Corporate Plan 2020-2024

Performance Measure Report Index

Finance and Management Committee

Team: Organisational Development and Performance

Date: March 2021

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South Derbyshire District Council

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 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) 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 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

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Finance and Management Committee (F&M) are responsible for the following 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 of 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	Update due in Q3	55%	

Performance Overview – quarterly update	Actions to sustain or improve performance
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. Q2 – Survey work was underway in September and will continue into October. Following analysis of the date the final report will then be produced. Q3 – Study completed. Satisfaction with the town centre has increased by 6% since it was last undertaken in May 2019. The National Small Towns Average remains at 72% in 2020/21.	One of the key issues raised from the survey was in relation to the physical appearance of the town centre which will be looked into further.

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.	**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.
	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. A comprehensive Planned Maintenance Programme to be in place for the entire portfolio by December 2023.	**Mitigating actions**	A Building Services Manager and Building Surveyor have been appointed to undertake the condition surveys and draft the planned maintenance programme.

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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.	Carry out surveys on five largest buildings and populate maintenance schedule.	Carry out surveys on a further 12 Public Buildings.	

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

Performance Overview – quarterly update	Actions to sustain or improve performance
Q3 – The South Derbyshire Partnership project is underway though is proving to be challenging to deliver with social distancing requirements. Other actions have been delayed due to the pandemic, therefore it is unlikely the Social Mobility Action Plan will be completed by end of quarter four. The Social Mobility rankings are produced periodically by the Social Mobility Commission and the new survey is not imminent. Q2 – The South Derbyshire Partnership has awarded a grant to South Derbyshire CVS to fund officer time during 2020/21 which will help in completing the Action Plan and implementing actions. 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.	

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) (Dec 2020)	5.3% (SD)	7.2% (Eng)
	Percentage of the working age population qualified to Level 4 and above (2019)	38.4%	40.0% (Eng)

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, however, has been adopting improved forms and new forms to boost digital interactions until a new CRM is in place.	**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	**Total:** 4,474	**Total (3 months):** 5,700 **Total cumulative:** 10,174	**Total (3 months):** 5,929 **Total cumulative:** 16,103	

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

Performance Overview – Q2 20-21
During Q2 there were 5,700 digital interactions - 116 Covid-19 business grant forms, 812 council tax & benefits forms and 3,772 online web form submissions.

Performance Overview Q3 – 2021
During Q3 there were 5,929 digital interactions – 1,752 business grant, test and trace, revenues and benefits forms, and 4,177 online web form submissions.

Increase number of customers who interact with the Council digitally as a first choice

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Cumulative
2020-21	4,474	5,700	5929		16,103
2019-20					15131

Legend: ■2019-20 ■2020-21 ■Upward Trend

Actions to sustain or improve performance

Introduce a new CRM, review all key customer journeys on the web, and encourage more online take-up through a communications plan and staff encouraging online channels through emails, calls and other customer interactions.

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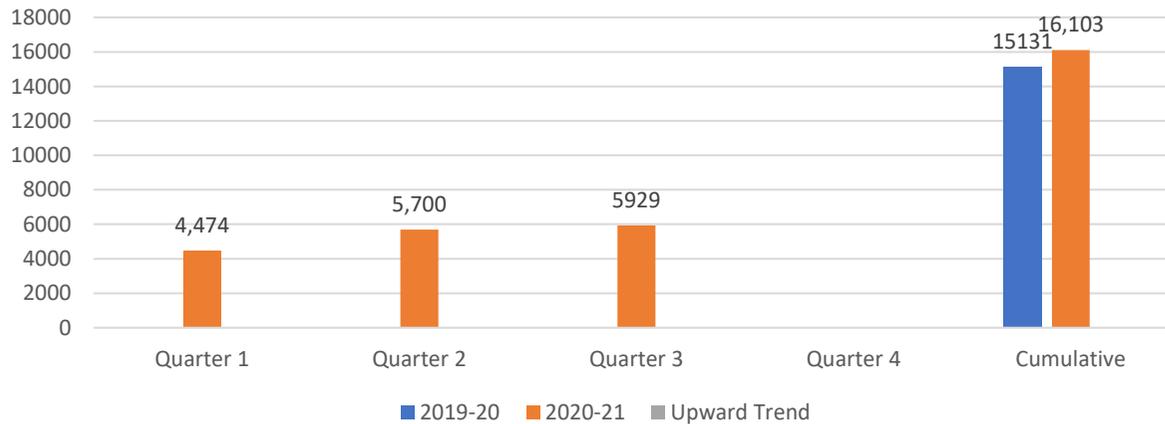
PRIORITY: OUR PEOPLE

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	0	0	

Performance Overview	Actions to sustain or improve performance
No visitors to office due to COVID 19.	

