

Date: 2 June 2021

Dear Councillor,

**Finance and Management Committee**

A Meeting of the **Finance and Management Committee** will be held at **Grove Hall**, Greenbank Leisure Centre, Civic Way, Swadlincote, DE11 0AD on **Thursday, 10 June 2021** at **18:00**. You are requested to attend.

Yours faithfully,



Chief Executive

To:- **Labour Group**

Councillor Pearson (Chair), Councillor Tilley (Vice-Chair) and  
Councillors Rhind, Richards, Singh, Southerd and Taylor.

**Conservative Group**

Councillors Ackroyd, Bridgen, Lemmon, Redfern and Watson.

**Independent Group**

Councillor Fitzpatrick.

## **AGENDA**

### **Open to Public and Press**

- |           |   |                  |
|-----------|---|------------------|
| <b>1</b>  | Apologies and to note any Substitutes appointed for the Meeting.                              |                  |
| <b>2</b>  | To note any declarations of interest arising from any items on the Agenda                     |                  |
| <b>3</b>  | To receive any questions by members of the public pursuant to Council Procedure Rule No.10.   |                  |
| <b>4</b>  | To receive any questions by Members of the Council pursuant to Council procedure Rule No. 11. |                  |
| <b>5</b>  | Reports of Overview and Scrutiny Committee  |                  |
| <b>6</b>  | CORPORATE PLAN 2020-24 PERFORMANCE REPORT   | <b>4 - 65</b>    |
| <b>7</b>  | SERVICE PLANS 2021-22   | <b>66 - 119</b>  |
| <b>8</b>  | CLIMATE EMERGENCY ACTION PLANNING   | <b>120 - 167</b> |
| <b>9</b>  | COMMENTS, COMPLIMENTS, COMPLAINTS & FREEDOM OF INFORMATION REQUESTS                           | <b>168 - 174</b> |
| <b>10</b> | COMPLAINTS POLICY AND PROCEDURE   | <b>175 - 184</b> |
| <b>11</b> | COMMITTEE WORK PROGRAMME  | <b>185 - 190</b> |

### **Exclusion of the Public and Press:**

- 12** 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.

- 13** To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 14** SERVICES AND SUPPORT FOR HOMELESS PEOPLE – EXTENSION OF CONTRACT
- 15** PAYROLL SERVICE
- 16** REVIEW OF CULTURAL AND COMMUNITY SERVICES

<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 6</b>
<b>DATE OF MEETING:</b>	<b>10<sup>th</sup> JUNE 2021</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>LEADERSHIP TEAM</b>	<b>OPEN DOC:</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>FRANK MCARDLE (EXT. 5700) FIONA PITTAM (EXT. 5735)</b>	
<b>SUBJECT:</b>	<b>CORPORATE PLAN 2020-24: PERFORMANCE REPORT (2020-2021 QUARTER 4– JANUARY TO 31 MARCH)</b>	
<b>WARD (S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: G</b>

## **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*
- *Deliver excellent services*



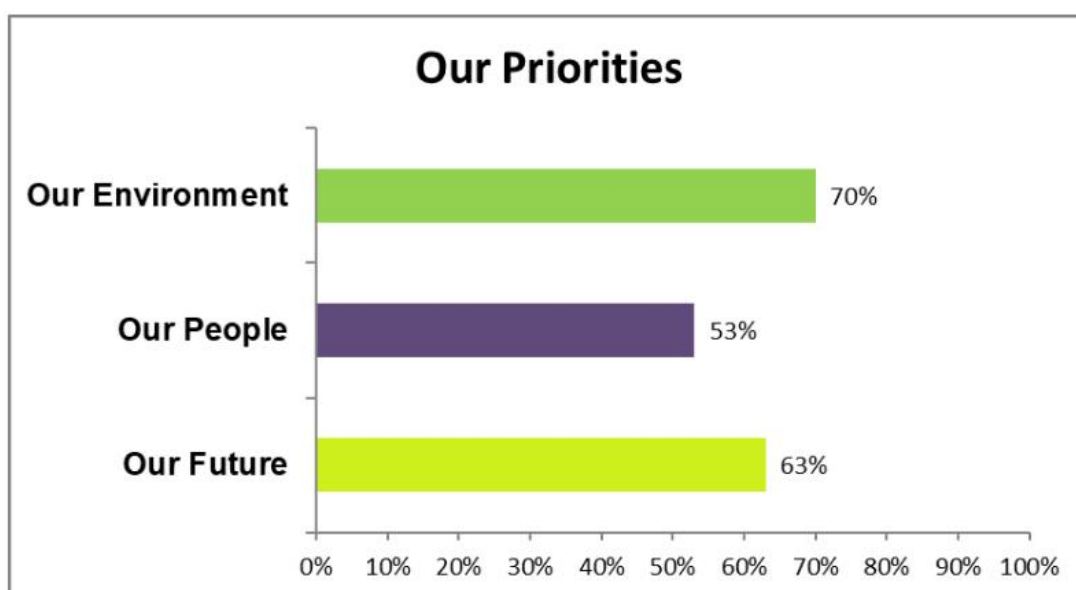
## Our Future

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

### 4.0 Detail

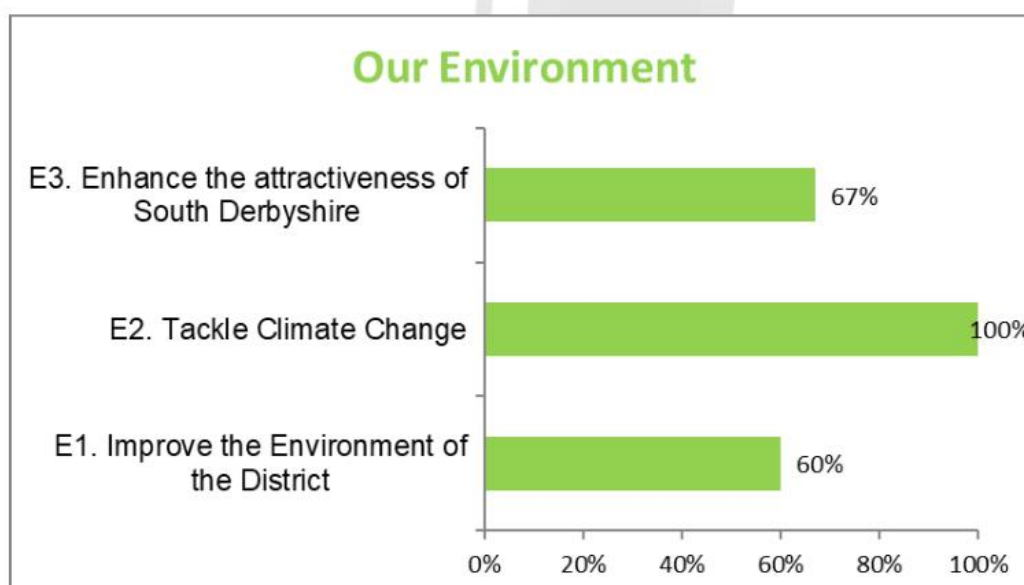
#### 4.1 Overall Council performance against the priorities– Quarter 4 2020-2021.

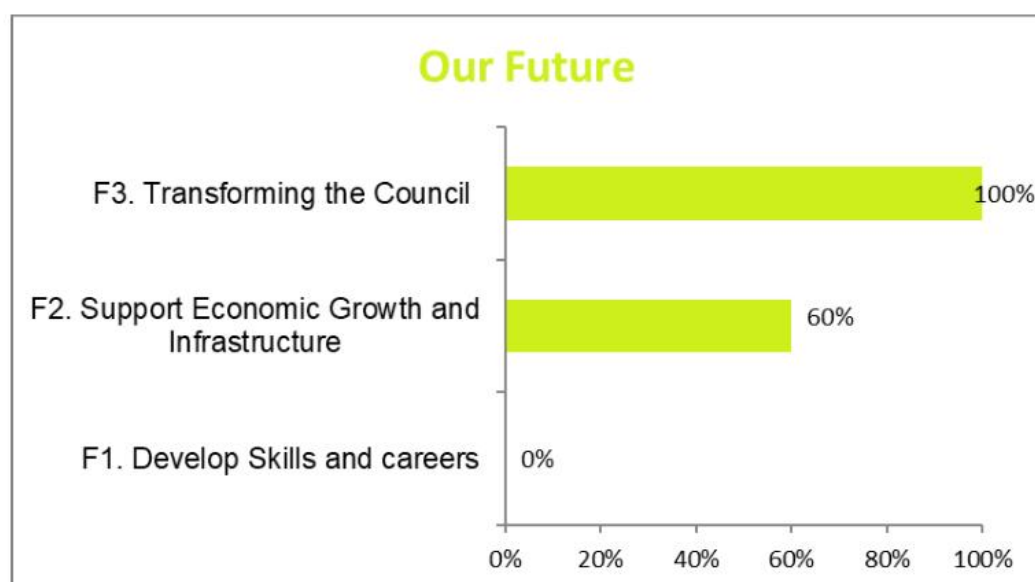
The below chart provides an overview for the percentage of measures that are on track to achieve the annual target.



#### 4.2 Overall Council performance against key aims – Quarter 4 2020-2021.

The below charts provide an overview for the percentage 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, 17 are green, one is amber, 14 are red and three are grey.

Overall, 60% of the key aims within the Corporate Plan are on track. 70% are on track for Our Environment, 53% are on track for Our People and 63% are on track for Our Future.

- 4.4 This Committee is responsible for overseeing the delivery of 16 Corporate measures.

Below outlines the seven measures for this Committee that are on track (green) for the quarter:

- Increase Swadlincote Town Centre visitor satisfaction.
- 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.
- Increase digital engagement (Twitter, Instagram, Facebook).
- 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 eight measures that are not on track (red) for the quarter:

- Number of apprenticeships.
- Average number of staff days lost due sickness.
- Total Rateable Value of businesses in the District.
- Number of customer telephone calls answered by Customer Services.
- Annual net growth in commercial floorspace (sqm)
- Total rateable value of businesses in the district
- Increase the level of staff engagement
- % of employees that consider the Council has a positive health and safety culture

The Covid-19 pandemic during 20-21 has had an impact on the annual overall Council performance. However, this should not detract from the positive work that continues to be undertaken.

There have been a lot of successes over the past year, and these should be recognised.

- **P3.4C – Average number of staff days lost due to sickness.**
  - ✓ Quarter 4 absence figures are down. The final quarter out turn (Jan – Mar 21) is 1.78 working days per person compared to 4.34 days in quarter two (Jul – Sept). In addition the number of employees on long term sick has reduced. The range of interventions being provided by Organisational Development & Performance is having a positive impact in reducing absence.
- **P3.4D - % of employees that consider the Council has a positive health and safety culture.**
  - ✓ COVID risk assessments and action plans are in place to support employees, Elected Members and members of the public to work and be safe. This includes supporting external partners to roll out community testing and vaccination hubs.
  - ✓ There are dedicated COVID-19 webpages to keep employees, Elected Members, residents, businesses and customers informed of the changes to services as well as support available within the District and nationally.
  - ✓ Organisational Development and Performance have delivered a range of health and well-being initiatives to support employees working remotely and to raise awareness of mental health conditions in themselves and others.





- **F3.1A- Deliver against the Transformation Action Plan.**

(Business Change and ICT)

- ✓ At the start of the Covid-19 Pandemic the organisation needed to ensure as many employees could work from home as was practical for their role. Approx. 93% of roles identified as office based were able to work from home immediately and with no interruption to service delivery. The other 7% were dependant on supplier upgrades which have since taken place.
- ✓ The team have supported users from home and provided training on unfamiliar software. When the decision was made to run democratic meetings digitally the team also upgraded the Councillors equipment and provided a platform to operate as soon as possible.
- ✓ The Business Change and Transformation Plan 2020-2024 was delayed in its sign off due to the COVID-19 response, so didn't come into effect until late July 2020 instead of April 2020. Even with a shorted working year the projects involved have marched forward and delivered impressive results, a few are listed below.
  - A newly developed brand and digital marketing website for "Destination South Derbyshire" has been implemented. The website was launched to coincide with the roadmap out of lockdown.
  - A business case to upgrade the Finance system was approved in September with the product being fully installed and used 6 months later to accord with the new financial year. The delivery of such a complex and risk ladened project was a tremendous achievement by the Finance and Transformation teams and testament of new ways of working to all involved.
  - Route optimisation business case was built and approved to procure a solution to reduce fuel and time in household waste collection by approximately 12%.
  - An online booking solution has been procured and developed and provides the district with a modern route for customers and residents to interact with the Council by booking a variety of assets, from school holiday activities and leisure bookings such as log cabins at Rosliston, to virtual business advice meetings to aid the local economy in its recovery.
- ✓ Committee and Council meetings (Democratic Services.) Following approval of the Coronavirus Act 2020 and subsequent Regulations, the Council adapted to the administration of Committee and Council meetings online, via Microsoft Teams. All Members engaged well in this process, and the delivery of Council and Committee remotely was vital in making business decisions throughout the lockdown period.

- **P3 Deliver Excellent Services**

- ✓ Following postponement of elections in May 2020, Central Government made the decision to proceed with polls in May 2021. The Council ensured the safe delivery of all Elections (Police and Crime Commissioner, County Council and four District by-elections).
- ✓ Licensing – the Council's Licensing Enforcement Officers have been undertaking additional active enforcement since the commencement of lockdown. This included extra measures on premises licences, which were put in place due to Coronavirus Regulations and Government guidelines, relating to the operation of such businesses.





- ✓ Changes to working practices to enable suppliers to be paid timely without a failure in financial controls.
- ✓ Statement of Accounts for 2019/20 were officially signed off by Audit and Finance & Management in January with an unqualified report.
- **P3.1A - Increased number of customers who interact with the Council digitally as a first choice.**
  - ✓ Customer Services have upgraded the main revenues and benefits system and moved to the Cloud. The team have also moved the cashiering and payment system onto the Cloud.
  - ✓ A new 'safe space' was created to carry out face-to-face interviews called the 'kiosk room' which is located in the Customer Services area and accessible to the public via the side entrance to the building. The kiosk is bookable via the Council's new booking system that was launched in partnership with Business Change.
- **P3.2A - Reduce face-to-face contact to allow more time to support those customers who need additional support.**
  - ✓ Customer Services have distributed over £100,000 to over 200 residents on a low income who have been required to self-isolate by Test and Trace.
  - ✓ Over £500,000 has been distributed to reduce the council tax bills of people on a low income by up to £300 via a Council Tax Hardship Fund.
  - ✓ Customer Services, Finance and Economic Development have distributed over £24 million pounds to businesses since March 2020 through a range of grant schemes to help them through the Covid-19 pandemic, particularly benefiting smaller businesses and those most affected by social distancing and operating restrictions, such as those in tourism, leisure and hospitality
  - ✓ Discretionary and rescue business grants were fraud checked and then paid by the Finance team – this work coincided with Economic Development and Customer Services and was completed in addition to the normal workload.
  - ✓ The Council reduced the business rates bills of thousands of businesses across the district.
  - ✓ Customer Services have been working with the CVS to provide a 'mini foodbank' and have given out over 250 food parcels over the last year to vulnerable residents.
- **P3.3A - Number of customer telephone calls answered by Customer Services.**
  - ✓ Customer Services have delivered an admin and support function to teams across the Council to enable a smooth transition to home working, which has resulted in the team handling upwards of 5,000 tasks every month – from scanning and indexing to handling outgoing post and mail.
  - ✓ Customer Services are now handling housing repair calls on behalf of Housing Services from Tuesday to Thursday and also licensing calls full time to relieve pressure on the back office and improve the customer service the Council provides.



- **P2.3B - Develop and deliver the Public Buildings programme over four years**
- ✓ Over 25% of the Council's public buildings have now been surveyed, and these include all our key buildings such as the Civic Offices, Greenbank Leisure Centre, Depot, Old Town Hall and Melbourne Assembly Rooms.
- ✓ Whilst surveys continue for the remaining assets, an initial planned maintenance schedule has been prepared for these main buildings. Priority repairs identified from this schedule are now being procured, together with servicing contracts for mechanical and electrical equipment as part of a planned preventative maintenance programme.

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** Chief Executive Risk Register, **Appendix D** Corporate Resources Risk Register and **Appendix E** Strategic Risk Register. 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**

None directly.

## **6.0 Corporate Implications**

### **6.1 Employment Implications**

None directly.

### **6.2 Legal Implications**

None directly.



### 6.3 Corporate Plan Implications

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

### 6.4 Risk Impact

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 changes made to the risk registers since the last quarter:

#### Chief Executive Risk Register

- CE3 - Failure of Sharpe's Pottery Heritage & Arts Trust, update to name of risk, and mitigating actions

#### Corporate Services Risk Register

- 5 -Financial Management systems upgrade, update to current rating and position
- 6 - Financial Management System, update to current rating and position

#### Strategic Risk Register

- 14 - Recycling Contract Procurement – New risk added for Q4

Please refer to the Strategic Risk Register in **Appendix E** for further detail

### 7.0 Community Impact

#### 7.1 Consultation

None required.

#### 7.2 Equality and Diversity Impact

Not applicable in the context of the report.

#### 7.3 Social Value Impact

Not applicable in the context of the report.

#### 7.4 Environmental Sustainability

Not applicable in the context of the report.



