manual handling and health and safety awareness for Rosliston staff (two sessions); Health and Safety training for Elected Members; trained new Fire Wardens and First Aiders and reviewed the evacuation procedure

risk assessment.

Training is also being planned for the management of contract and contractors; behavioural safety training and inspection regimes.