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 (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21	Downward Trend	Total: 22,387	Cumulative total: 46,017	Cumulative total: 69,812	

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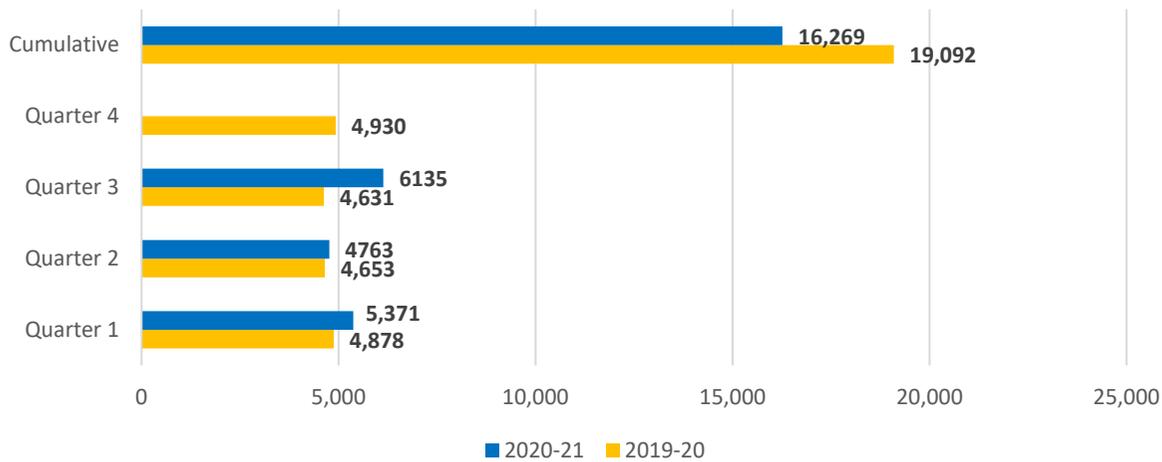
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| | | (22,387 including: 17,016 handled & 5,371 automated payment calls) | (23,630 including: 18,867 handled and 4,763 automated payments calls) | (23,795 including: 17,660 calls handled and 6,135 automated calls) | |

Performance Overview – quarterly update

QUARTER 3 UPDATE

Total Calls: 69,812

During this quarter, the team have handled 23,795 calls from customers, and 6,135 have been served via the council's automated payment line. Housing repair calls transferred to the customer services team during December 2020, and it is not clear whether these call statistics are included in the overall customer services call volumes – this will be addressed before the next quarter is published, following a technical network assessment.

Whilst there is an ambition to see a downward trend in calls to customer services over time, due to the level of business grant queries and queries in relation to test and trace, it is accepted that in the short-term call volumes are unlikely to drop in favour of online channels. This will be reassessed when the various COVID schemes are ended.

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

Automated payment calls have seen a significant increase. This is probably due to the fact that customers who would ordinarily have come into the council building to pay, have had to find alternative payment methods since the office closure.

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.

Number of customer telephone calls (handled) answered by Customer Services

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Cumulative
2019-20	18,949	19,328	17,177	21,350	76,804
2020-21	17,016	18,867	17,660		53,543
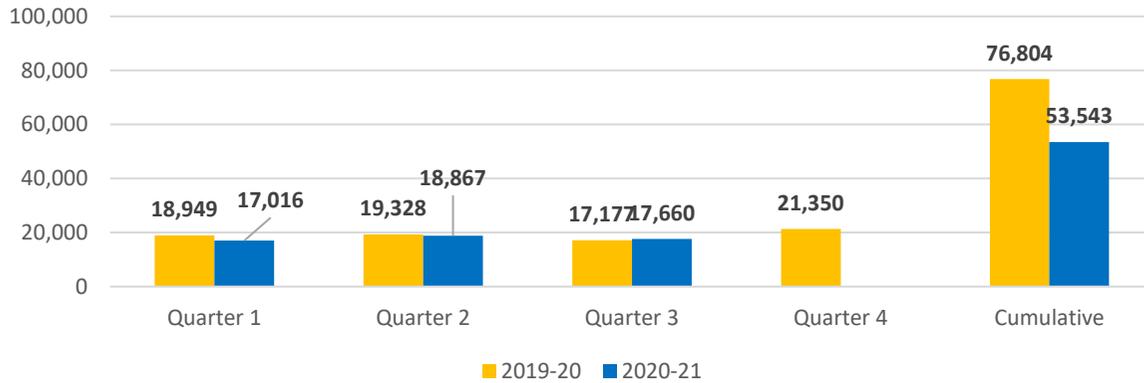
Number of automated payments