## 8.0 **Appendices**

Appendix A – Performance Dashboard 2020-2024

Appendix B – Performance Measure Report Index

Appendix C – Chief Executive Risk Register

Appendix D – Corporate Resources Risk Register

Appendix E – Strategic Risk Register



## 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)	April 20 - September 20 (Qtr. 2)	April 20- December 20 (Qtr. 3)	April 2020 - March 2021 (Qtr. 4)	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	<a href="#">Household waste collected per head of population.</a>	Cumulative (Apr-Mar) 404 kgs Q4 (Dec-Mar) 90kgs	126 kgs	250 kgs	355 kgs	460kgs	Sustain during Yr1 (404kgs)	Adrian Lowery, Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	E&DS		
				E1.1B	<a href="#">% of collected waste recycled and composted</a>	Cumulative (Apr-Mar) 45% Q4 (Jan-Mar)39%	53%	52%	49%	47%	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	<a href="#">Number of fly tipping incidents</a>	714 (total figure for 2019/20)	Q1 - Target ≤ 179 - 260	Actual Q1-2 Target ≤ 357 - 528	Actual Q1-3 Target < 536 Actual - 732	Q1-4 Target < 714 Actual - 1003	< 714	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	E&DS		
				E1.2B	<a href="#">Improve the quality of the District through the Local Environmental Quality Survey</a>	The first survey was completed in January 2020 the result was 89.67% above grade C+.	Reported Bi-Annually in Q1 and Q3	Survey to be undertaken in Q4 20-21.	A full report will be provided in Q1 21-22.	Report survey in Q1 21/22	>95%	Adrian Lowery, Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	E&DS		
			E1.3 Enhance biodiversity across the District	E1.3A	<a href="#">% 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.</a>	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 October 2020. No qualifying decisions in Q1.	66.7%	66.7%	66.7%	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	<a href="#">Reduce South Derbyshire District Council carbon emissions</a>	No update required for Q4. First update to be provided Q1 2020-21.	The three targeted C&EAP actions for Q1 are all complete	Six targeted C&EAP actions for Q1-2. Three have been completed. Three are long term projects which are all now in progress and on-track	Nine targeted C&EAP actions for Q1-3. Four have been completed. Five are long term projects which are all now in progress and on-track	Zero further actions for Q4. All actions for the year have been completed or are long term actions which are on-track	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	<a href="#">% 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</a>	Baseline figure of 50% based on 18 qualifying decisions in Q4.	78%	89%	100%	100%	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	<a href="#">Increase Swadlincote Town Centre visitor satisfaction</a>	49% of respondents would recommend Swadlincote Town Centre - May 2019.	Update due Q3	Update due Q3	55% of respondents would recommend Swadlincote Town Centre - Sept/Oct 2020	Updated in 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	<a href="#">The number of Green Flag Awards for South Derbyshire parks</a>	2	Action planning scheduled for later in the year	Dialogue commenced about potential and preferred sites.	Swadlincote Woodlands and Newhall Park identified as most likely new sites. Management plan for Swadlincote Woodlands to be updated in Q4 to aid future submission.	Three sites have been submitted for the award, Maurice Lea and Eureka parks and Swadlincote Woodlands which is a new site.	Four Year Target - 4	Mary Bagley, Head of Cultural and Community Services	Allison Thomas, Strategic Director, Service Delivery	H&CS		
				E3.2B	<a href="#">Proportion of good quality housing development schemes</a>	92%	Reported Annually in Q4	Reported Annually in Q4	Reported Annually in Q4	Data unavailable due to post being vacant since August 2020	90.0%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS		
		Our People	unities and meeting 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	<a href="#">Number of new and existing Community Groups supported</a>	36	28	66	113	153	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	<a href="#">Number of ASB interventions by type</a>	Cumulative (Apr-Mar) 2,893 ASB reports	ASB reports in Q1: Target ≤ 849 Actual - 1776	ASB reports in Q2: Target <800 Actual - 1084. Cumulative Target <1649 Actual - 2860	ASB reports in Q3: Target <540 Actual - 960. Cumulative Target <2893 Actual - 3820	ASB reports in Q4: Target <704 Actual - 1413. Cumulative Target <2893 Actual - 5233	'Moderate' or 'High'	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	<a href="#">Number of households prevented from Homelessness</a>	103 cases	64	127	203	265	Proxy	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery	H&CS		
				P2.1B	<a href="#">Continue to undertake interventions per year to keep families out of fuel poverty</a>	Numbers of interventions in 2019/20 were not recorded	Q1 Target - 125 interventions Actual - 108	Q1&2 Target - 210 interventions Actual - 216 (Data not yet complete)	Q1-3 Target - 245 interventions Actual - 247	Q1-4 Target - 300 interventions Actual - 276	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	<a href="#">Deliver the objectives identified in the South Derbyshire Health &amp; Wellbeing Group</a>	Not applicable for Q4	Draft plan tabled at H&W Group and approved by the group	Ongoing delivery of the action plan by partners	Ongoing delivery of the action plan by partners and support across partners to support the Covid response	Ongoing delivery against the action plan across the partnership.	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	<a href="#">Deliver the Planned Maintenance Housing programme over four years</a>	£2,717,193.80	35%	88.95%	95.60%	114.10%	100% against the annual plan 2020-21	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery	H&CS		
				P2.3B	<a href="#">Develop and deliver the Public Buildings programme over four years</a>	Project Plan for 2020-21 developed	Software tested and calibrated	Condition surveys on the five largest assets have been completed	Carried out further surveys on 12 more of the Public Buildings portfolio.	Carried out further surveys on 12 more of the Public Buildings portfolio.	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	<a href="#">Average time taken to re-let Council homes</a>	Q4 157 days YTD 122 days	Q1 Target 21 days Q1 Actual 206 days	Q2 Target 21 days. Q2 Actual 209 days	Q3 Target 21 days. Q3 Actual 192 days	Q4 Target 21 days Q4 actual days 200	Median Quartile Performance (Benchmark via Housemark)	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery	H&CS		
	P2.4 Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education.			P2.4A	<a href="#">South Derbyshire's ranking in the Social Mobility Commissions Social Mobility Index increases</a>	311	Reported Annually in Q4	Reported Annually in Q4	Reported Annually in Q4	No new data available	Ranked >311 on the Social Mobility Index	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M		
P3.1 Ensuring consistency in the way the Council deal with service users	P3.1A			<a href="#">Increase the number of customers who interact digitally as a first choice</a>	1,219 Covid-19 business grants forms, 1,282 council tax & benefits forms and 12,343 online web form submissions. 14,844 in total (annual figure).	4,474	10,174	16,103	22,242	Upward Trend	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M			

Page 13 of 190



Priority	Key Aim	Outcome	PI Ref	How success will be measured	(Q4) Jan 20 - Mar 20 Outturn	April 20 - June 20 (Qtr. 1)	April 20 - September 20 (Qtr. 2)	April 20- December 20 (Qtr. 3)	April 2020 - March 2021 (Qtr. 4)	Annual Target 2020-2021	Head of Service	Strategic Lead	Committee
C	Working with commu	P3. Deliver Excellent Services	P3.2A	<a href="#">Reduce face-to-face contact to allow more time to support those customers who need additional support</a>	2,463 enquiries dealt with at Customer Services Desk. Visitors to office 4,490. Please note this was up to 20 March 2020, when offices closed due to Covid 19. <b>Quarter 4 figures.</b>	No visitors due to Covid-19	No visitors due to Covid-19	No visitors due to Covid-19	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
			P3.3A	<a href="#">Number of customer telephone calls answered by Customer Service</a>	<b>Total Calls 95,896</b> (cumulative April-March)	22,387	44,701	69,812	98,099	Downward Trend	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
			P3.3B	<a href="#">Increase digital engagement (Twitter, Instagram, Facebook)</a>	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	Total FACEBOOK fans:27,919 total TWITTER followers: 12,005, No Instagram account yet, total ALL SOCIAL MEDIA fans:39,924. Social Media queries: 190	Total FACEBOOK fans: 30,157 , total TWITTER followers: 12,566, No Instagram account yet, total ALL SOCIAL MEDIA fans:42,723. Social Media queries: 206	Total FACEBOOK fans: 31,222 total TWITTER followers: 12,628, No Instagram account yet, total ALL SOCIAL MEDIA fans:43,850. Social Media queries: 245	Upward Trend	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
			P3.4A	<a href="#">Increase the level of staff engagement</a>	No Q4 Update. First Staff survey to take place in 20/21.	Reported annually in Q4	The employee survey has been postponed until early 2021	The employee survey has been postponed until 2021/22	The employee survey has been postponed until 2021/22	No target for Yr1.Baseline Data only	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
			P3.4B	<a href="#">Number of apprenticeships</a>	4 (1.2% of head count)	4 (1.2% head count) (3 vacancies currently, one advertisement active, mitigating factors updated)	4 (1.2% head count) (actions taken towards funding new apprenticeships despite Covid hardships)	5 (1.5% head count) (New Business Admin L3 in HR, planning in place for apprentice opportunity in Operation Services)	5 (1.47% head count)(New ICT Apprentice, plans in place for others detailed in linked document)	>2.3% of head count	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
			P3.4C	<a href="#">Average number of staff days lost due to sickness</a>	10.65 (cumulative April - March)	3.68	8.01	11.6	12.93	Downward Trend	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
			P3.4D	<a href="#">% of employees that consider that the Council has a positive health and safety culture</a>	No Q4 update for 19/20. First Staff survey to take place in 20/21.	Reported annually in Q4	Reported annually in Q4	The employee survey has been postponed until 2021/22	The employee survey has been postponed until 2021/22	No target for Yr1.Baseline Data only	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
			F1.1A	F1.1 Attract and retain skilled jobs in the District	<a href="#">Increase the number of employee jobs in South Derbyshire</a>	32,000	Reported Annually in Q4	Reported Annually in Q4	32,000	More than Q4 2019/20	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
				F1.2 Support unemployed residents back into work									
O u r F u t u r e	Growing our District and our skills base	F2. Support economic growth and infrastructure	F2.1A	<a href="#">Annual net growth in new commercial floorspace (sqm)</a>	2885 sqm	Reported Annually in Q4	Reported Annually in Q4	Reported Annually in Q4	4,140 sqm	12,269.5 sqm	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
			F2.1B	<a href="#">Total Rateable Value of businesses in the District</a>	£67,486,786	£67,528,690 (NB. This is the Total Rateable Value of premises rather than the income received through the collection of Business Rates)	£67,316,577 - Total Rateable Value fallen, arising from a change in national regulations relating to cashpoints and surgeries	£67,379,221 - Q3 is an increase on Q2, but remains below levels prior to the change in national regulations	£67,341,926 - Total Rateable Value decreased from last quarter which in the main was due to a large number of appeals that have now been processed by the Valuation Office Agency	More than Q4 2019/20	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
			F2.2A	<a href="#">Speed of decision on discharging conditions on housing applications</a>	80%	100%	100%	100%	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	<a href="#">% of planning applications determined within the statutory period</a>	93%	94%	99%	98%	98%	>90%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
		F3. Transforming the Council	F2.3A	<a href="#">Secure new facilities and contributions through Section106 to mitigate impacts of development. Achieve all necessary highway, education, healthcare, and recreation contributions</a>	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	Reported Annually in Q4	Reported Annually in Q4	94%	90%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
			F3.1A	<a href="#">Deliver against the Transformation Action Plan</a>	No Q4 update for 19/20. Transformation plan to report from Q1 onwards		All projects on track and have enjoyed some focused attention and a few large projects in particular have had major milestones reached.		Committee report (F&M 29th April) outlines details of the year end position.	Deliver 100% against action plan	Anthony Baxter, Head of Business Change and ICT	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
			F3.2A	<a href="#">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</a>	Preliminary discussion between Operational Services and Finance have taken place, working group and action plan not yet established			See progress in detailed performance report.	See progress in detailed performance report.	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: June 2021**

Page 15 of 190



Our Environment | Our People | Our Future

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# 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



# 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 [s](#)
- 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%	55%
2021/22	58%				
<u>Performance Overview – quarterly update</u>				<u>Actions to sustain or improve performance</u>	
Q4 - This is an annual indicator reported once a year during Q3, the annual outturn target has been achieved and the Council has seen an upward trend in visitor satisfaction compared to 19/20.				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.	
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.					
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	<p>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.</p> <p>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.</p> <p>The portfolio contains 149 Public Building Assets. 100 % of the portfolio will be surveyed over the life of the Corporate Plan</p> <p>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.</p> <p>The scoring of the condition of the elements in each asset will feed directly into the compilation of the Reactive and Planned Maintenance programme.</p> <p>Phase One of the surveys comprising of 25% of the assets listed within the portfolio will be surveyed by the end December 2020.</p> <p>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.</p> <p>A comprehensive Planned Maintenance Programme to be in place for the entire portfolio by December 2023.</p>			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.
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.	Carry out surveys on a further 12 Public Buildings.	
<b>Project Overview/ Target: Quarterly update</b>  Q4 Target – Carry out Condition Surveys on a further 12 Public Building Assets to continue to enable a Planned and Reactive Maintenance Programme to be developed across the portfolio.  Further to his training on the Lifespan software, the Council's new Building Surveyor has completed a further 12 surveys in line with our target for this quarter.  These surveys allow us to continue creating reports using the Lifespan software which the team will be able to analyse accordingly for both reactive and planned maintenance going forward.				<b><u>Actions to sustain or improve performance</u></b>  The Action Plan for 2020/21 was developed and was monitored quarterly throughout 2020/21.	
<b>Annual action plan detail</b>  <b>Q4 (2019/2020) Develop an action plan for delivering the Public Buildings' Programme</b>					
<b>Project</b>	<b>Lead Officer</b>	<b>Quarter 1 2020/21 Task / Milestone</b>	<b>Quarter 2 2020/21 Task / Milestone</b>	<b>Quarter 3 2020/21 Task / Milestone</b>	<b>Quarter 4 2020/21 Task / Milestone</b>
Carry out condition Surveys of 100% of the 149 Public Building Assets, producing a Survey Report for each over the course of the four-year plan.	SB	Test and calibrate software	Carry out Condition Surveys on the five largest Public Building Assets	Carry out Condition Surveys on a further 12 Public Building Assets	Carry out Condition Surveys on a further 12 Public Building Assets



Compile a Planned and Reactive Maintenance Programme for each Public Building Assets derived from Condition Survey results	SB	Test and calibrate software	Populate Planned and Reactive Maintenance Programme with data from Condition Surveys for the five largest Public Building Assets	Populate Planned and Reactive Maintenance Programme with data from Condition Surveys for 12 Public Building Assets	Populate Planned and Reactive Maintenance Programme with data from Condition Surveys for 12 Public Building Assets	
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**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	
<b>Performance Overview – quarterly update</b>				<b>Actions to sustain or improve performance</b>		
Q4 – 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.  The Social Mobility Commission has not updated the Social Mobility Index during 2020/21, so it is not possible to review the ranking of South Derbyshire. The Commission did publish alternative social mobility comparative data but using a different methodology and focusing on different outcomes, which produced distinctly different results.				It will be necessary to review the implications of this and the Commission's future plans for measuring social mobility.		
Benchmarking		South Derbyshire's ranking in the Social Mobility Commission's Social Mobility Index increases				
		Baseline Data	Percentage	Q1	Q4	





Social Mobility Index	Ranked 311	311	No data
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) (Dec 20)		5.4% (SD); 7.3% (Eng) (Feb 21)
Percentage of the working age population qualified to Level 4 and above (2019)	38.4% (SD); 40.0% (Eng) (2019)		41.7% (SD); 43.1% (Eng) (2020)



**PRIORITY: OUR PEOPLE**

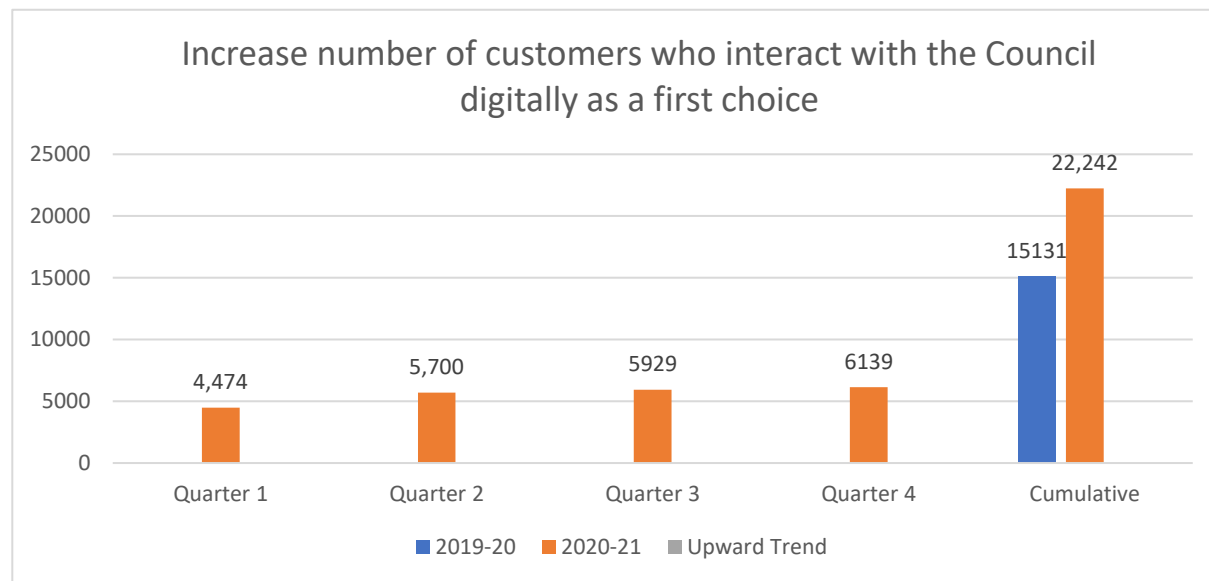
**OUTCOME: P3.1 - Ensuring consistency in the way the Council deal with service users**

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	Total (3 months): 6,139 Annual outturn: 22,242



## Performance Overview Q4 – 20-21

**During Q4 there were 6,139 digital interactions.** It is recognised that the impact of COVID and lack of face-to-face service will have had a positive impact on the number of customers who are now familiar with and confident to use the council's website and these figures may well reflect a shift in customer preference.



## 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 comms plan and staff encouraging online channels through emails, calls and other customer interactions.

## 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	0	0	0
<u>Performance Overview</u>				<u>Actions to sustain or improve performance</u>	
No visitors to office due to COVID 19.					
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		95,896 telephone calls received (2019/20). 76,804 calls handled & 19,092 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 (22,387 including: 17,016 handled & 5,371 automated payment calls)	Cumulative total: 46,017 (23,633 including: 18,870 handled and	Cumulative total: 69,812 (23,795 including: 17,660 calls handled and 6,135 automated calls)	Cumulative total: 98,099 (28,284 including: 22,684 calls handled and 5,600 automated calls)

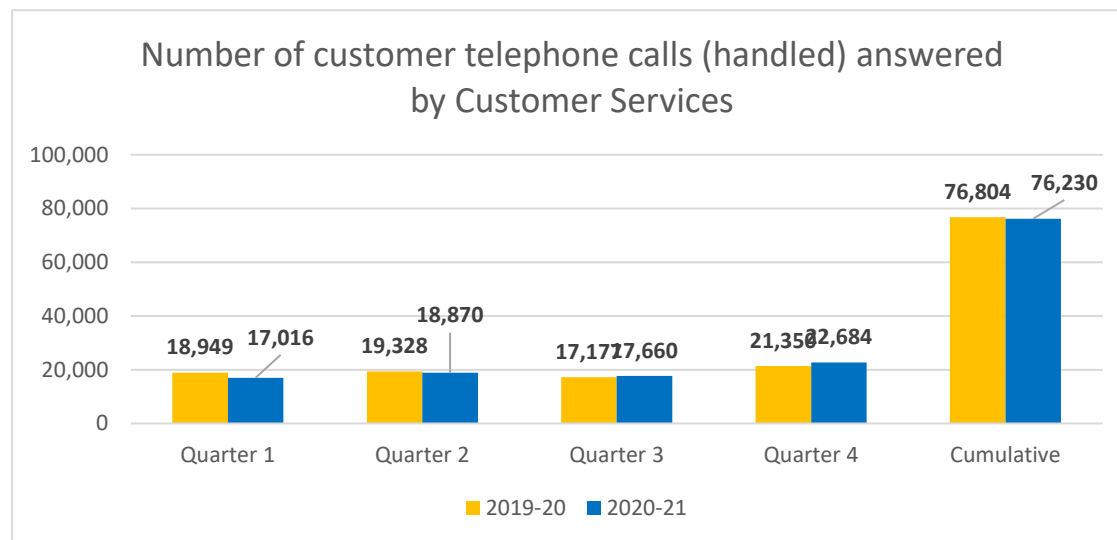


**Performance Overview – quarterly update****QUARTER 4 UPDATE****Total Calls: 98,099**

The total calls this year reflects the fact that customers have not been able to visit the Council to be served face-to-face due to COVID, and many have migrated to both telephone and online services as their preferred service channel.