	2019-20	2020-21
Quarter 1	4,878	5,371
Quarter 2	4,653	4763
Quarter 3	4,631	6135
Quarter 4	4,930	
Cumulative	19,092	16,269

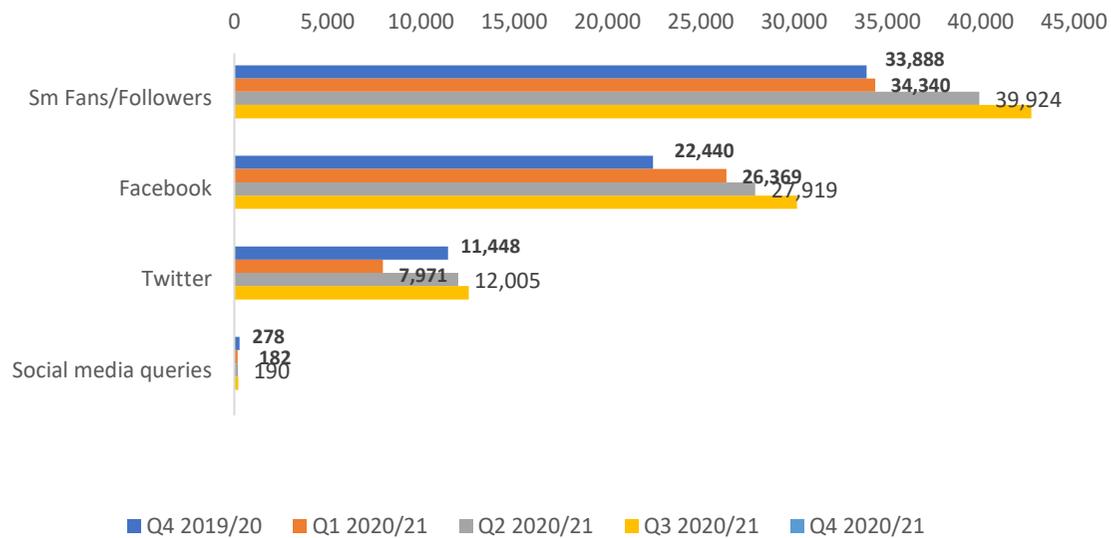| PRIORITY: OUR PEOPLE				
OUTCOME: P3.3 - Ensuring technology enables us to effectively connect with our communities.				

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	39,924	42,723	

Performance Overview	Actions to sustain or improve performance
Q3 2020-21 During Q3 the number of social media (Sm) fans/followers (this is the combined figure for both Twitter and Facebook followers) increased by 2,799. The total number of Facebook followers across all accounts is 30,157 and increase of 2,238 on the previous quarter. Twitter followers now total 12,566, an increase of 561 on the previous quarter. There were 207 enquiries received by social media – this is an increase of 17 on the previous quarter. **Context behind the figures:** - Council Tax scams	- 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. - Monthly (and annual) reporting to allow us to spot and adapt to digital trends. - To provide support and guidance to social media page managers proactively and reactively.

- Benefits applications/payments
- Missed bin collections
- Housing repairs
- Council Tax queries
- Environmental concerns (fly-tipping, dog-fouling, litter, trees blocking roads from storms)
- Coronavirus (COVID-19) service updates
- Business grants
- Planning applications

Increase digital engagement

	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
Sm Fans/Followers	33,888	34,340	39,924		
Facebook	22,440	26,369	27,919		
Twitter	11,448	7,971	12,005		
Social media queries	278	182	190		

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**
Q3 Update The employee survey has been postponed until 2021/22. The scoping of the themes/questions and testing the potential software options to create and distribute the survey as well as the analytics can take place during Q1/Q2 of 2021/22.	
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

In the last financial year (April 2019 to March 2020), we spent approximately 34% of our levy funds (total input into the levy was £27479, spend was £9263.11). | | |

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)	1.2% (4)	1.5% (5)	

Performance Overview – quarterly update	Actions to sustain or improve performance
We are hopeful of two new apprenticeships becoming available within the Council over the next quarter – potentially one in Operational Services (Horticulture L2) and a replacement hire for our IT apprenticeship in Business Change. OD&P have successfully hired a new HR Business Administration L3 apprentice in January 2021 to support the service.	Continue using the PDR process to identify apprenticeship upskilling opportunities as reviews take place from January 2021 onwards.