Many customers have also migrated to email as a first port of call and the number of emails the customer services team have processed doubled between 2019/2020 and 2020/2021 – from 9,633 to 20,231.

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



Although the total number of calls received has increased by 2,203 which is largely due to the impact of Covid-19, the number of calls handled has decreased by 574. The increase is largely down to the automated payment calls which has increased by 2,777 during 20-

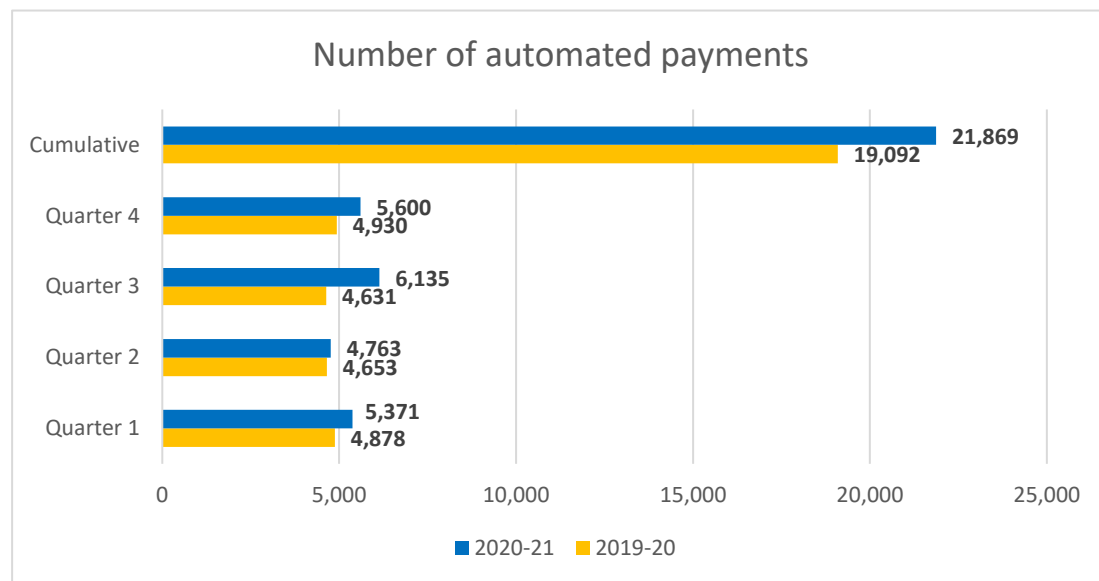
**Actions to sustain or improve performance**

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.



21. 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.

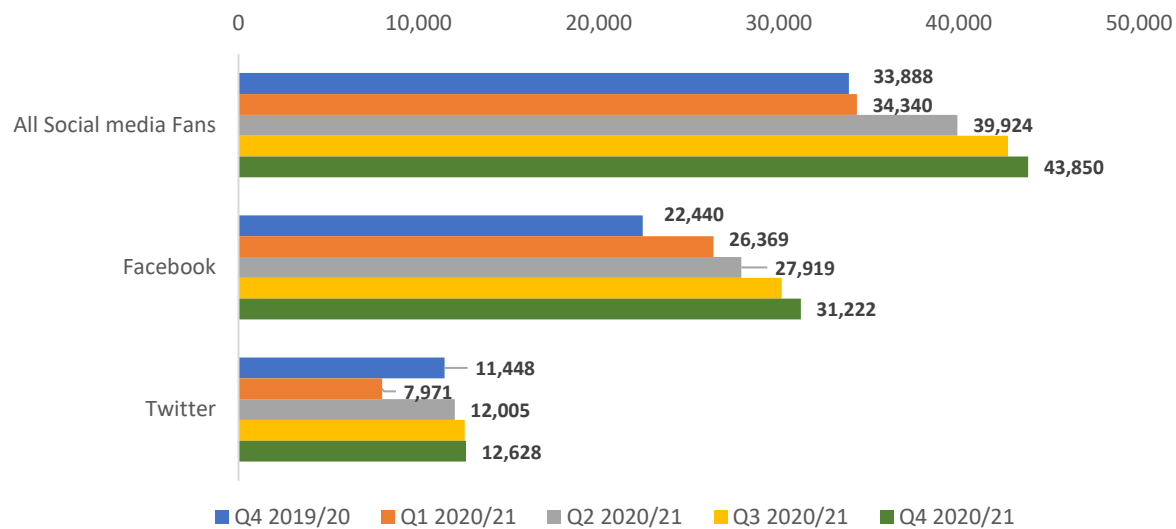




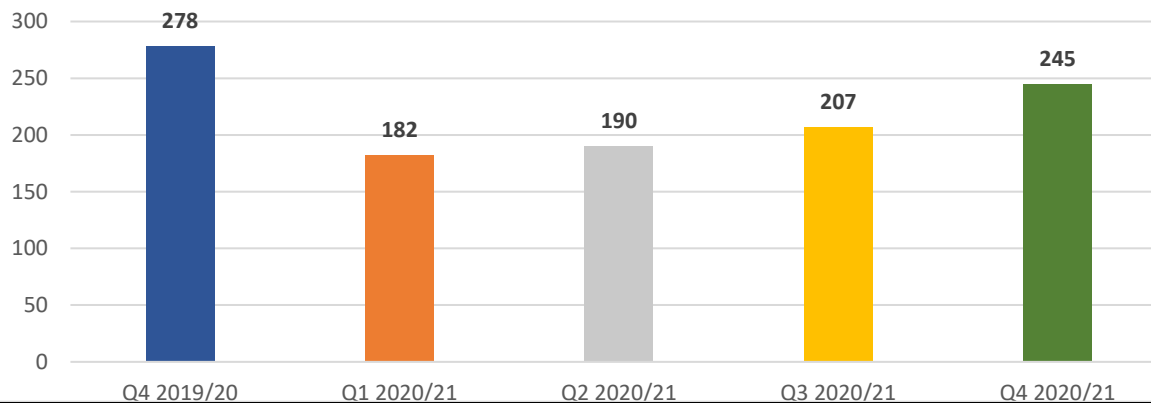
PRIORITY: OUR PEOPLE					
OUTCOME: P3.3 - Ensuring technology enables us to effectively connect with our communities.					
Measure and Ref	P3.3B - Increase digital engagement (Twitter, Instagram, Facebook etc)		Committee	F&M	
Definition	To increase the volume and quality of social media interaction with 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	<ul style="list-style-type: none"><li>The engagement rate, sentiment and follower/fan base on our social media accounts has significantly evolved since 2017.</li><li>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.</li><li>Monthly social media reports indicate the number and type of interactions via social media.</li></ul>		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		<ul style="list-style-type: none"><li>Number of Facebook (central and departmental) fans and Twitter (central and departmental) followers.33,888</li><li>Commentary of the nature of these queries (this is already included in the monthly social media dashboard reports).</li></ul>			
	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	43,850
<b><u>Performance Overview Q4 2020-21</u></b>			<b>Actions to sustain or improve performance</b>		
During Q4 the number of social media fans/followers increased by 1,127.			<ul style="list-style-type: none"><li>To ensure our platforms remain active by posting relevant key messages.</li><li>To actively engage with social media fans to create a 2-way conversation, trust and rapport with our residents.</li><li>Monthly (and annual) reporting to allow us to spot and adapt to digital trends.</li><li>To provide support and guidance to social media page managers proactively and reactively.</li></ul>		
The total number of Facebook followers across all accounts is 31,222. This is an increase of 1,065					
The total number of Twitter followers across all accounts is 12,628. This is an increase of 62 on the previous quarter.					
The number of queries received on social media accounts was 245. This is an increase of 39 on the previous quarter.					



### Digital Engagement



### Social media queries



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
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	Survey postponed until 21-22
<u>Performance Overview</u> 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. This has been postponed due to the impact of Covid-19.				<u>Actions to sustain or improve performance</u>	
Benchmarking					



**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; <table><tr><th>Year</th><th>Outturn days per employee</th></tr><tr><td>2018/19</td><td>11.38</td></tr><tr><td>2017/18</td><td>11.63</td></tr><tr><td>2016/17</td><td>9.91</td></tr><tr><td>2015/16</td><td>7.95</td></tr><tr><td>2014/15</td><td>9.99</td></tr><tr><td>2013/14</td><td>12.28</td></tr></table>			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	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	
				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															

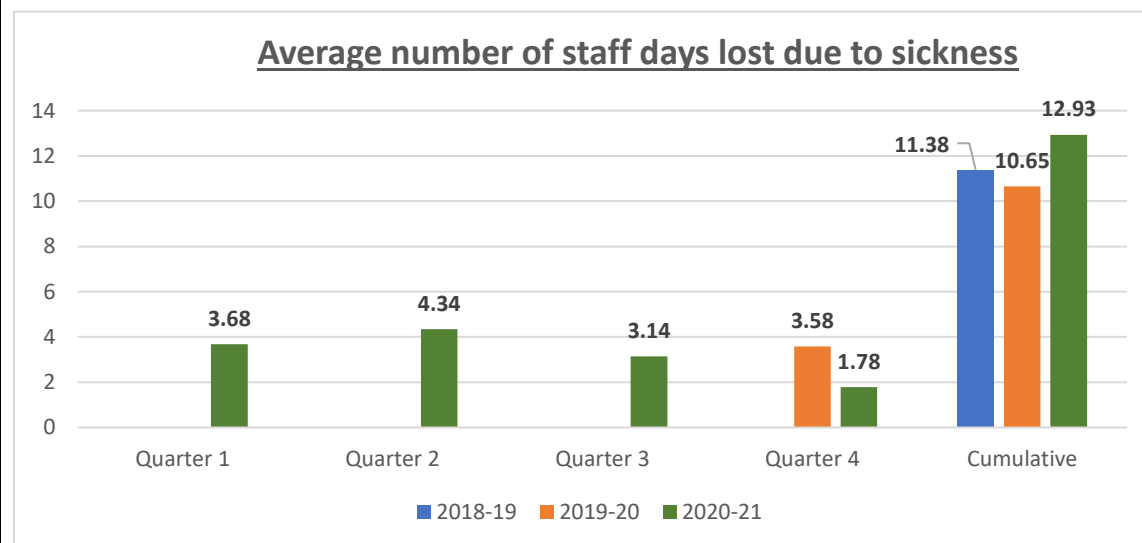


### Performance Overview – quarterly update

The outturn figure is lower than the previous month and at less than two days and is under target for the quarter. 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 Attendance Management Procedure 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. The number of absences directly linked to Coronavirus has remained low and does not have a material impact on the overall figure.



### Actions to sustain or improve performance

With the support provided by HR, the number of employees on long term absence has been reduced to 3 from 8. The remaining cases of long-term absences are being managed in line with the Attendance Management Procedure (AMP).

Leadership Team have been presented with a range of options that could be taken to address the levels of employee absence. These are under consideration and actions will be commenced in 2021/22. 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 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 and these will be available at quarter 2, 2021/22.



**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	<p>A full-time resource will lead on this work from 1<sup>st</sup> February 2020 and will support all services areas to keep under review and develop their local arrangements in relation to health and safety.</p> <p>The corporate health and safety management framework will be used to govern compliance with and improvements to any current or new interventions.</p>
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	Annual Indicator	Annual indicator	Postponed until early 21/22
<u>Performance Overview – quarterly update</u>  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.				<u>Actions to sustain or improve performance</u>	





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 2021/22.	
<b>Benchmarking</b>	



**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 considered 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	Impacted by Covid – 19
<b><u>Performance Overview – quarterly update</u></b>  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.				<b><u>Actions to sustain or improve performance</u></b>  Completion of the Strategy and implementation of actions will be taken forward once other Covid-19 response activities allow.	
<b><u>Benchmarking</u></b> Increase the number of Employee Jobs in South Derbyshire					



See table below.

Baseline 2019/2020			Q1	Q2	Q3	Q4
Employee Jobs	32,000	Numbers	32,000 (as at 2018)	N/A	N/A	32,000 (as at 2019)
Economically Active – In Employment (16-64)	58,200 89.2 76	Numbers  SD% EM%	57,900 (as at March 2020) 88.4 76.7	N/A	N/A	53,500 (as at Dec 2020) 79.1 75.8
Employment by Occupation		Sept 2019				
Soc 2010 Major Group 1-3 (Professional, managers and technical)	27,100 46.6 42.4	Numbers  SD% EM%	29,300 (as at March 2020) 50.6 42.9	N/A	N/A	27,300 (as at Dec 2020) 51.0 45.8
Soc 2010 Major Group 4-5 (Administration, skilled and trade)	16,600 28.5 21.6	Numbers  SD% EM%	13,000 (as at March 2020) 22.4 21.2	N/A	N/A	10,200 (as at Dec 2020) 19.1 19.8
Soc 2010 Major Group 8 (Process plant and machine ops)	4,600 7.9 8.1	Numbers  SD% EM%	4,200 (as at March 2020) # #	N/A	N/A	7,100 (as at Dec 2020) 13.3 7.7
Unemployment rate % Mar 2020	1,125 1.7 2.7	Numbers  SD% EM%	2,780 (as at March 2020) 4.2 5.6	N/A	N/A	2,650 (as at March 2021) 3.9 6.5

NB. # = Sample size too small for reliable estimate



**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 (2008-2021), the actual annual net rate of growth has been 6,095 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	12,269.5 sqm				4,140 sqm
<u>Performance Overview – quarterly update</u>  This is an annual performance indicator and data is collated and presented in Q4.  Construction of new commercial floorspace fluctuates significantly with the completion of new schemes and general economic conditions. Whilst below target, net floorspace added over the last year is higher than the previous year despite the impact of Covid-19 on economic conditions.				<u>Actions to sustain or improve performance</u>  There are already signs of an upturn in demand for industrial/warehouse space. Further resources will be committed to inward investment activities as soon as work on other Covid-19 response activities allows.	
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	£67,316,577	£67,379,221	£67,341,926
Performance Overview – quarterly update				Actions to sustain or improve performance	
Q4 – Outrun £67,341,926				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	
Total Rateable Value decreased from last quarter which in the main was because of a large number of appeals that have now been processed by the Valuation Office Agency. It remains					



<p>below levels at the start of the year due to national regulations relating to cashpoints and surgeries.</p> <p>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.</p>	<p>something that the Council can influence or react to locally.</p>
<p><b>Benchmarking</b></p>	



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	<p>The Council is committed to improving outcomes and outputs for its stakeholders as is evident in the Corporate Plan.</p> <p>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.</p> <p>Each year the Head of Business Change, ICT &amp; Digital will present a workplan for adoption, outlining projects, milestones and resources needed to achieve the objectives set by the Corporate Plan.</p>		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				



<p><b><u>Project Overview: Quarterly update</u></b></p> <p>An annual plan update for each of the four themes is being presented at F&amp;M Committee 29<sup>th</sup> April 2021.</p>	<p><b><u>Actions to sustain or improve performance</u></b></p> <p>The Transformation Steering Group meets every 6 weeks, each project group, of which there are 20, meet approximate every two weeks.</p> <p>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.</p> <p>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.</p>
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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				
<b><u>Project Overview: quarterly update</u></b>  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.  No progress made in Q4 due to Head of Operational Services focussing on contingency plans for recycling collections.			<b><u>Actions to sustain or improve performance.</u></b>	



# CHIEF EXECUTIVE'S RISK REGISTER (AS AT Q4 2020/21)

Appendix C

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. Transfer of responsibility for visitor information provision from Sharpe's Pottery Heritage and Arts Trust to the Council, with associated risk of service disruption.	Likelihood is medium and impact is moderate.	Treat the risk through continuous action and review.	Commitment of officer time and resources. Transformation Project proposal developed.	No change to rating; Mitigating actions updated	Economic Development and Growth
CE4. 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 Referenda/By-Elections to be called.	No change to rating or mitigating actions.	Legal and Democratic Services

## CHIEF EXECUTIVE'S RISK MATRIX

<b>Likelihood</b>					
4 High					
3 Medium		<b>CE3</b>			
2 Low					
1 Unlikely		<b>CE1, CE2, CE4</b>			
		1 Minor	2 Moderate	3 Significant	4 Catastrophic
		<b>Impact</b>			

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. Transfer of responsibility for visitor information provision from Sharpe's Pottery Heritage & Arts Trust to the Council, with associated risk of service disruption.

CE4. Failure of joined up Council approach to effectively manage the election process.

# CORPORATE RESOURCES RISK REGISTER (AS AT Q4 2020/21)

Appendix D

Risk	Rating and Current Position	Risk Treatment	Mitigating Actions	Change since last quarter	Risk Owner
<p><b>1 Universal Credit (UC)</b> – the implementation of UC could have an impact on resources in Benefits and Customer Services.</p> <p>Housing Benefit is administered by the Council on behalf of the DWP and is one of the six benefits being rolled up into UC.</p>	<p>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).</p> <p>More recently, the impact of Covid-19 has increased claims under the CTRS.</p>	<p>Treat the risk through continuous action and review.</p>	<ul style="list-style-type: none"> <li>Greater automation is currently being progressed to process change of circumstances.</li> <li>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.</li> <li>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.</li> <li>When future vacancies arise, these will be reviewed in the light of the longer-term position.</li> </ul>	<p>No change to rating or mitigating actions.</p>	<p>Customer Services</p>
<p><b>2 Fraudulent activities</b> – the possibility of fraud being undetected.</p>	<p>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.</p> <p>In addition, authorities are being asked to be extra vigilant due to the</p>	<p>Treat the risk through continuous action and review.</p>	<p>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.</p> <p>The Council works in partnership with another Derbyshire authority to share a software package that enables data matching in Council Tax and Business Rates.</p> <p>Single Person Discount checks on Council Tax are also regularly undertaken.</p>	<p>No change to rating or mitigating actions.</p>	<p>Customer Services</p>

	potential for fraud to increase during Covid-19.		<p>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.</p> <p>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.</p>		
<p><b>3 Procurement Services</b></p> <p>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.</p>	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	<p>The Council is part of a Shared Service Arrangement with other Derbyshire Agencies and has access to a wider pool of resources for support and advice.</p>	No change to rating or mitigating actions.	Corporate Resources, Strategic Director
<p><b>4 Public Building</b></p> <p>Ensuring public buildings are safe and have adequate repair budgets to ensure they remain fit for purpose.</p>	<p>Budgets are allocated for the repair of all public buildings, with the budget provisions based on historical repair expenditure. The adequacy of these budgets will need to be assessed on completion of the planned maintenance programme.</p> <p>Covid-19 risk</p>	Treat the risk through continuous action and review.	<p>Condition surveys are being undertaken with a view to preparing a planned maintenance programme and comparing estimated costs against available budgets.</p> <p>The safety measures identified within the Covid-19 risk assessments will be implemented before any closed Council building is re-opened to the public.</p> <p>Page 49 of 190</p>	No change to rating or mitigating actions.	Corporate Property