In conversations with other service areas, Covid-19 is still proving a barrier to hiring new starters due to the restrictions of homeworking and keeping staff safe. Reminders are going out in the bi-monthly L&D newsletter about using the levy to upskill current staff, as well as reminding colleagues that apprentices do not necessarily have to be school leavers and thus, we could facilitate more experienced members of staff starting an apprenticeship away from the offices. From April 2020 to January 2021, we have used approximately 19% of our levy funds (£24605 paid into the levy funds, £4681.63 spent). A total of £16339.80 has expired from our levy funds since April 2020. Conversations were had with three Heads of Service and relevant managers following the PDR process to discuss using the levy to upskill existing members of staff – at this stage, no opportunities have been taken up. Factors impacting this largely revolve around the time commitment needed, as 20% of learning has to be off-the-job.	Consistency of messages in the L&D newsletter about providing apprenticeships.

PRIORITY: OUR PEOPLE				
OUTCOME: P3.4 - Investing in our workforce.				

Measure and Ref	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 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; 	Year	Outturn days per employee
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2018/19	11.38
2017/18	11.63
2016/17	9.91
2015/16	7.95
2014/15	9.99
2013/14	12.28		Mitigating actions	A joint working group of employer and employee representatives had 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 2021	

2019/20 baseline data	10.65 days			

	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Jun - Sept)	Q3 Outturn (Oct - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21	Downward trend	3.68	4.34	3.14	

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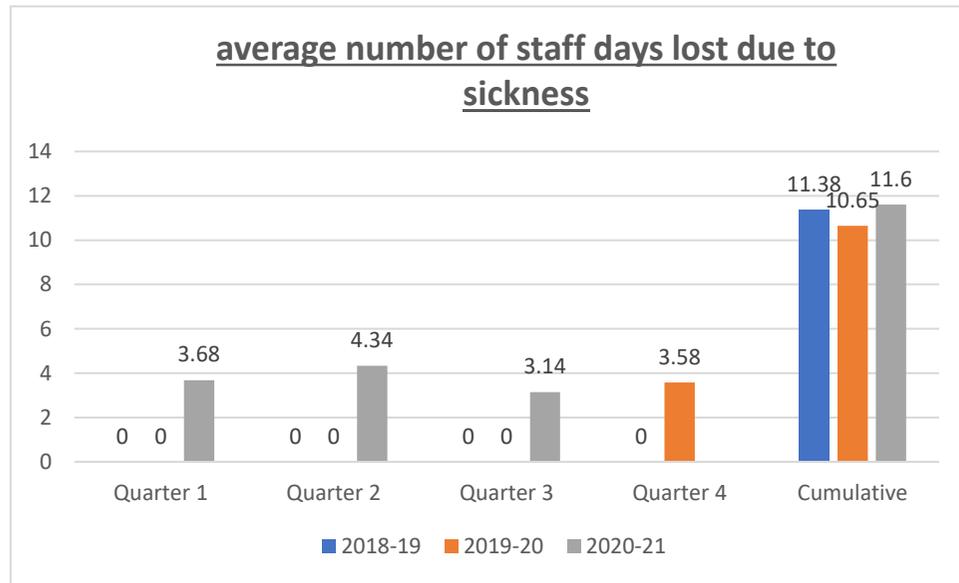| Performance Overview – quarterly update	Actions to sustain or improve performance
The outturn figure is lower than the previous month. There have been a decrease in the number of employees that have been on extended periods of absence due to a range of serious and long-term health conditions. These are all being managed in line with the AMP and each case has a dedicated HR Officer supporting the manager. Long term absences currently account for approximately 65% of all absences and have a significant impact on our levels of performance. The impact of the COVID pandemic on attendance figures is kept under review. There have been a growing number of absences directly linked to coronavirus but this does not have a material impact on the overall figure. 	With the support provided by HR, the number of employees on long term absence has been reduced to 8 from 13. The remaining cases of long-term absences will have a clear timeframe set to resolve the matter where possible with. Leadership Team have been presented with a range of options that could be taken to address the high levels of employee absence. These are under consideration and actions will be commenced during quarter 4. This will include formal consultation with the Trades Unions. A review of short-term absences cases over the past two years has also been completed and actions will continue to be progressed in line with the Attendance Management Procedure (AMP). Training is provided in 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 with a new course on Building your resilience to provide further support for managers. 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 on-site Occupational Health clinics or referrals will also be made to provide professional, independent medical advice on any cases before decisions are taken on the employees continued employment.
Benchmarking	Arrangements are being progressed to benchmark with comparable organisations within the region via East Midlands Councils