	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.				
<b>5. Financial Management System Upgrade</b>  The FMS requires an upgrade during 2020/21 with a go live date of 1 April 2021.  PSN compliance and failure of the upgrade create risks to financial controls and data security	A project group is set up internally to focus on Council action points with another group set up including the supplier. A project plan is being closely followed by each group.  The project went live in April 2021 with no issues identified.	Treat the risk through continuous action and review.	<ul style="list-style-type: none"> <li>• A Business Change project manager and specific finance officers from the Council meet twice per month about the project.</li> <li>• A technical consultant and account manager have been assigned to the project by the supplier and they meet weekly with the Council's project manager.</li> <li>• A robust project plan has been agreed and signed off by both parties and is being strictly followed and communicated to both groups.</li> <li>• All action points from meetings are recorded and followed up by the project manager.</li> </ul>	Update to current rating and position	Head of Finance
<b>6. Failure of the Financial Management System</b>  The possibility of failure due to aging software poses risks to payment of suppliers, generating customer invoices and qualified	An upgrade to the FMS has been undertaken and went live in April 2021	Treat the risk through continuous action and review.	<ul style="list-style-type: none"> <li>• The Council pays a maintenance fee to the FMS provider for support with system issues.</li> <li>• An external consultant is on standby should any major failure occur to help support with any fixes.</li> <li>• Payments to suppliers could be made by cheque and blank invoice templates could be utilised if necessary, to overcome a</li> </ul>	Update to current rating and position	Head of Finance

Financial Statements.			major failure.		
<b>7. Payroll Service</b>  the payment of employees and members is managed on a day-to-day basis by one person.  There is no additional capacity or expertise within the team to cope with any down time so the risk of employees and members not receiving payments due is significant.	A report was approved to transfer the payroll service to another Local Authority and to TUPE the employee in August 2019 to create resilience in the service.  Issues arose and the transfer has been delayed. Discussions are ongoing and it is hoped that the service will now transfer by April 2022.	Treat the risk through continuous action and review	<ul style="list-style-type: none"> <li>There is a support function for payroll provision available to the Council from the supplier of the payroll software which can be utilised in an emergency.</li> <li>Discussions regarding cover of the payroll service are currently underway with the software supplier to make the detail more formal.</li> <li>Chesterfield Borough Council use the same payroll system and are able to offer a small level of support if required although they would not have the capacity to run the payroll.</li> </ul>	No change to rating or mitigating actions	Head of Finance
<b>8. Payroll Software Contract Expiry</b>  The contract expires in February 2022 and a tender would be required which may result in a change to the system prior to the end of a tax year plus an increased cost	No specification for a tender has been drawn up at this stage due to the potential outsourcing of the service.  If the service transfers in April 2022 there will be a contractual gap of approximately a month	Treat the risk through continuous action and review	<ul style="list-style-type: none"> <li>The service is due to transfer to another Local Authority and therefore a tender may not be required.</li> <li>If the transfer doesn't take place, a specification is partly in place due to the detail required for the transfer so this can be adapted.</li> <li>Discussions with the current software provider are underway regarding the contract and the potential transfer of the service.</li> </ul>	No change to rating or mitigating actions	Head of Finance
<b>9. Transformation Compliance</b>  Approval of projects or workloads outside the annual work programme for ICT and Business Change	The Council has signed up to a Transformation Roadmap. Any day-to-day activities or project work that is established outside this process but calls on the same	Treat the risk through continuous action and review	<ul style="list-style-type: none"> <li>Ensure all Heads of Service are aware of the roadmap and the implications of adding additional projects.</li> <li>Ensure Transformation Steering Group members understand when they are involved in other work how that affects the ability to deliver critical transformation</li> </ul>	No change to rating or mitigating actions	Business Change, ICT, Digital



	resources will stop progress on approved projects.		projects.		
<b>10 Banking and Counterparty Limits</b>  authorised signatories being unavailable, internet failure resulting in no access to the bank accounts Any of the above could result in a breach of the approved counterparty limits set by the Council, -	Annual leave and meetings of both approvers and administrative functions are monitored by the team to ensure any potential risks are mitigated.  External internet issues cannot be managed directly but internal issues are reverted to the Head of Business Change and ICT	Treat the risk through continuous action and review.	<ul style="list-style-type: none"> <li>5 administration staff have responsibility for setting up transfers of cash therefore any external internet failure is mitigated by having at least 2 other staff to take over the process.</li> <li>There are 3 approvers for banking transactions, 2 of which are the S151 and Deputy S151 Officers. At least 1 of these officers is always available for approvals.</li> <li>Cash flow forecasts are updated daily, and any known transfers are set up in advance</li> </ul>	No change to rating or mitigating actions	Head of Finance
<b>11 Failure of systems external to Finance</b>  The Academy system interfaces data for Housing Benefit, Council Tax and Business Rates daily. The AIM system interfaces cash files daily.  Failure to either of these systems or interfaces results in customer accounts not being up to date with cash paid and the FMS not including all assets and liabilities resulting in	The files are monitored daily and any issues raised with the IT Helpdesk.  There is an upgrade currently in process to the Academy system which the Finance team have been involved in testing, so risk of failure is low.	Treat the risk through continuous action and review.	<ul style="list-style-type: none"> <li>An annual maintenance fee is paid to the system providers for system support and disaster recovery.</li> <li>Daily reconciliations of cash are completed by the Finance team to ensure that any failure is recognised immediately. To prevent any reputational issues, a major failure would result in debt collection reminders being delayed.</li> <li>Bank accounts are also reconciled daily, and any missing cash files would be manually transferred into the FMS to ensure the Debtor position is correct.</li> <li>Council Tax, Business Rates and Housing Benefit interface files are reconciled monthly but the processing of the interface files is a manual task so any failure of file generation would be recognised immediately and reported to the IT</li> </ul>	No change to rating or mitigating actions	Head of Finance



potential qualification of the Financial Statements			Helpdesk.		
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CORPORATE RESOURCES RISK MATRIX

Likelihood					
<div>4</div> <div>High</div>		<div>(1) Universal Credit</div> <div>(2) Fraudulent Activity</div> <div>(4) Public Buildings</div> <div>(8) Contract Expiry</div>			
	<div>3</div> <div>Medium</div>	<div>(9) Transformation Compliance</div>	<div>(6) FMS Failure</div> <div>(7) Payroll Service</div>		
	<div>2</div> <div>Low</div>	<div>(3)Procurement</div> <div>(10) Banking</div> <div>(11) External System Failure</div>	<div>(5) FMS Upgrade</div>		
	<div>1</div> <div>Unlikely</div>				
		1 Minor	2 Moderate	3 Significant	4 Catastrophic

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 Public Buildings	Ensuring public buildings are safe and have adequate repair budgets to ensure they remain fit for purpose
5 Financial Management System Upgrade	The FMS requires an upgrade during 2020/21 with a go live date of 1 April 2021
6 Failure of the Financial Management System	The possibility of failure due to aging software
7 Payroll Service	The payment of employees and members is managed on a day-to-day basis by one person.
8 Payroll Software Contract Expiry	The contract expires in February 2022
9 Transformation Compliance	Approval of projects or workloads outside the annual work programme for ICT and Business Change
10 Banking and Counterparty Limits	Authorised signatories being unavailable
11 Failure of systems external to Finance	The Academy system interfaces data for Housing Benefit, Council Tax and Business Rates daily. The AIM system interfaces cash files daily.

# STRATEGIC RISK REGISTER (UPDATED AS AT Q4 2020/21)

Appendix E

Risk	Rating and Current Position	Risk Treatment	Mitigating Actions	Change since last Quarter
<p><b>1 Government Funding</b> - a reduction in core funding.</p> <p>As a growth area, the Council's proportion of core funding is heavily reliant on the New Homes Bonus (NHB) and Business Rates.</p> <p>This makes it potentially vulnerable from changes to the current distribution system relative to other authorities who still receive Revenue Support Grant. This is a potential weakness highlighted in the Council's Financial Resilience Index.</p>	<p>Overall income has been increasing in recent years from the NHB and Business Rates growth. There has been uncertainty for some time regarding the replacement for the NHB and future changes to the Retention of Business Rates, which could disadvantage the Council relative to other authorities.</p> <p>The Government have delayed implementing outcomes from their Fair Funding Review until 2022/23.</p> <p>In addition, there may be a longer-term impact of the current Covid-19 pandemic on the level and distribution of resources for local government.</p>	<p>Treat the risk through continuous review and action where needed.</p>	<p><b>Financial Planning</b></p> <p>The Council plans its finances over five years for the General Fund and 10 years for the Housing Revenue Account. Its financial target of achieving a minimum level of contingency balance on a rolling five-year basis allows for a planned and timely approach to address any financial difficulties.</p> <p>The Medium-Term Financial Plan (MTFP) is regularly reviewed, updated and reported to the Finance Committee on a quarterly basis.</p> <p><b>Current Financial Position</b></p> <p>Overall, the General Fund currently shows a healthy position due to the level of reserves.</p> <p>The medium-term forecast indicates an increasing deficit in future years although this may be the worst-case scenario as it forecasts increasing expenditure to meet the population growth, but a reduction in income. Projected budget deficits could be financed from reserves if required, although this would become unsustainable well before 2025/26.</p> <p>The impact of Covid-19 on the short term (2020/21) financial position is being kept under review and it is currently anticipated that temporary increases in expenditure and loss of income can be met from additional Government funding received.</p> <p>More recently, the Council is aware that there could be a significant cost increase in the Kerbside Recycling Service from October 2021. Coupled with</p>	<p>No changes to the risk rating.</p> <p>The risk remains red due to the high likelihood of some change occurring which could have a significant impact.</p> <p>Updated for the current financial position as reported to the Council in February 2021.</p>

			<p>the Fair Funding Review, this could potentially undermine the current position.</p> <p>Consequently, the Council has approved that no new revenue spending, over and above that approved by the Council in February 2021, is committed until the situation becomes clearer.</p> <p>Income and Expenditure is being kept under review and reported to the Finance Committee on a quarterly basis.</p>	
<p><b>2 The Economy</b> - the impact of the national economic situation locally.</p> <p>Any negative effects could be disproportionate for the District as a significant growth area.</p>	<p>Prior to Covid-19, the local economy had been relatively strong and growing, but has since slowed.</p> <p>The impact of the current Covid-19 pandemic 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 result in a recession in the local economy.</p> <p>In addition, the introduction of negative interest rates by the Bank of England, could mean that the Council will have to pay to have its cash and reserves on deposit.</p>	<p>Treat the risk through continuous review and action where needed.</p>	<p><b>Support for Local Businesses</b></p> <p>The Government has provided various funding and support for local businesses and residents to help them overcome the impact of Covid-19.</p> <p><b>Regeneration</b></p> <p>In addition, major residential development has largely continued and following an initial downturn in planning applications in April 2020, they have since shown a strong and sustained upward turn. In addition, the sale of the Council's former Depot Site for redevelopment has been completed and work commenced.</p> <p>The Finance and Management Committee approved a new capital investment programme of approximately £4 million on 8 October 2020 which will provide resources for regeneration and community projects.</p> <p><b>Treasury Management</b></p> <p>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.</p> <p>The Council's Lending Policy is reviewed on a weekly and daily basis to mitigate the risk of negative interest</p>	<p>No changes to the risk rating.</p> <p>The risk continues to be red due to the high likelihood of some change occurring which could have a significant impact.</p>

			<p>rates and to expand the Counterparty List where it is safe to do so.</p> <p>Apart from debt associated with its Council Housing, the Council is debt free. Regarding the debt, a significant amount is at fixed interest rates and is affordable within the Housing Revenue Account's financial plan. The interest rate associated with a smaller proportion of variable rate debt, is below that budgeted.</p>	
<p><b>3a Technology and Data</b> - keeping pace with developments in IT, together with the management and security of data.</p>	<p>There is a potential for digital and technology opportunities to be missed with the Council operating unsupported systems which pose a greater security risk.</p> <p>There is also the potential for reputational damage, together with possible fines, should a data breach occur.</p>	<p>Treat the risk through continuous review and action where needed.</p> <p>Some aspects of this risk can be transferred as insurance cover is in place for the replacement or restoration of data.</p>	<p><b>IT Upgrades and Development</b></p> <p>The Council has an ICT replacement programme in place which directs hardware and corporate infrastructure upgrades. This is resourced through provision in the IT base budget, together with an IT Asset Replacement Reserve. New laptops, smartphones and an upgrade to Microsoft 365 was completed in 2020.</p> <p><b>Security of Systems</b></p> <p>The Council is currently compliant with the Government's Public Services Network requirements. Regular Internal Audit Reviews test the robustness of systems and the infrastructure with recommendations to strengthen the ICT environment being reported to and monitored by the Audit Sub-Committee.</p> <p>Due to potential virus attacks, measures are in place to restrict Internet access and to control the use of mobile devices.</p> <p><b>Security of Data</b></p> <p>Regular briefings and guidance documents are issued to raise awareness of data and security issues. An E-learning package is completed annually by all Officers with access to Council systems and equipment.</p>	<p>No changes to the risk rating.</p> <p>Updated mitigating actions regarding the upgrade of telephone infrastructure as approved by the Finance and Management Committee in January 2021.</p>

			<p>The Council's Data Protection Officer has direct access to the Leadership Team on matters concerning Information Governance.</p> <p>The Council is currently upgrading its telephone infrastructure to enable full compliance with the Payment Card Industry (PCI) regulations. The implementation of actions to strengthen security and the safeguarding of data subject to PCI, are being monitored by the Audit Sub-Committee.</p>	
3b <b>Technology and Data</b> – 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 review and action where needed.	<p>Implementation of the recommendations made within the Data Quality and Performance Management Audit undertaken in September 2019.</p> <p>Undertake an annual quality audit if deemed necessary, performed by officers or Internal Audit.</p>	No change
4 <b>Business Continuity</b> - arising from the loss of the main Civic Offices, Depot, ICT capability, together with a major displacement of the workforce, a flu pandemic or a fuel shortage, etc.	<p>Previously, the impact of Brexit had been an issue, but as the UK has now left the EU, this risk has been downgraded for the time being.</p> <p>However, the situation continues to be kept under review pending any issues that may arise from the trade deal as it beds in.</p> <p><b><i>However, the live issue is still the impact of Covid-19.</i></b></p>	<p>Treat the risk through continuous review and action where needed.</p> <p>Some aspects of this risk can be transferred as business interruption cover is in place as part of the Council's Property Insurance Policy.</p>	<p>Business Continuity and Emergency Plans are in place and regularly reviewed in accordance with the Civil Contingencies Act. The Council buys in support from Derbyshire County Council to ensure that the Council's plans remain up to date.</p> <p>Provision for home-working and remote access is in place.</p> <p>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-going services and to help protect health and well-being.</p>	<p>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.</p> <p>However, this is being kept under review.</p>
5 <b>Capacity and Resilience</b> - recruitment, retention and development of	Resources set-aside in the MTFP in growth provisions and training budgets to	Treat the risk through continuous review and	<p>Since 2018, several major services across the Council have been restructured to strengthen service provision and improve capacity.</p>	No changes to the risk rating.

the workforce and dealing with additional demand for services due to Growth.	expand service provision and develop the workforce.	action where needed.	<p>Proposed restructures in Operational Services and Housing have recently been approved in 2020 to increase capacity and resilience.</p> <p>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 new posts to focus on Organisational Improvement/Learning and Development.</p> <p>The management restructure also combined resources to create centralised Business Change and Policy teams to support business transformation across the Council.</p> <p>These structures have become embedded in the organisation.</p>	
<p><b>6 Voluntary and Community Sector</b> - a reduction in resources for partners who deliver services with or on behalf of the Council.</p>	Evidence that this is occurring with CVS and Citizens Advice having core funding reduced in recent years.	Tolerate the current situation and keep under review.	<p>It is considered that the Council is undertaking as much action as is reasonably possible at this stage to mitigate the risk.</p> <p>The Council's current grant funding has been maintained and been increased in 2021/22 by 2% for all supported organisations.</p> <p>Spending can be refocused to meet external funding requirements and is project-based.</p> <p>The Council employs a dedicated Community Partnership Officer to support the voluntary sector and local organisations.</p> <p>Capacity in the sector is being tested in the light of Covid-19 and the Council is working to support the relevant organisations.</p>	<p>No changes to the risk rating.</p> <p>Updated mitigating actions</p>
<p><b>7 Terrorism and potentially violent situations</b> – as a public body there is a</p>	From time to time, members of the workforce do face individual threats while undertaking their duties.	Treat the risk through continuous review and	<p>Lone working systems in place including a 'Solo-Protect' warning and call for assistance system.</p>	No change



potential for the Council and its workforce to become a target.		<p>action where needed.</p> <p>Some aspects of this risk can be transferred as the Council has a Terrorism Insurance Policy in place.</p>	<p>A Potentially Violent Persons Policy and Risk Register are in place.</p> <p>Alarms and warning system in place in the Civic Offices.</p>	
<b>8 Statute and Regulation</b> – 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 review and action where needed.	<p>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.</p> <p><b>Note:</b> <i>Some aspects of this risk can be transferred as the Council has insurance cover in place. If the failure rises due to an action of an employee during the normal course of their duties, it is covered under the Official Indemnity (accidental or negligent act) or Professional Indemnity (breach of professional duty) Policies.</i></p>	<p>No changes to the risk rating.</p> <p>Updated mitigating actions</p>
<b>9. Health and Safety</b> – the potential to contravene regulations through bad practice.	Due to the continuing focus given to Health and Safety, the likelihood of a major incident is low, but the impact could be significant.	Treat the risk through continuous review and action where needed.	<p>The Council employs a corporate Health and Safety Officer.</p> <p>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.</p> <p>Accidents and near misses are logged, reported and reviewed corporately and any major incidents are investigated to review procedures.</p> <p>Risk assessments are regularly undertaken, and procedures updated when necessary.</p>	No change