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)

Performance Overview – quarterly 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.

The employee survey has been postponed until early 2021/22.

Actions to sustain or improve performance

The scoping of the themes/questions and testing the potential software options to create and distribute the survey as well as the analytics can take place during Q1/Q2 of 2021/22.

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

Performance Overview – quarterly update	Actions to sustain or improve performance
Q1 - The current Economic Development Strategy is due to come to an end in 2020. The development of the new Strategy has been significantly impacted upon due to Covid-19. The team has been focused 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.	**Suggested District Council measures to sustain or improve performance** 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

Q2 – Following the conclusion of the Covid grant schemes in September, development of the new Economic Development Strategy got underway. Unemployment stabilised at 2,650 (3.9%) in Dec 2020. This compares with 6.3% nationally. Further rises will have been delayed by a rise in seasonal employment in the run-up to Christmas and the extension of the furlough scheme. Q3 – Consultation with businesses and stakeholders for the new Economic Development Strategy was undertaken during the Quarter. However, following the reintroduction of Covid business support grants, further work is now on hold, with the team focusing on the distribution of the financial assistance.	- 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 (2008-2020), the actual annual net rate of growth has been 6,258 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		2,885 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				

Performance Overview – quarterly update	Actions to sustain or improve performance
This is an annual performance indicator and data will be collated and presented in Q4.	

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)**

	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	£67,316,577	£67,379,221	

Performance Overview – quarterly update

Q3 – Outrun £67,379,221

Total Rateable Value increased from last quarter which in the main was as a result of a few large assessments being brought into the list namely a £71k RV at Cauldwell and a number of different £25k RV for warehouses and show homes, which helped to compensate for some larger RV

Actions to sustain or improve performance

The inclusion (or not) in the Ratings List of cashpoints, along with the review of the listing of surgeries, are changes to national regulations and not

reductions we also received. However, it remains below levels prior to the change in national regulations relating to cashpoints and surgeries. It should be noted that the planned activities of some services have been substantially changed for short- or long-term periods during the year, with their work redirected to the Covid-19 response. This has included Customer Services, Economic Development and Growth Service and Finance Service teams which have spent much of the year delivering a series of Covid-19 grant programmes. This has had a consequent impact on progress with elements of their anticipated work programmes	something that the Council can influence or react to locally.

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			• All (20) projects green status • 1 project placed on hold • 1 project internally delivered rather than procured • 1 project completed ahead of schedule	

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| | | | • 15 of the 16 annual projects on track to complete 31st March 21 | |

Project Overview: Quarterly update

- Work continues on the 20 transformation projects identified in the Annual Plan
- A report is scheduled for Finance and Management Committee to approve the approach and funding of several major projects, including route optimisation and Customer Relationship Management system including new webforms and workflow.
- The testing process will begin shortly for the new Finance system, an upgraded, cloud hosted version of Agresso.
- Procurement of a new e-Learning system is all but complete, the new solution should be in place early 2021
- Procurement of a new Disabled Facilities Gants system has been completed and a new solution will be in place early 2021
- The new Destination South Derbyshire website is in the final stages of development and will be ready to release early 2021
- The Corporate Bookings solution has been developed by the first three areas ready for release. The next steps include payment integration for bookings and virtual appointment bookings via Microsoft Teams

Actions to sustain or improve performance

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.

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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.
Restructure of Operational Services being implemented to improve capacity to deliver commercialisation. Working group including Operational Services, Business Transformation and Finance established. Work is in progress on collating all income based activity across the Council, interviews being held with each Head of Service to identify a baseline of current activities and approaches.	