<p><b>10. Managing the environmental impact of incidents across the District.</b></p>	<p>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.</p>	<p>Treat the risk through continuous review and action where needed.</p>	<p>The Council has plans in place through Emergency Planning to manage the environmental impact of any incidents across the District.</p> <p>The Council is accredited to the prestigious international ISO 14001 standard for Environmental Management.</p> <p>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. <b>(See Risk 11 below)</b></p>	<p>No change</p>
<p><b>11. Climate Emergency</b> – The failure of the Council to achieve carbon neutrality for its operations by 2030 and carbon neutrality for the District by 2050.</p> <p>Impacts on environment and economy; increased risk of major events; potential for litigation; reputational damage</p>	<p><b>Medium likelihood, Moderate impact</b> – Although the Council has an approved Climate and Environment Strategy and Action Plan it has not been possible, as yet, to develop a clear route map for Council operations to achieve carbon neutrality, nor to enable all activities in South Derbyshire to become carbon neutral.</p> <p>We are not aware of any Council who has yet set out a viable route map however this is a rapidly evolving area of work.</p>	<p>Treat the risk through continuous review and action where needed.</p>	<p>Achievement of the carbon reduction ambitions are mainly vested in our <b>Climate and Environment Strategy</b> and <b>Climate &amp; Environment Action Plan</b>.</p> <p>The Action Plan contains planned and programmed actions and will be reviewed annually. It will quantify the estimated net financial costs and net carbon savings associated with the contents of the Plan. The Plan will calculate the contribution of the Plan to the carbon reduction trajectory, along with the calculated shortfall in carbon reductions. Attaining the targets in the Plan is one of the Corporate Plan Key Performance Indicators.</p> <p>The Strategy and Plan have identified the main carbon emissions sources. The Council will be alive to the many and various <b>windfall opportunities</b> for interventions in between the annual Plan revisions where these are considered likely to make significant impacts on reducing emissions.</p> <p>Emerging statute, in particular the <b>Environment Bill</b>, will exert significant influence over the Council’s operations and indirect influence in relation to climate change.</p>	<p>No Change</p>
<p><b>12 Internet Connection</b> - The effects of the internet</p>	<p>The Council has a main internet line into the Civic Offices, and this is shared</p>	<p>Treat the risk through continuous</p>	<p>New RA02 Circuits are being procured which have been specified with a resilient line. Although full resilience isn’t proved due to a single supplier, the</p>	<p>No Change</p>

connection becoming unavailable for a length of time would be a major incident.	<p>through the estate for end users.</p> <p>Most applications whether they are onsite or hosted will need the Council's internet connection to be active for their use.</p> <p>There is only one ISP in Swadlincote. Therefore if the cable is damaged or the service is disrupted, no internet connection will be available.</p>	action and review.	<p>lines are coming from different exchanges so both would have to be out of service for a total loss of connection.</p> <p>There are options to make some services available over alternative connections, be that personal or business, if needed.</p> <p>Smartphone users can use the mobile data connection to access outlook and teams etc.</p>	
<b>13 Technical Resource</b> - The Council relies on a small pool of technical specialists and support operatives to keep the organisation operational	<p>The current pandemic has seen an upsurge in the demand for Technical assistance.</p> <p>Council meetings are conducted digitally and supported remotely.</p> <p>Availability of resource to conduct these meeting can be a problem that affects day to day operations.</p> <p>Day to day and project workload as well as its priority has increased through the pandemic.</p>	Treat the risk through continuous action and review.	<p>The COVID-19Fund is being used to finance an agency resource. The introduction of the post has offered relief for first line calls and Committee meetings.</p> <p>The agency resource is more expensive than an established post and is not a permanent solution.</p>	No Change
<b>14 Recycling Contract Procurement</b>	<p><b>Likelihood – Medium Impact - Significant</b></p> <p>There is a significant risk that the procurement may not deliver a viable contract, be significantly more costly than the current budget and not be mobilised in time for the expiry of the current contract</p>	Treat the risk through continuous action and review.	<p>A project specific risk register has been produced and approved by Finance and Management Committee.</p> <p>The Head of Operational Services has retained some interim management capacity to enable him to focus on the implementation of his organisational restructure approved by Environmental and Development Services and Finance and Management Committees, respectively. The appointment of the Operational Services and Business and Resources Managers as</p>	New risk

	due to potential delays in the procurement process.		<p>soon as is practicably possible; or source alternative interim specialist support is imperative to ensure the procurement process remains on track.</p> <p>The Head of Operational Services will regularly meet with the Strategic Director (Service Delivery), to update on progress.</p>	
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### STRATEGIC RISK MATRIX

#### Likelihood

4  
High

		<b>(4) Business Continuity</b>  <b>(6) Funding for the Voluntary Sector (6)</b>	<b>(1) Core Funding</b>  <b>(2) The Economy</b>	
3 Medium		<b>(3a) Technology and Data</b>  <b>(3b) Performance Data</b>  <b>(11) Climate Emergency</b>  <b>(13) Technical Resource</b>	<b>(14) Recycling Contract Procurement</b>	

2 Low		(5) Capacity and Resilience (8) Statute and Regulation	(9) Health and Safety (10) Environmental Impact		
	1 Unlikely			(7) Terrorism (12) Internet Connection	
		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
- 11 Climate Emergency - The failure of the Council to achieve carbon neutrality for its operations by 2030 and carbon neutrality for the District by 2050.
- 12 Internet Connection - The effects of the internet connection becoming unavailable for a length of time would be a major incident
- 13 Technical Resource - The Council relies on a small pool of technical specialists and support operatives to keep the organisation operational
- 14 Recycling Contract Procurement - There is a significant risk that the procurement may not deliver a viable contract, be significantly more costly than the current budget and not be mobilised in time for the expiry of the current contract due to potential delays in the procurement process.

<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 7</b>
<b>DATE OF MEETING:</b>	<b>10<sup>th</sup> JUNE 2021</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>LEADERSHIP TEAM</b>	<b>OPEN DOC:</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>FRANK McARDLE (EXT. 5700)/ KEVIN STACKHOUSE (EXT. 5811)</b>	
<b>SUBJECT:</b>	<b>SERVICE PLANS 2021/22</b>	
<b>WARD (S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: G</b>

## **1.0 Recommendations**

- 1.1 That the Service Plans for the Chief Executive's Directorate and Corporate Resources Directorate be approved as the basis for overall service delivery over the period 1 April 2021 to 31 March 2022.

## **2.0 Purpose of Report**

- 2.1 To consider the Service Plan for the Chief Executive's Directorate at **Appendix A** and the Service Plan for the Corporate Resources Directorate at **Appendix B**

## **3.0 Detail**

- 3.1 Service Plans are a key part of our Performance Management Framework, acting as an important link between high-level plans and strategies, such as the Corporate Plan and Equality, Diversity and Inclusion Strategy as well as performance objectives established for employees.
- 3.2 The Service Plan contains information about:
- The Directorate
  - Service performance, including key measures and projects
  - Equality, diversity and inclusion actions
  - Workforce and budget information
  - Partnerships.
- 3.3 The Service Plan reflect the current priority themes and outcomes within the Corporate Plan 2020-24 and Sustainable Community Strategy 2009-29.
- 3.4 The Plans for the Chief Executive's Directorate and Corporate Resources Directorate are presented to the Finance and Management Committee.
- 3.5 The Service Plans covers a one-year period and will be reviewed in March 2022 to link in with the Corporate Plan and Sustainable Community Strategy.
- 3.6 Progress reports on the Service Plans will be made to elected members as part of the Performance Management Framework monitoring process.

## **4.0 Financial and Corporate Implications**

Page 66 of 190





4.1 All implications are detailed in the Service Plans.

## 5.0 **Community Implications**

5.1 All implications are detailed in the Service Plans.





# Contents

Introduction .....	3
Key aims .....	4
Service structure .....	6
Service operations .....	8
Functions of the Monitoring Officer .....	10
Economic Development and Growth .....	11
Legal and Democratic Services .....	15
Workforce .....	20
Budgets .....	21
Partnerships .....	22

All information presented in this plan was correct at the time of publication.

# Introduction

## The Corporate Plan

The Corporate Plan 2020-2024 sets out the values and vision for South Derbyshire District Council and outlines its priorities for delivering services.

The three key priorities are:

- Our environment
- Our people
- Our future.

The Plan sets out how the Council can make South Derbyshire a great place to live, visit and invest.

The Corporate Plan focuses on the issues that are important to residents, on national priorities set by the Government and on the opportunities and challenges resulting from the changing social, economic, health and environmental aspects of South Derbyshire.

It links the Council's strategic priorities and objectives directly to the activities of each service area through annual service plans that are subject to ongoing monitoring in line with the Council's performance management framework.

The Council is divided into three directorates: Chief Executive's, Corporate Resources and Service Delivery and each produces its own annual service plan.

This plan, covers the financial year 2021/22 and demonstrates how services will be delivered, making the most effective use of available and future resources.

## Our values

The Council's values show the behaviour that is expected from every employee in everything it does, including how the Council works with others.

Our values are:

Together we will:

- **Take pride in our place**  
We will promote responsible behaviour and are committed to creating a more sustainable District.
- **Have respect for everyone**  
We will listen, be honest and act with integrity at all times.
- **Achieve excellence in all we do**  
We will take pride in our District, always striving for continuous improvement.

## The importance of service planning

While Council budgets are constrained, there are ever-increasing pressures and demands to do more with fewer resources, particularly during the response and recovery phases of the COVID-19 pandemic.

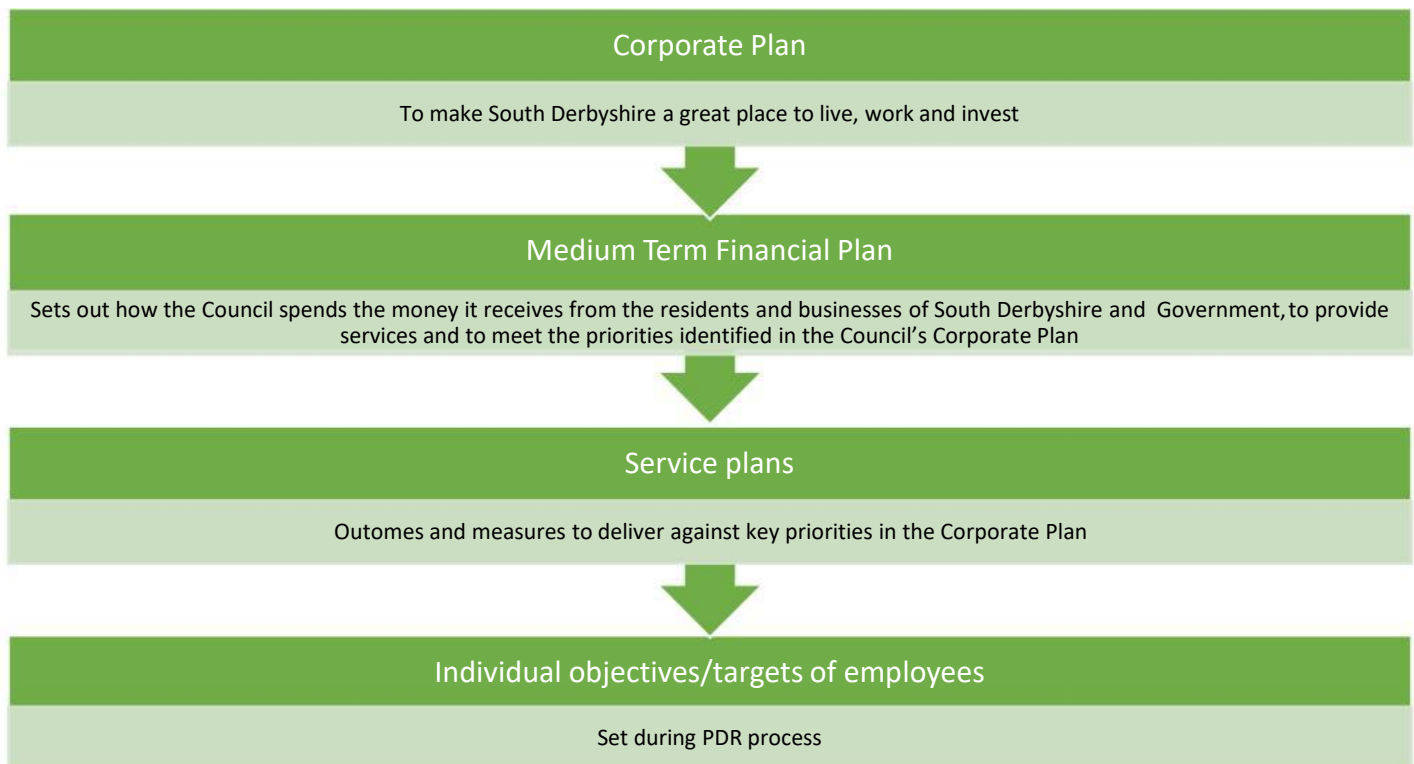
It is essential that services are well planned, with the capability to evolve to meet the needs of residents, local businesses and other stakeholders.

This allows the Council to identify requirements and resources required including technology, workforce, funding, capital infrastructure and information management.

## Performance Management Framework

The Performance Management Framework enables the Council to monitor the progress it is making towards the achievement of its Corporate Plan.

The framework consists of four levels.



The Council's performance is reported on a quarterly basis and is available on the Council's website: [www.southderbyshire.gov.uk/performance](http://www.southderbyshire.gov.uk/performance).

## Managing risks

The Council's Risk Management Framework sets out a consistent and robust framework for managing corporate risks. From this, service risk registers are managed, monitored and reviewed on a regular basis to provide operational governance and control around the delivery of services.

Council resources are organised to deliver value for money services for residents, community groups, local businesses and stakeholders. The Council identifies and manages risks that might affect service delivery through regularly reviewing performance and taking action where required.

## Monitoring and review

This plan will be monitored on a quarterly basis as part of the Council's Performance Management Framework to monitor service delivery, identify any risks and put in place any actions to develop and improve services.

## Key aims

All priorities and activities carried out by the Service Delivery directorate complement the Corporate vision 'to make South Derbyshire a great place to live, visit and invest.'

Through the Service Plan, all corporate action plans and performance measures for the Directorate contribute to the corporate themes of:

*Our Environment - Keeping a clean, green District for future generations*

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

*Our Future - Growing our District and our skills base*

The strategic aims for the directorate are outlined in each service area.



# Equality, diversity and inclusion

The Council is committed to the principles of equality, diversity and inclusion in employment and the delivery of services and is keen to celebrate the diversity of people who live and work in South Derbyshire.

The Council's Equality, Diversity and Inclusion Strategy and Action Plan for 2021-2025 sets out commitments to equality for the next four years and outlines how the Council will ensure that all its services and employment opportunities are provided with fairness and accessible to everyone.

Following an extensive programme of consultation five key objectives have been identified for the next four years. They are to:

- Encourage and enable a skilled and diverse workforce, to build a culture of equality, diversity, and inclusion in everything we do.
- Demonstrate inclusive leadership, partnership, and a clear organisational commitment to being a leader in equality, diversity, and inclusion in the District.
- Involve and enable diverse communities to play an active role in society and put the residents' voice at the heart of decision-making.
- Deliver responsive services and customer care that is accessible and inclusive to individuals' needs and respects cultural differences.
- Understand the District's diverse communities and embed that understanding in how policy and practice are shaped across the Council.

The following actions are cross-cutting and all service areas will contribute towards:

- Continue to carry out an employee risk assessment should an employee's circumstances change in relation to any of the protected characteristics and put in place reasonable adjustments where necessary.
- Carry out an equality impact assessment when considering new or changes to existing policy, service or processes in terms of how it might impact on different groups of people.
- Develop the Council's website to signpost people to services that are delivered in partnership with other organisations.

Each service area has actions that relate to the key objectives in the Equality, Diversity and Inclusion Strategy and Action Plan. The Council will report annually on its performance and outcomes that have been achieved against each of the five objectives outlined above and communicate this to elected members, residents, community, voluntary and faith-based group groups, and partners.

# COVID-19 response

2020/21 saw unprecedented challenges faced by South Derbyshire District Council and Local Government as a result of the COVID-19 pandemic.

Each service area contributed to the response and the recovery phase of the pandemic. Some of the key actions taken are listed below:

- Redeploying staff so that refuse and recycling collections in South Derbyshire were carried out rather than suspended
- Supporting elderly and vulnerable residents through the Careline and supported living services
- Supporting Council tenants and leaseholders by delivering essential repairs, maintenance, and improvements to their homes and properties
- Carrying out necessary adaptations to facilitate discharge from hospitals and to enable residents to continue living in their own homes
- Providing premises and volunteers to support the most vulnerable residents through making and delivering food parcels in partnership with volunteer organisations
- Providing premises and staff to support the rollout of the COVID-19 testing and vaccination programme
- Rolling out technology to allow agile working including allowing Council and Committee meetings to be held and allow the press and public to attend the meetings
- Continuing to support local businesses by administering and delivering more than £15 million in COVID-19 grants
- Making Test and Trace payments totalling £101,500 to people on low incomes who had to self-isolate
- Reducing residents' council tax by up to £300 per household via the Hardship Fund in appropriate cases to the sum of £503,729. This supported working age residents who claimed Council Tax Support in 2020/2021
- Expanding the environmental protection inspections to cover COVID-19 restrictions and providing advice and support for local businesses
- Providing staff and residents with the latest information on lockdown and social distancing requirements
- Providing appropriate support to schools to enable key worker parents to continue to operate.

In 2021/22, the Council will continue to work on a recovery plan as and when lockdown measures are lifted.

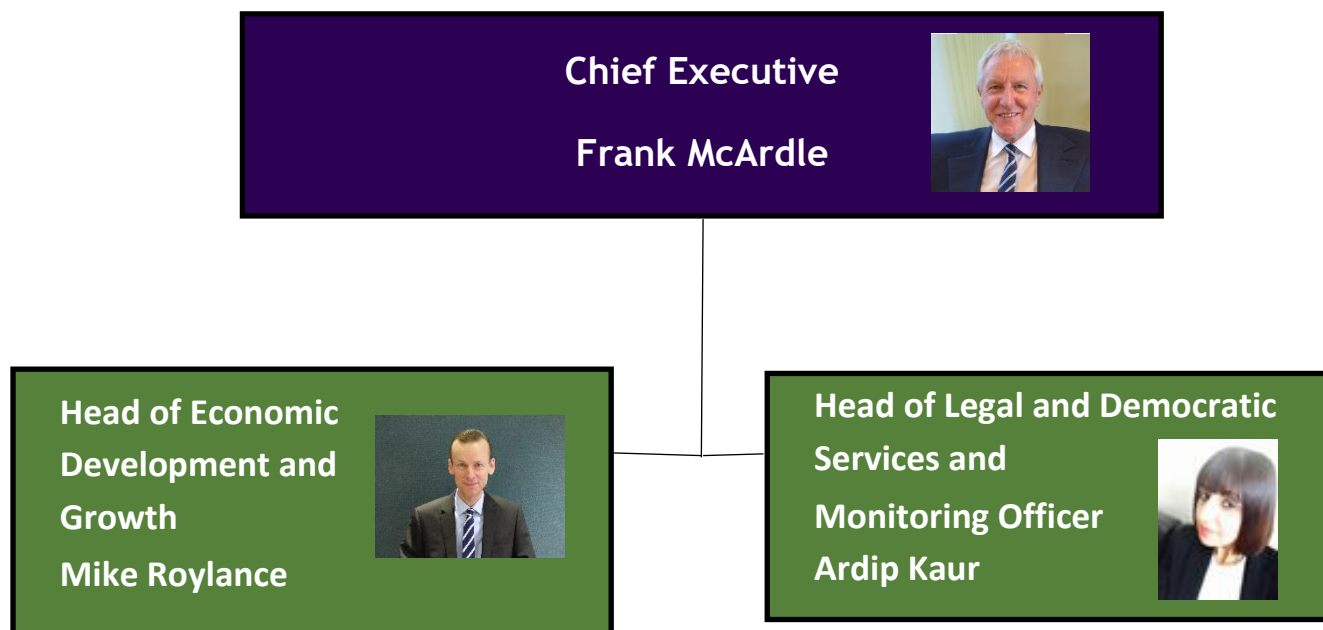
The impact of the pandemic and other challenges to the national and local economy will mean that resources will be restricted. The Council will have to prioritise and focus actions and resources on the things that are most important for the people of South Derbyshire.

The Council will continue to respond to the pandemic, drawing on lessons learned for the future.



# Service structure

The structure of the Chief Executive's Directorate is shown below:



# Service operations

The Chief Executive's directorate plays a key role in meeting the Council's objectives.

The directorate is made up of seven service areas:

- Legal Services
- Democratic Services
- Elections
- Licensing
- Economic Development and Growth
- Land Charges
- Visitor information for South Derbyshire

The Directorate focuses on the core functions of Legal and Democratic Services, critical to the legal, democratic and compliant delivery of all services; Economic Development and Tourist Information, which is vital to the sustained stability and growth of the District and the quality of life for those who visit, live and work within it; Elections and Licensing, which governs, co-ordinate and monitors everything from Parish, District, County, Parliamentary, European elections and referendums to licenses for public houses and events to pet shops and scrap yards.

The directorate provides these services to internal and external customers, including Elected Members, officers, the electorate, businesses, partners, central Government, all levels of local Government and the general public. In addition, it provides information for residents and visitors to South Derbyshire and the National Forest, including:

- things to do
- places to stay
- food and drink
- tracks and trails
- shopping
- towns and villages
- waterways and reservoirs
- what's on

# Functions of the Monitoring Officer

The Head of Legal and Democratic Services is also appointed to carry out the statutory role of Monitoring Officer in accordance with the Local Government and Housing Act 1989 and Local Government Act 2000.

The Monitoring Officer's responsibilities include:

- Maintaining the Council's Constitution
- Receiving and determining Elected Member Code of Conduct complaints
- Investigating the conduct of District and Parish Councillors following complaints  
Ensuring lawfulness and fair decision-making and specifically, ensuring the Council, its officers and Elected Members maintain the highest standards of conduct at all times
- Maintaining the registers of Disclosable Pecuniary Interests for Elected Members
- Proper officer for access to information
- Corporate governance

# Economic Development and Growth

The Economic Development and Growth service is responsible for:

- Workforce development support for businesses - working with businesses to meet their workforce needs, raising skills levels and productivity
- Social mobility - equipping people with the skills and resources to realise their potential, promoting entrepreneurship and matching their aspirations with knowledge of the local economy
- Employability - addressing employability barriers, such as work-readiness, and the accessibility of work and training
- Accessibility - seeking improvements to access and connectivity, both transport links, sustainable transport modes and services, digital services
- Business support - providing business support, advice and signposting including to financial, exporting, innovation and other assistance (including the South Derbyshire Business Advice Service)
- Inward investment - attracting new inward investment, plus reinvestment by existing businesses, including by promoting the District and vacant land and property, and supporting investors (including Invest in Derbyshire)
- Visitor information - promoting the attractions of South Derbyshire and the National Forest to both residents and potential visitors
- Visitor destination - supporting the development of the visitor offer of South Derbyshire and marketing the area as a destination to potential visitors, working with Marketing Peak District and Derbyshire and the National Forest
- Town centre vitality - attracting shoppers and visitors to the town centres and supporting the activities of event and market organisers (including Swadlincote Market)

## Key aims

The Economic Development and Growth service leads on the implementation of the Economic Development Strategy for South Derbyshire 2016-2020. The strategy's aims are:

### Business: business support, access to finance and innovation

- To attract new inward investment, plus reinvestment by existing businesses
- To provide business support, advice and signposting (including financial, exporting, innovation and other assistance)
- To promote the development of the area's key sectors, such as manufacturing and tourism.

### Skills: recruitment, employment and skills

- To work with businesses to meet their workforce needs, raising skill levels and productivity
- To address employability barriers, such as work-readiness, and the accessibility of work and training
- To equip people with the skills and resources to realise their potential, promoting entrepreneurship and matching their aspirations with knowledge of the local economy.

## Infrastructure: infrastructure for economic growth

- To provide a range of sites and premises and pursue associated infrastructure improvements
- To seek improvements to access and connectivity - both transport links, sustainable travel modes and services, and digital services
- To support vibrant town centres as commercial, community and service centres.

The Economic Development and Growth service has a key role in contributing to the achievement of a number of the aims in the Corporate Plan 2020-24, in particular:

- Enhance the appeal of Swadlincote town centre as a place to visit
- Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education
- Attract and retain skilled jobs in the District
- Support unemployed residents back into work
- Encourage and support business development and new investment in the District.

# Economic Development and Growth performance

The service measures below support the delivery of the Corporate Plan 2020-2024.

Our Environment					
Keeping a clean, green District for future generations					
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target
E3. Enhance the attractiveness of South Derbyshire	E3.1 Enhance the appeal of Swadlincote town centre as a place to visit	Percentage of ground floor commercial units that are vacant	8% (2019)	7% (9% National average) (2020)	N/A
		Footfall: Average number of people per 10 minutes between 10am-1pm in the busiest footfall location for a Market Day and a Non-Market Day	174 Market Day; 121 Non-Market Day (2019)	136 (110) Market Day; 117 (105) Non-Market Day (National average) (2020)	N/A
		Total number of market stalls	N/A	1,609	N/A
Our People					
Working with communities and meeting the future needs of the District					
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target
P2. Supporting and safeguarding the most vulnerable.	P2.4 Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education.	Educational attainment performance - Average Attainment 8 Score	N/A	43.6 (44.6 Eng) (2017)	N/A
		Percentage of youth unemployment (16-24yrs)	2.2%; Eng 3.3% (Feb 2020)	5.4%; Eng 7.3% (Feb 2021)	N/A
		Percentage of the working age population qualified to Level 4 and above	34.7%; 39.3% GB (2018)	38.4%; 40.3% GB (2019)	N/A
		Number of pupils undertaking ‘purposeful and impact measured’ employer interventions by year group in secondary schools (D2N2 EAN)	N/A	Not available	N/A
Our Future					
Growing out District and our skill base					
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target
F1. Develop skills and careers	F1.1 Attract and retain skilled jobs in the District.	Percentage Economically Active in employment (16-64)	92.2%; 78.9% GB (Sept 2019)	83.5%; 79.0% GB (Sept 2020)	N/A
		Percentage Employment by Occupation: Soc 2010 Major Group 1-3 (Professional, managers and technical) Soc 2010 Major Group 4-5 (Administration, skilled and trade) Soc 2010 Major Group 8 (Process plant and machine ops)	46.6% (47.4% GB); 28.5% (19.9% GB); 7.9% (6.2% GB) (2019)	50.7% (49.2% GB); 18.7% (19.5% GB); 12.2% (5.6% GB) (2020)	N/A
	F1.2 Support unemployed	Percentage unemployed (Claimant Count)	1.7%; 3.0% GB (Feb 2020)	4.0%; 6.5% GB (Feb 2021)	N/A

	residents back into work.				
<b>F2. Support economic growth and infrastructure</b>	F2.1 Encourage and support business development and new investment in the District.	Number of businesses in the District	3,715 enterprises (2019)	3,775 enterprises (2020)	N/A
		Number of businesses/entrepreneurs engaged in workshops/events	70 (2019/20)	Impacted by COVID-19	N/A
		Number of visitor enquiries	N/A	Impacted by COVID-19	N/A
		Number of SDBAS 1-2-1 advice sessions with pre-start/start-up/existing businesses	272 (2019/20)	342 (2020/21)	N/A
		Number of SDBAS new business starts	19 (2019/20)	16 (2020/21)	N/A

## Economic Development and Growth equality diversity and inclusion actions 2021-2025

Economic Development and Growth is responsible for supporting and delivering the following action from the Plan:

- Promote employment and training opportunities including volunteering for school leavers, the unemployed and those furthest from employment or self-employment, through attendance at careers events, job fairs and other events held in the District.

# Legal and Democratic Services

## Legal Services

Work is carried out to support a broad range of Council functions.

Contentious work:

- Civil litigation
- Criminal litigation
- Enforcement
- Tribunals and inquiries.

Non-contentious work:

- Conveyancing
- Contracts
- Miscellaneous agreements.

Legal advice:

- Governance
- Probity
- Compliance
- Powers and duties
- Statutory powers
- Procedure and decisions
- Civil and criminal litigation.

## Democratic Services

Democratic Services is responsible for the management and administration of the Council's committee process, delivering an effective and impartial decision-making mechanism for the Council.

The structure consists of:

- Three policy committees (Finance and Management Committee, Housing and Community Services Committee and Environmental and Development Services Committee)
- Two regulatory committees (Planning and Licensing and Appeals)
- Overview and Scrutiny Committee
- Standards Committee
- Audit Sub-Committee.

There is also responsibility for the following:

- Preparation and despatch of reports, agendas and minutes for the Council and committees, sub-committees, working panels and other meetings
- Arrangement and clerking of all Council and committee meetings, including the preparation of the annual cycle of meetings
- The provision of advice to ensure compliance with the Council's constitution, the law and procedure of meetings
- Administering the Elected Member Allowances Scheme



- Ensuring access to information of agendas and minutes on the Council's website

## Elections

Areas of responsibility include the following:

- Maintain and update the Register of Electors
- Administer Parish, District, County, Parliamentary, European elections and referendums
- Carrying out a canvass of the District and compiling, publishing and maintaining a Register of Electors published on 1 December each year
- Promoting voter registration
- Registering special category electors
- Processing and determining applications for absent voters
- Ensure compliance with elections law.

## Licensing

The Licensing section is responsible for the administration, compliance and enforcement of the following areas of legislation:

- Licensing Act 2003
- Gambling Act 2005
- Private hire licensing
- Pet shops
- Animal boarding establishments
- Dog breeding
- Zoos
- Dangerous wild animals
- Riding establishments
- Street trading
- Sex establishments
- Tattooists, electrolysis, acupuncture, semi-permanent skin colouring, piercing
- Scrap metal dealers
- House to house and street collections.

## Land Charges

Land Charges deals with all enquiries and requests for property and land searches, both commercial and residential. The service provides both a statutory function and direct service within a commercial market either directly or through a partner organisation.

Local land charges include:

- Conditions imposed in a planning decision
- Conservation areas
- Enforcement notices
- Tree preservation orders
- Financial charges, for example for work carried out in default
- Notices served under Acts relating to buildings, waterworks, highways, housing, and planning.

# Legal and Democratic Services Performance

The below Service Measures support the delivery of the Corporate Plan 2020-2024.

Our Future					
Growing our District and our skills base					
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target
F2. Support economic growth and infrastructure	F2.1 Encourage and support business development and new investment in the District.	Increase the number of initiatives year on year - in 2019, 4 initiatives were held.	6 initiatives were planned with various agencies and partners.	0 initiatives were completed as all were cancelled due to Covid 19	6 initiatives
		Increase the number of inspections carried out year on year - in 2019, 130 inspections were carried out. Inspections include reactive and proactive inspections.	>130	154 inspections completed despite COVID-19	>154

## Legal and Democratic Services equality diversity and inclusion actions 2021-2025

In addition to the Council-wide equality, diversity and inclusion actions, Legal and Democratic Services is responsible for supporting and delivering the following action:

- Review the involvement of diverse communities within the district with guidance on how they may be involved in the democratic processes of the Council.

# Council-wide service measures

The tackling climate change actions in the 2021/22 service plans reflect the Staff Travel Plan actions which were approved by the Council in January 2020.

Our Environment					
Keeping a clean, green District for future generations					
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target
<b>E2. Tackle climate change</b>	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	Continued reduction in the 'grey' miles travelled in delivering the service compared to 2018/19 baseline.	7% reduction on grey miles 2018/19	Q3 2020/21 "grey" miles show a 60% reduction in mileage - this could be largely impacted due to COVID-19.**	Total 12% reduction from 2018/19 to 2021/22
		Measure and compare grey miles travelled by all relevant staff in the service for comparison against baseline mileage.	N/A	Complete	Not c/f for 2021/22
		Develop with relevant staff, appropriate actions to reduce grey mileage over the next 3 years.	Impacted by COVID-19	Impacted by COVID-19	Not c/f for 2021/22 but will be incorporated into reshaping the Councils services.
		>30% of staff in the service to be either working flexibly or travelling to work sustainably by 2021.	>30%	36%* of staff are working flexibly between home and the office.  Whilst 20% envisage working from home full time after COVID	To be confirmed following review of Q4 data.
		Develop an action plan to enable as many staff members as possible to work flexibly or travel to work sustainably.	Impacted by COVID-19	Impacted by COVID-19	Not c/f for 2021/22 but will be incorporated into reshaping the Councils services.
		Reduction in the quantity of fleet diesel used compared to 2018/19 baseline.	5% reduction on 2018/19 data	4.19%	3.8% reduction in the quantity of fleet diesel used compared to 2018/19 baseline.***
		Measure and compare fleet diesel consumption by all relevant vehicles and staff in the service to baseline mileage.	N/A	Complete	Not c/f for 2021/22
		Develop an action plan to reduce diesel mileage over the next 3 years.	N/A	Complete	Action Plan will be managed through the Transformation Project

		Monthly Environmental Performance Report to be completed by each service (including environment data required for carbon reporting for relevant service areas)		New measure for 2021-22.	
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\* At the time of publishing the outturn data for quarter four 2020-2021 was not available. Therefore, quarter three data has been provided (April 20 - December 2020.)

\*\*The current trajectory for Q4 2020/21 “grey” miles is to be estimated to be around 38% reduction compared to 2018/19

\*\*\*2020/21 missed target by 0.81% = Therefore adding this to 3% additional target this year = 3.8% reduction to achieve the total 10% reduction goal by 22/23 in the Staff travel plan

The impacts of COVID-19 from March 2020 has changed where and how the Council works and how our staff commute to, and travel for work.

The scale of this impact means the current Staff Travel Plan actions do not adequately reflect the changes in travel behaviours. The contents of the Staff Travel Plan will be revised following further staff consultations and the outcomes of reshaping the Council services following the COVID-19 pandemic.

# Workforce

In terms of workforce development, an annual training and development plan is produced after Performance Development Reviews are held. Some homeworking opportunities are provided, and flexible working is considered crucial to motivate, retain and engage high-performing staff.

As of 1 April 2021, 17 staff are employed in the Chief Executive's Directorate.

A breakdown is shown in the following table:

Chief Executive	1
Economic Development and Growth	5
Legal and Democratic Services	11

# Budgets

## Revenue budget 2021/22

The directorate's budget for 2021/22 is outlined in the following table:

Service	Budget (£)
Economic Development and Growth	345,228
Legal and Democratic Services	924,267
<b>Total</b>	<b>1,269,495</b>

## Capital budget 2021/22

The directorate's capital budget for 2021/21 is outlined in the following table:

Service	Budget (£)
Economic Development and Growth	0
Legal and Democratic Services	0
<b>Total</b>	<b>0</b>

# Partnerships

The directorate's significant partnerships are outlined below:

Partnership	Main purpose
Derbyshire Constabulary	Joint working for promotion of licensing objectives
Derbyshire Trading Standards	Joint working for promotion of licensing objectives
Derbyshire Licensing Group	Support, advice and guidance and sharing of best practice
South Derbyshire Partnership	Partnership of public, private and voluntary/ community sector organisations focusing on the themes of: <ul style="list-style-type: none"> <li>• Children and young people;</li> <li>• Healthier communities;</li> <li>• Stronger communities;</li> <li>• Sustainable development; and,</li> <li>• Safer communities</li> </ul>
National Forest Company	Joint working with the Company that leads the creation of the National Forest as a new forested landscape and visitor destination
Derbyshire Economic Partnership	County-wide partnership to promote economic development
D2N2 Local Enterprise Partnership	Derby, Derbyshire, Nottingham and Nottinghamshire partnership to promote economic development
Working in partnership with Litchfield District Council	Land charges







# Contents

Introduction .....	3
Service structure .....	8
Service operations .....	9
Business Change and ICT .....	11
Corporate Property .....	13
Customer Services .....	15
Finance .....	19
Organisational Development and Performance .....	21
Workforce .....	28
Budgets .....	29
Partnerships .....	30

All information presented in this service plan was correct at the time of publication.

# Introduction

## The Corporate Plan

The Corporate Plan 2020-2024 sets out the values and vision for South Derbyshire District Council and outlines its priorities for delivering services.

The three key priorities are:

- Our environment
- Our people
- Our future.

The Plan sets out how the Council can make South Derbyshire a great place to live, visit and invest.

The Corporate Plan focuses on the issues that are important to residents, on national priorities set by the Government and on the opportunities and challenges resulting from the changing social, economic, health and environmental aspects of South Derbyshire.

It links the Council's strategic priorities and objectives directly to the activities of each service area through annual service plans that are subject to ongoing monitoring in line with the Council's performance management framework.

The Council is divided into three directorates: Chief Executive's, Corporate Resources and Service Delivery and each produces its own annual service plan.

This plan, covers the financial year 2021/22 and demonstrates how services will be delivered, making the most effective use of available and future resources.

## Our values

The Council's values show the behaviour that is expected from every employee in everything it does, including how the Council works with others.

Our values are:

Together we will:

- **Take pride in our place**  
We will promote responsible behaviour and are committed to creating a more sustainable District.
- **Have respect for everyone**  
We will listen, be honest and act with integrity at all times.
- **Achieve excellence in all we do**  
We will take pride in our District, always striving for continuous improvement.

## The importance of service planning

While Council budgets are constrained, there are ever-increasing pressures and demands to do more with fewer resources, particularly during the response and recovery phases of the COVID-19 pandemic.

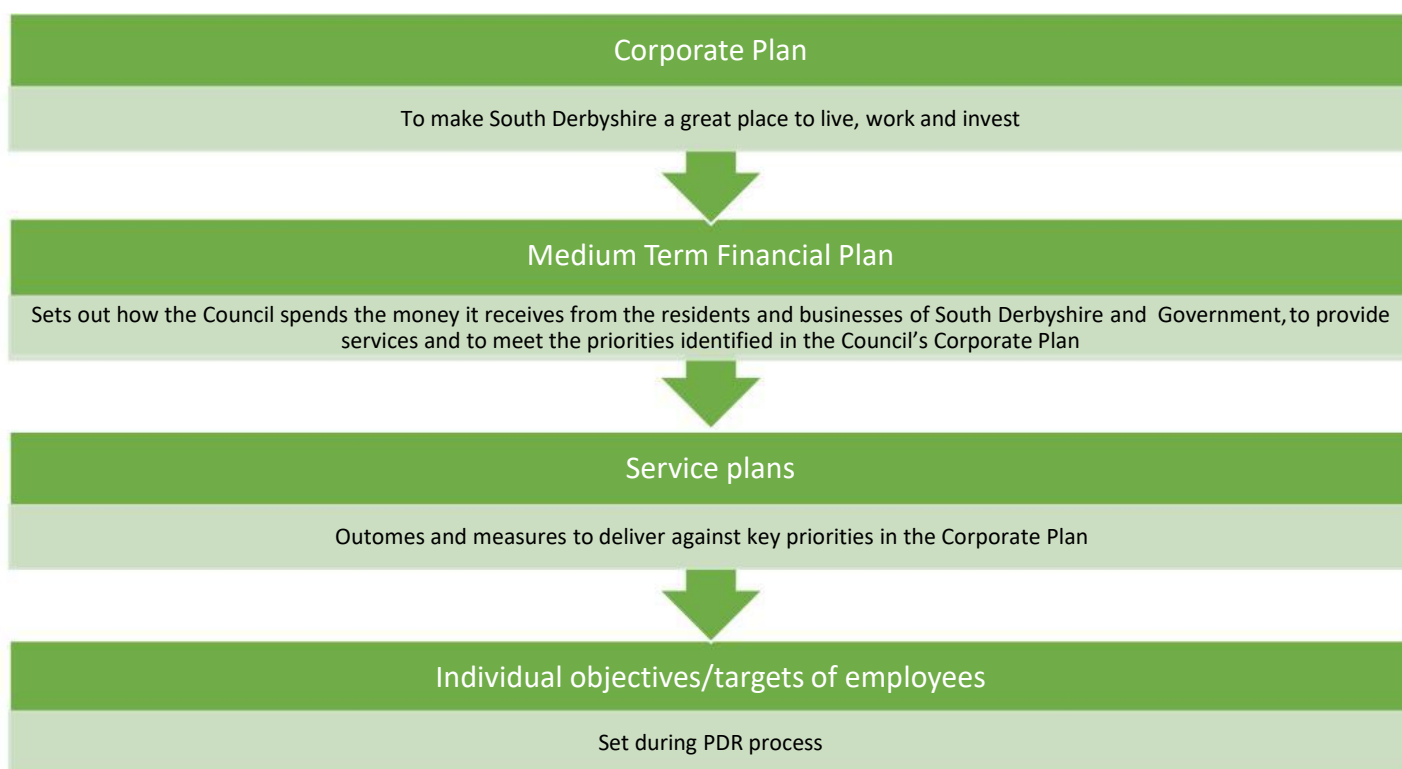
It is essential that services are well planned, with the capability to evolve to meet the needs of residents, local businesses and other stakeholders.

This allows the Council to identify requirements and resources required including technology, workforce, funding, capital infrastructure and information management.

## Performance Management Framework

The Performance Management Framework enables the Council to monitor the progress it is making towards the achievement of its Corporate Plan.

The framework consists of four levels.



The Council's performance is reported on a quarterly basis and is available on the Council's website: [www.southderbyshire.gov.uk/performance](http://www.southderbyshire.gov.uk/performance).

## Managing risks

The Council's Risk Management Framework sets out a consistent and robust framework for managing corporate risks. From this, service risk registers are managed, monitored and reviewed on a regular basis to provide operational governance and control around the delivery of services.

Council resources are organised to deliver value for money services for residents, community groups, local businesses and stakeholders. The Council identifies and manages risks that might affect service delivery through regularly reviewing performance and taking action where required.

## Monitoring and review

This plan will be monitored on a quarterly basis as part of the Council's Performance Management Framework to monitor service delivery, identify any risks and put in place any actions to develop and improve services.

## Key aims

All priorities and activities carried out by the Service Delivery directorate complement the Corporate vision 'to make South Derbyshire a great place to live, visit and invest.'

Through the Service Plan, all corporate action plans and performance measures for the Directorate contribute to the corporate themes of:

*Our Environment - Keeping a clean, green District for future generations*

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

*Our Future - Growing our District and our skills base*

The strategic aims for the directorate are outlined in each service area.

# Equality, diversity and inclusion

The Council is committed to the principles of equality, diversity and inclusion in employment and the delivery of services and is keen to celebrate the diversity of people who live and work in South Derbyshire.

The Council's Equality, Diversity and Inclusion Strategy and Action Plan for 2021-2025 sets out commitments to equality for the next four years and outlines how the Council will ensure that all its services and employment opportunities are provided with fairness and accessible to everyone.

Following an extensive programme of consultation five key objectives have been identified for the next four years. They are to:

- Encourage and enable a skilled and diverse workforce, to build a culture of equality, diversity, and inclusion in everything we do.
- Demonstrate inclusive leadership, partnership, and a clear organisational commitment to being a leader in equality, diversity, and inclusion in the District.
- Involve and enable diverse communities to play an active role in society and put the residents' voice at the heart of decision-making.
- Deliver responsive services and customer care that is accessible and inclusive to individuals' needs and respects cultural differences.
- Understand the District's diverse communities and embed that understanding in how policy and practice are shaped across the Council.

The following actions are cross-cutting and all service areas will contribute towards:

- Continue to carry out an employee risk assessment should an employee's circumstances change in relation to any of the protected characteristics and put in place reasonable adjustments where necessary.
- Carry out an equality impact assessment when considering new or changes to existing policy, service or processes in terms of how it might impact on different groups of people.
- Develop the Council's website to signpost people to services that are delivered in partnership with other organisations.

Each service area has actions that relate to the key objectives in the Equality, Diversity and Inclusion Strategy and Action Plan. The Council will report annually on its performance and outcomes that have been achieved against each of the five objectives outlined above and communicate this to elected members, residents, community, voluntary and faith-based group groups, and partners.

# COVID-19 response

2020/21 saw unprecedented challenges faced by South Derbyshire District Council and Local Government as a result of the COVID-19 pandemic.

Each service area contributed to the response and the recovery phase of the pandemic. Some of the key actions taken are listed below:

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- Supporting elderly and vulnerable residents through the Careline and supported living services
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- Providing premises and staff to support the rollout of the COVID-19 testing and vaccination programme
- Rolling out technology to allow agile working including allowing Council and Committee meetings to be held and allow the press and public to attend the meetings
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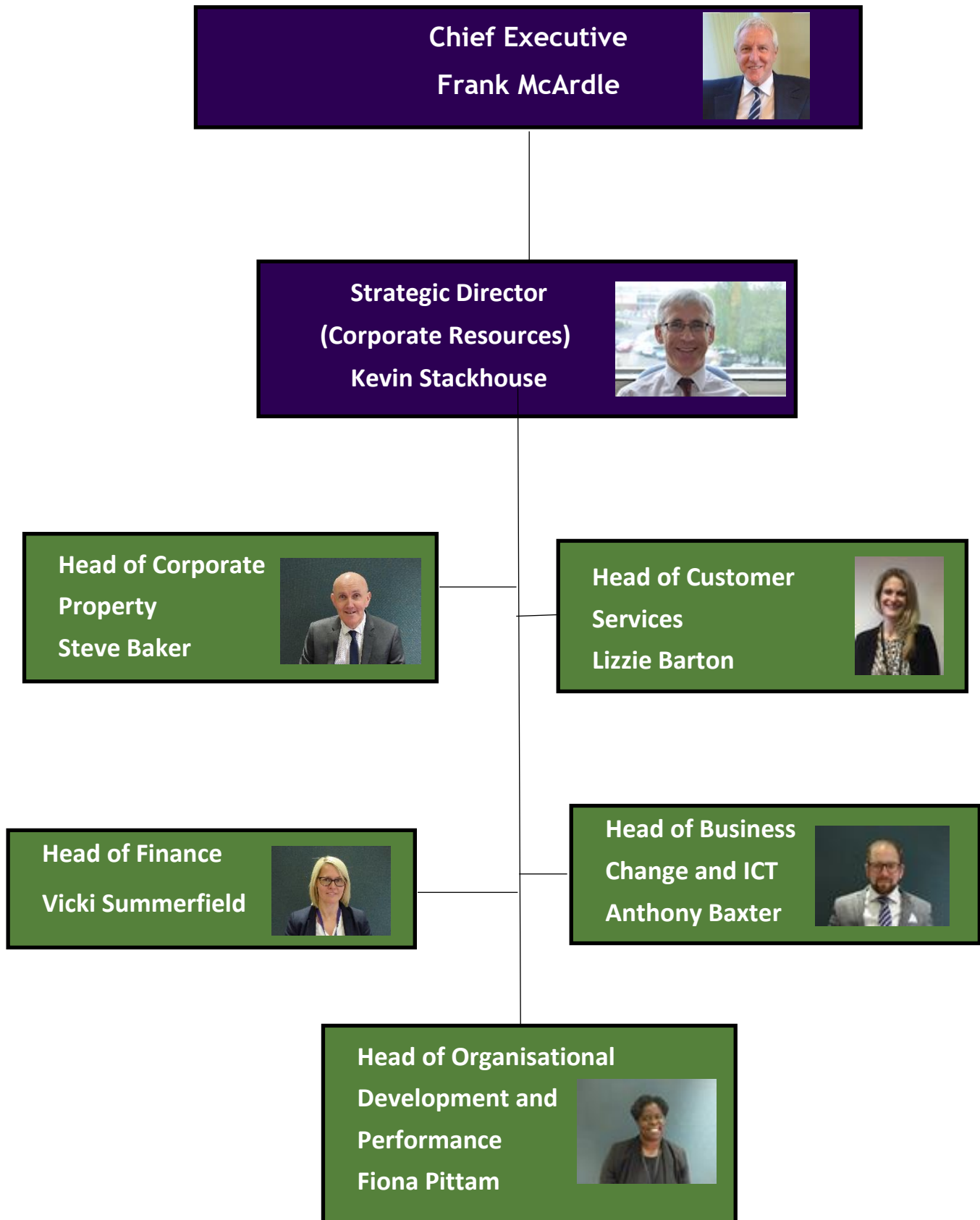
In 2021/22, the Council will continue to work on a recovery plan as and when lockdown measures are lifted.

The impact of the pandemic and other challenges to the national and local economy will mean that resources will be restricted. The Council will have to prioritise and focus actions and resources on the things that are most important for the people of South Derbyshire.

The Council will continue to respond to the pandemic, drawing on lessons learned for the future.

# Service structure

The structure of the Corporate Resources Directorate, showing each service area, is shown below:



# Service operations

The directorate provides a range of corporate support services under five different service areas, namely ICT and Business Change, Organisational Development and Performance, Customer Services, Corporate Property and Finance. The statutory role of Chief Finance Officer (S151) is assigned within the directorate and ensures that appropriate arrangements are in place to control, govern and exercise stewardship in relation to the Council's Accounts and financial matters in line with statutory and legislative requirements.

## Secretarial support and corporate administration

The team provides a range of administrative functions including secretarial support to the Leadership Team and co-ordinating complaints made against the Council.

It also supports the Data Protection Officer and coordinates day-to-day activity associated with requests for information under Data Protection and Freedom of Information regulations.

## Internal audit

Through the Central Midlands Audit Partnership (CMAP) internal audit is the primary assurance that the Council maintains a sound system of internal control.

Working under the terms of reference of the Council's Audit Sub Committee, CMAP carries out audits on the main systems and processes that allow service delivery.



# Business Change and ICT

## Business Change

The Business Change team provides support for all service areas to improve processes and make greater use of technology as well as introducing a corporate evaluation framework for projects including standardised governance and documentation.

2021/2022 will be the second year of the delivery for the multi-year Transformation and Business Change plan covering the key themes of Customers, People, Process and Technology which underpin the ambitions of the Corporate Plan 2020-2024.

The Business Change team will support the introduction of appropriate and more streamlined processes, systems and channels, ensuring the Council will be able to establish an increasing focus on local communities and places, in addition to more efficient and repeatable services.

## ICT Team

The ICT team manages and maintains the Council's ICT infrastructure which includes laptops and telecommunications network.

The team supports all services and provides the technology to allow services to be delivered. This includes the sourcing and procurement of all hardware and corporate software systems such as email. In addition, the team manages third party contractors used by the Council for technical backup and to maintain servers and network connections.

## Digital Services Team

The Digital Services team provides technology to create a digital connected knowledge platform, underpinning modern ways of working.

In addition, this team maintains the definitive source of address data within the Council. The functions of street naming and numbering, Local Land and Property Gazetteer (LLPG) Custodian and Geographical Information Systems (GIS) all operate within this Team. Spatial Data and GIS Technology support service delivery and these are key in the delivery of digital services.

The next year will focus on the continued automation of data tasks as well as the enhancement of Microsoft products to aid business workflow.

The team also provides a central print and reprographics facility.

## Key aims for Business Change, ICT and Digital

The Service will aim to directly contribute to the Corporate Plan priorities by:

- Underpin a major change in council operations and culture in the delivery of a clear Transformation and Business Change plan.

The Service will also aim to:

- Protect the Council's data and network
- Continue the roll out of secure methods for staff to work at home
- Support the Council with making services more accessible and agile
- Ensure Portal hearing loops are available for Council meetings
- Replace technology for elected members
- Replace traditional telephone lines with modern Internet Protocol (VoIP) technology and streaming media service Invest in staff through professional, industry standard qualifications
- Introduce a Self-Service Password Reset tool to reduce calls to help-desk and expand opening times for customer enquiries
- Provide new projectors, TVs, sound and video conferencing equipment in meeting rooms

## Business Change and ICT performance

The service measures below support the delivery of the Corporate Plan 2020-2024.

Our People					
Working with communities and meeting the future needs of the District					
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target
<b>P3. Deliver Excellent Services</b>	P3.1 Ensuring consistency in the way the Council deal with service users	Number of support tickets raised through Hornbill at first point	80%	50%**	80%
		Number of open Hornbill tickets unresolved after 5/10 working days at month end.	<5%	4%	<5%
	P3.4 Investing in our workforce.	Deliver more digital training sessions for staff to attend	4	3 of 4 delivered	4
		Percentage of employees to complete GDPR and Cyber Security training	100%	51%*	100%

\* At the time of publishing the outturn data for 2020-2021 was not available. Therefore, quarter three data has been provided (April 20 - December 2020.)

\*\* 100% of calls are raised through Hornbill, this is our only application for the supporting our customers, covering service requests and incident management as well as our change control and the problem record process.

\*\*During the last 12 months we have purposefully allowed customers to record problems over the phone for a several months to aid the transition to remote working. So whilst all the calls were subsequently logged onto hornbill by the IT team in order to manage problems and workload only 50% of all IT contacts were through Hornbill over the last 12 months as the FIRST point of contact.

## Business Change and ICT equality, diversity and inclusion actions 2021-2025

Business Change and ICT is responsible for supporting and delivering the following actions from the Plan:

- Develop online systems that are user friendly for our staff, elected members, residents, customers and partners to gain access to Council services.
- Make portable hearing loops available for Council meetings.

Business Change and ICT will work with Organisational Development and Performance to jointly support and deliver the following action from the Plan:

- Review our website and council information and implement a set of standards to ensure that it is accessible and inclusive.

# Corporate Property

This team provides a comprehensive property management service, covering strategic asset management, estate management and facilities management in accordance with the Asset Management Plan.

## Asset management

Strategic asset management seeks to ensure the Council's property assets are fit for purpose. This involves acquisitions, identifying surplus assets and progressing disposals to generate capital receipts and ensure our assets are used efficiently.

The team supports new build and regeneration projects, creating new and improved community facilities across South Derbyshire.

## Investment portfolio

The team also manages the Council's investment portfolio of shops, offices and industrial units. These properties provide accommodation for a range of local businesses and generate important rental income for the Council.

## Facilities management

The team delivers a full facilities management service, carrying out repairs and maintenance to the Council's public buildings, as well as providing a cleaning and caretaking service.

## Key aims for Corporate Property

- Carry out condition surveys of all Council buildings
- Develop a planned maintenance programme from these surveys to ensure future works are carried out in a proactive and prioritised manner.

# Corporate Property Performance

The service measures below support the delivery of the Corporate Plan 2020-2024.

Our Environment					
Keeping a clean, green District for future generations					
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target
E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	Review and improve the energy performance ratings for the Council's commercial properties	50% compliant	50% compliant	75% compliant

# Corporate Property equality, diversity and inclusion actions 2021-2025

Corporate Property is responsible for supporting and delivering the following action from the Plan:

- Review Council-owned public buildings to enable access for people with a disability.

# Customer Services

The Customer Services, Revenues and Benefits team provides an accessible, helpful, informative, and supportive service to all the customers who contact the Council across a wide variety of enquires.

Together the team delivers the following functions:

## Customer Services and Document Services

The Customer Services and Document Services teams handled approximately 106,000 customer enquiries last year - including telephone, email, online forms and limited face to face, due to COVID-19.

The customer enquiries the team support include Council Tax, Benefits, business rates, waste, licensing and more. In 2020, housing maintenance enquiries also moved to the team.

The team also works with the Council's Transformation Plan to deliver an increased number of online services, so that those customers who are happy to self-serve can do so, leaving the team more time to support those with complex enquiries, or those customers who need additional support.

The team also delivers a number of Council-wide initiatives to improve the standards of customer services delivered across the Council - ranging from the introduction of the Sunflower Scheme, that aims to support customers with hidden disabilities, through to SignLive, which offers a live translation service for customers who use British Sign Language that went live in 2021.

The team also delivers the cheque receipting, mailing, document scanning, electronic mail and postal services for the Council, as well as a switchboard service. The team also works with Derbyshire County Council to deliver the Gold Card travel scheme for elderly and disabled residents.

During COVID-19, Customer Services supported teams across the Council in a range of ways - from handling post and parcels for people working from home, through to delivering printing services for other teams. A new COVID secure kiosk room was also opened by Customer Services to support customers who still needed face to face support during the lockdown - the room also enabled teams across the Council to carry out vital activities, from fly-tipping enforcement through to preparing for the elections.

During the year, the team also sourced, prepared, and gave out over 250 food bags to people in need across the district and were supported by our community wardens to make deliveries to vulnerable residents.

## Council Tax, Business Rates and Benefits

Together with the Customer Services team, the Council Tax, Business Rates and Benefits teams worked to process in excess of 47,000 resident and businesses enquiries last year. This represented a significant increase on the previous year, due to the level of enquiries relating to Test and Trace payments and COVID-19 business grants.

The teams issue bills and collect payments from thousands of residents and businesses across the district to help support services delivered by the Council and its partners including the County Council, Police, Fire and Parish Councils.

The teams also work with customers who are struggling to pay their Council Tax to put in place payment arrangements and promote and deliver the Council's Local Council Tax Support Scheme. The team also supports non-working age residents who are eligible to claim housing benefit, as well promoting Universal Credit to those residents of working age.

To support the local economy, the team engages with businesses to highlight and apply appropriate reliefs and signpost other business support services. The team also delivers a wide range of recovery action to ensure outstanding debts are collected.

During 2020-2021, the team helped to distribute over £17 million to local businesses and residents facing hardship as a result of COVID-19, as well as council tax hardship funding, Test and Trace payments and more.

## Customer Services Performance

The service measures below support the delivery of the Corporate Plan 2020-2024.

Our People					
Working with communities and meeting the future needs of the District					
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target
<b>P2. Supporting and safeguarding the most vulnerable</b>	P2.1 With partners encourage independent living and keep residents healthy and happy in their homes.	Average time to process new Benefit claims.	18 days	19.74 days	18 days
		Average time to process changes in circumstances.	8 days	3.71 days	8 days
		Council Tax collection rate.	98%	97.1%	98%
		Number of customers claiming Housing Benefit.	No target**	2,539	No target**
		Local authority error rate.	5%	4.85%	4.5%
		Number of people claiming local Council Tax reduction.	No target**	4,956	No target**
<b>P3. Deliver Excellent Services</b>	P3.1 Ensuring consistency in the way the Council deal with service users.	Number of online forms developed.	No target (until new CRM in place)	8	No target (until new CRM in place)
		Number of online forms submitted by customers.	No target (until new CRM in place)	22,242	No target (until new CRM in place)

		Number of customers with an online account.	No target (until new CRM in place)	0	No target (until new CRM in place)
	P3.2 Have in place methods of communication that enables customers to provide and receive information.	Number of website hits.	Upward trend	*1,723,180	Upward trend
		Number of online payments.	45,000	45,139	45,000
		Number of face-to-face enquiries.	N/A due to COVID	N/A due to COVID	N/A due to COVID
		Average wait time at Customer Services.	N/A due to COVID	N/A due to COVID	N/A due to COVID
		Number of telephone enquiries.	N/A due to COVID	100,157	70,000 (if CRM implemented)
		Number of emails received by Customer Services.	N/A due to COVID	20,231	10,000 (in line with pre-COVID figures)
	P3.3 Ensuring technology enables us to effectively connect with our communities.	% of telephone calls answered within 20 seconds.	Not available	Not available	Not c/f
		Call abandonment rate.	Not available	Not available	Not c/f
Our Future					
Growing our District and our skills base					
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target
F2. Support economic growth and infrastructure	F2.1 Encourage and support business development and new investment in the District.	Business rates (NNDR collection rate).	98%	96.98%	98%
	F2.1 Encourage and support business development and new investment in the District.	Number of businesses claiming rate relief.	No target**	1,919	No target**

\* It is anticipated this measure has exceeded the out turn figure for 19-20 due to access issue to an external system we are unable to confirm this at the time of publishing the Service Plan.

\*\* There is no target for these measures as the authority does not have the ability to control claimant levels but works to promote all reliefs and benefits to all eligible residents/businesses.



# Customer Services equality, diversity and inclusion actions 2021-2025

Customer Services is responsible for supporting and delivering the following actions:

- Implement and promote initiatives such as SignLive and the Hidden Disabilities Sunflower scheme to enable people with a disability to access Council services.
- Develop a Customer Access Strategy that will make it easier and quicker to gain access to Council services and takes into account the needs of service users.
- Report on our comments, compliments and complaints and take positive action to address any equality, diversity and inclusion issues.

# Finance

This team is responsible for maintaining the Council's accounts and advising on strategic financial issues.

The operational aspects of the team are:

## Management accounting

Management accounting provides day-to-day support to Council services on managing budgets and maintaining accounts; this involves monthly reporting of financial performance.

## Financial accounting

Financial accounting ensures that the Council complies with accounting standards and statutory financial reporting requirements.

It also includes treasury management, insurance, taxation and banking, together with the payment of invoices and the raising of sundry debtors.

## Payroll

Payroll looks after payments to Elected Members and the workforce and accounting for the associated transactions.

## Key aims for Finance Services

- Implement, manage, and deliver an upgrade to the finance management system
- Progress a business case for the delivery of the Payroll service

# Finance Performance

The service measures below support the delivery of the Corporate Plan 2020-2024.

Our People					
Working with communities and meeting the future needs of the District					
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target
P3. Deliver Excellent Services	P3.1 Ensuring consistency in the way the Council deal with service users.	Local Authority to pay suppliers within 30 days.	97.5%	95.3%*	97.5%
		Local Authority to pay suppliers within 10 days.	65%	52.5%*	65%
		Debtor days for sundry debt.	50 days	72 days*	50 days
		Distribute debt reporting to management.	By working day 6	Working Day 6	By working day 5
		Revenue and capital reporting to be distributed to management monthly.	By working day 6	Working Day 6	By working day 5
		Monthly monitoring meetings with all management to be completed.	By working day 12	Working Day12	By working day 11

		The Council to transfer details of the insurance claims onto the insurer.	By working day 5	Working Day 5	By working day 5
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\* Soft recovery processes were undertaken in year with physical recovery of debt not being actioned until October.

\*\*Difficult to achieve working from home as processing times reduced and system access is slower. The Council has had no interest charges submitted for late payment.

## Finance Equality, Diversity and Inclusion Actions 2021-2025

Finance will contribute to the council-wide equality, diversity and inclusion actions.

# Organisational Development and Performance

The aim of this service area is to drive organisational capability and capacity, to help build a culture of service excellence, high performance, engagement and collaboration across all services.

This is delivered by teams focusing on Corporate policy and performance management, Communications and Human Resource management including health and safety and learning and development.

This service area is responsible for ensuring that the Council meet the corporate responsibilities outlined in the Equality, Diversity and Inclusion Strategy and Action Plan

## Communications

**Information** - The team is responsible for keeping internal and external stakeholders informed about the work of the Council including through media releases, website and social media platforms.

The team is also responsible for reactive media relations and promoting the work of the Council across all media platforms.

The Communications team supports service areas to develop communications plans for specific campaigns and plays a key role in communicating to staff, residents, businesses and stakeholders on the imposing and lifting of restrictions during the response and recovery phases of the COVID-19 pandemic.

**Engagement** - The Communications team aims to engage residents through a variety of methods including through the media, social media and consultations.

The team is also responsible for employee engagement through a variety of methods including, producing engaging content for the intranet and organising employee briefing sessions and supporting the employee forum.

**Website** - The team is responsible for the content, promotion and development of the Council's website.

## Human Resources

The Human Resources team provides professional advice and support for the effective management, deployment, development and continuous improvement of people, the workforce, and services.

It is responsible for:

**Workforce planning** - To ensure the Council has a suitably skilled workforce now and, in the future and identifying opportunities to work with partners to build capacity and consider different delivery models for the provision of services.

**Organisational change** - To support service change through the continued development of effective employment procedure, development of business cases and advising on employment

implications of change programmes and ensuring their alignment to the priorities in the Corporate Plan

**Employment conditions** - Establishing fair and transparent employment practices to ensure the Council remains compliant with legislation and statute and remains a community leader in best employment practice. This includes the development of employment options to ensure all current and future employees have a range of flexible working options that promote equality, inclusion, and diversity and a suitable work life balance.

**Employment deal (pay and rewards)** - The development and maintenance of a fair, competitive, and affordable pay and benefits structure that promotes the effective recruitment and retention of staff, opportunities to reward performance and innovation, meets the employment needs of future employees and is free from any inequality.

**Learning and development** - This will include providing blended learning opportunities that compliment different learning styles, providing leadership and management interventions such as coaching and mentoring, establishment of apprenticeship and other entry level employment options and creation of succession plans and talent pathways to promote the retention and recruitment of employees.

**Health and safety** - To provide advice, support, and training to ensure the Council maintains effective management arrangements in relation to health and safety. It involves ensuring compliance with legislation and statute and actively promoting safe working practices within the Council and by any third-party undertaking work on our behalf.

**Recruitment and selection** - The continuous improvement of recruitment and selection practices to promote the Council as an employer of choice locally and nationally and ensuring equality of opportunity for existing and potential employees.

**Employee relations** - Working in partnership with employees and their representatives through having effective consultation mechanisms and procedures to promote a positive employee relations culture.

**Health and wellbeing** - To raise awareness and provide a range of employment options and interventions that actively promote the health and wellbeing of employees in the workplace that improve levels of employee attendance and engagement.

**Human resources advice and guidance** - Adopting a business partnering model to supporting managers, Elected Members, and partners through the provision of advice on employment procedures and changes in legislation/best practice. This includes matters of discipline, capability, grievance, bullying and harassment, attendance, employee welfare and other employment related matters.

**Human Resources administration** - To provide accurate and complete employment documentation and ensure that appropriate controls are in place to support the effective management of the Council's establishment.

## Performance and Policy

The Performance and Policy team is responsible for developing and monitoring the Corporate Plan, service plans, and the equalities plan, which details specific priorities and objectives and how these will be delivered.

The team administers the Risk Management Framework and reports risk to Leadership Team and elected members on a regular basis.

The team is also responsible for policy management and co-ordinating a corporate framework that ensures a consistent and compliant approach is in place for the review, update and implementation of new and current policies and procedures.

## Key aims

To enable and protect the Council by providing a range of high-quality services that support the frontline operations of the Council.

- Ensure the workforce is fit for current challenges and for future demands
- Continue to strengthen the Council's brand and reputation
- Continue to engage and involve stakeholders in our decision making
- To build a skilled workforce for the future and develop in-house talent
- Continue to strengthen the Council's brand and reputation
- Provide regular feedback on communications to help inform decision-making about communication channels
- Produce an annual employee engagement survey and associated employee engagement activities including staff question and answer sessions, team toolbox talks and supporting the Employee Forum.

# Organisational Development and Performance

The service measures below support the delivery of the Corporate Plan 2020-2024.

Our People					
Working with communities and meeting the future needs of the District					
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target
P3. Deliver Excellent Services	P3.3 Ensuring technology enables us to effectively connect with our communities.	Increase % number of Twitter followers.	Upward trend	3122	Upward trend
		Increase % number of Facebook fans.	Upward trend	12,655	Upward trend
		Increase % number of SDDC website hits.	Upward trend	*1,723,180	Upward trend
	P3.4 Investing in our workforce us to effectively connect with our communities.	Increase % number of staff that feel this is a great place to work.	Impacted by COVID-19	Impacted by COVID-19	Impacted by COVID-19
		Increase % number of annual personal development reviews.	60%	84%	>60%
		Increase % number of training days per employee.	>2	4	>2
		Increase usage of the apprenticeship levy (£).	>£9263.11	£5154.25	>9263
		Reduced % of staff days lost due to staff sickness absence.	<10.65%	13.67%	<10.65%

		Attainment of RoSPA recognition for the Council's Health & Safety Management Framework.	N/A	Impacted by COVID-19	Expected summer 2021
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\* It is anticipated this measure has exceeded the out turn figure for 19-20 due to access issue to an external system we are unable to confirm this at the time of publishing the Service Plan.

## Organisational Development and Performance Equality, Diversity and Inclusion Actions 2021-2025

Organisational Development and Performance is responsible for supporting and delivering the following actions from the Plan:

- Review and deliver equality, diversity and inclusion training for Council Officers and Elected Members. This includes training that covers employment, mental health and wellbeing, recruitment and selection, raising awareness of the needs of different users and customers and unconscious bias.
- Identify under-representation in the Council's workforce that is reflective of the working age community and develop positive action initiatives to promote diversity in the workplace.
- Publish a gender pay gap report and report on any issues and actions taken.
- Design and deliver an annual employee engagement survey; ensure that it is accessible to all staff and includes questions that enable the Council to monitor trends and progress around equality, diversity and inclusion.
- Produce a set of standard equality and diversity monitoring categories so that Council Officers, residents and customers can declare information in a consistent manner.
- Use the Stonewall workplace equality index to assess achievements and progress in LGBTQ+ inclusion.
- Publish an annual report on progress made, achievements and further actions to deliver on the key outcomes in the Equality, Diversity and Inclusion Action Plan 2021 - 2025.
- Promote the 'Access to Work' scheme and any other national/local schemes that enable financial or other support for current or future employees.
- Collate and maintain data on equality, diversity and inclusion as a shared resource available on the Council's internal and external web pages, including the publication of the Equality Profile of South Derbyshire's population based on the nine protected characteristics, to help inform service delivery.
- Continue to deliver an apprenticeship programme in partnership with local colleges and other providers.

- Review our recruitment process to ensure we proactively encourage diversity when people apply for jobs at the Council
- Review the Corporate Equalities, Diversity and Inclusion Steering Group governance and terms of reference. To ensure that the Council's services are inclusive and accessible.
- The Council's Leadership Team and Elected Members lead and actively drive equality, diversity and inclusion to ensure that all services are accessible and that we work with partners, business and other groups to promote equality, diversity and inclusion across the District.
- Develop and implement an Equality Impact Assessment Framework to determine whether a part or full assessment is required and publish the results.
- Use equality, diversity and inclusion best practice to inform Council activity.
- Develop a programme of targeted communications to celebrate the diversity of our communities.
- Hold at least one annual equality, diversity and inclusion community event , involving councillors and officers encourage joint working on shared aims and continue to develop future plans to embed equality, diversity and inclusion throughout our services.
- Review our website and council information and implement a set of standards to ensure that it is accessible and inclusive,
- Make available appropriate communication channels to inform staff, residents, customers and our partners of ongoing and future work.
- Produce the Communications and Engagement strategy to enable residents, partners and customers to be involved in the development of the Council's Plans that have an impact on the District.

Organisational Development and Performance will work with Cultural and Community Services to jointly support and deliver the following action from the Plan:

- Signpost our staff, residents, customers and partners to digital support services.

Organisational Development and Performance will work with Business Change and ICT to jointly support and deliver the following action from the Plan:

- Review our website and council information and implement a set of standards to ensure that it is accessible and inclusive.



# Council wide service measures

The tackling climate change actions in the 2020/21 Service Plans reflect the Staff Travel Plan actions which were approved by the Council in January 2020.

Our Environment					
Keeping a clean, green District for future generations					
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target
E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	Continued reduction in the 'grey' miles travelled in delivering the service compared to 2018/19 baseline.	7% reduction on grey miles 2018/19	*Q3 2020/21 "grey" miles show a 60% reduction in mileage - this could be largely impacted due to COVID. **	Total 12% reduction from 2018/19 to 2021/22
		Measure and compare grey miles travelled by all relevant staff in the service for comparison against baseline mileage.	N/A	Complete	Not c/f for 2021/22
		Develop with relevant staff, appropriate actions to reduce grey mileage over the next 3 years.	Impacted by COVID-19	Impacted by COVID-19	Not c/f for 2021/22 but will be incorporated into reshaping the Councils services.
		>30% of staff in the service to be either working flexibly or travelling to work sustainably by 2021.	>30%	36%* of staff are working flexibly between home and the office.  Whilst 20% envisage working from home full time after COVID	To be confirmed following review of Q4 data.
		Develop an action plan to enable as many staff members as possible to work flexibly or travel to work sustainably.	Impacted by COVID-19	Impacted by COVID-19	Not c/f for 2021/22 but will be incorporated into reshaping the Councils services.
		Reduction in the quantity of fleet diesel used compared to 2018/19 baseline.	5% reduction on 2018/19 data	4.19%	3.8% reduction in the quantity of fleet diesel used compared to 2018/19 baseline.***
		Measure and compare fleet diesel consumption by all relevant vehicles and staff in the service to baseline mileage.	N/A	Complete	Not c/f for 2021/22
		Develop an action plan to reduce diesel mileage over the next 3 years.	N/A	Complete	Action Plan will be managed through the Transformation Project

		Monthly Environmental Performance Report to be completed by each service (including environment data required for carbon reporting for relevant service areas)		New measure for 2021-22.	
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\* At the time of publishing the outturn data for quarter four 2020-2021 was not available. Therefore, quarter three data has been provided (April 20 - December 2020.)

\*\*The current trajectory for Q4 2020/21 “grey” miles is to be estimated to be around 38% reduction compared to 2018/19

\*\*\*2020/21 missed target by 0.81% = Therefore adding this to 3% additional target this year = 3.8% reduction to achieve the total 10% reduction goal by 22/23 in the Staff travel plan

The impact of COVID-19 from March 2020 has changed where and how the Council works and how our staff commute to, and travel for work.

The scale of this impact means the current Staff Travel Plan actions do not adequately reflect the changes in travel behaviours. The contents of the Staff Travel Plan will be revised following further staff consultations and the outcomes of “reshaping the Council services” post Covid.

# Workforce

In terms of workforce development, an annual training and development plan is produced after Performance Development Reviews are held. Some homeworking opportunities are provided, and flexible working is considered crucial to motivate and engage high-performing staff.

As of 1 April 2021, 99 members of staff work in Corporate Resources.

A breakdown is shown in the following table:

Strategic Director Corporate Resources	1
Secretarial Services	3
Business Change and ICT	16
Customer Services	38
Finance	11
Organisational Development and Performance	12
Corporate Property	18

# Budgets

## Revenue budget 2021/22

The Directorate's budget for 2021/22 is outlined in the following table:

Service	Budget (£)
Customer Services	1,379,905
Corporate Property	1,168,573
Business Change and ICT	521,787
Finance	976,599
Organisational Development and Performance	656,634
Strategic Director	647,739
<b>Total</b>	<b>5,351,237</b>

## Capital budget 2021/22

The Directorate's capital budget for 2020/21 is outlined in the following table:

Service	Budget (£)
Customer Services	0
Corporate Property	0
Business Change and ICT	0
Finance	166,000
Organisational Development and Performance	488,000
Strategic Director	0
<b>Total</b>	<b>654,000</b>

# Partnerships and shared services

The Directorate's significant partnerships are outlined below:

Partnership/shared service	Main purpose
Central Midlands Audit Partnership To ensure compliance with regulations and to generate savings through increased purchasing power.	To deliver the Council's Internal Audit and to share best practice with other partners to strengthen the internal control environment.
Fraud Investigation Service	To prevent and detect fraud and corruption against the Council.
Procurement	To ensure compliance with regulations and to generate savings through increased purchasing power.

There are also arrangements with Enforcement Agents for Council Tax and Business Rates recovery, together with the Department for Work and Pensions and Valuation Office Agency.

The Directorate also works in partnership with developers and other stakeholders in order to "sweat the assets" of the Council where there is mutual benefit in doing so.

<b>REPORT TO:</b>	<b>FINANCE and MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 8</b>
<b>DATE OF MEETING:</b>	<b>10<sup>th</sup> JUNE 2021</b>	<b>CATEGORY: RECOMMENDED</b>
<b>REPORT FROM:</b>	<b>ALLISON THOMAS, STRATEGIC DIRECTOR – SERVICE DELIVERY</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>MATTHEW HOLFORD, HEAD OF ENVIRONMENTAL SERVICES, <a href="mailto:matthew.holford@southderbyshire.gov.uk">matthew.holford@southderbyshire.gov.uk</a>, 01283 595856</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>CLIMATE EMERGENCY ACTION PLANNING</b>	
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM01, FM08, FM13</b>

## **1. Recommendations**

- 1.1. That the Committee welcomes the actions completed to date and the ambition outlined in the Plan to achieve the Council's Carbon reduction targets for the Council by 2030 and for the District as a whole by 2050, whilst recognising the scale of the challenge to achieving these outcomes.
- 1.2. That Committee acknowledges the predicted costs and timescales for the delivery of the Climate and Environment Action Plan and the potential implications of this on corporate decisions relating to Council assets such as buildings and transport fleet up to the end of the Medium-Term Financial Strategy and beyond.

## **2. Purpose of the Report**

- 2.1. To advise the Committee of the contents of a revised Climate and Environment Action Plan 2021 – 2030, which was approved by Environment & Development Services Committee on 27 May 2021.
- 2.2. To advise Committee of the existing carbon emissions from Council activities and from all other sources within South Derbyshire.
- 2.3. To provide Committee with the actions which will deliver the Council a route-map to becoming carbon neutral by 2030.
- 2.4. To provide Committee with indicative costs of the options to achieve carbon neutrality by 2030.
- 2.5. To particularly draw the Committees attention to the 'Transformational Actions' identified by the Climate and Environment Action Plan and to seek to ensure that future decisions of the Council, particularly in relation to buildings and fleet are made with due regard to the need to implement these actions in order to achieve Council's carbon reduction targets.
- 2.6. In this regard the Council's Chief Finance (Section 151) Officer comments as follows:

*“Given the Council’s projected financial position and the challenges it is likely to face over the foreseeable future, it is not realistic to imagine that the Council will ever be able to afford to find the significant resources necessary to meet its targets. Besides current budgets for vehicle replacements and planned maintenance, there are no other resources set-aside, or ever likely to be set-aside, for carbon reduction on the scale estimated in this report. As it currently stands, the Council will be reliant on external funding and grants to meet its carbon reduction targets.”*

### **3. Detail**

#### **Background**

3.1. At full Council on 27 June 2019 the following pledges were made in declaring a Climate Emergency:

- Declare a Climate Emergency;
- Strive to make South Derbyshire District Council carbon neutral by 2030 and achieve Carbon Neutrality for South Derbyshire before the Government target of 2050;
- Call on the UK Government to provide the powers and resources to make the 2030 target realistic;
- Work with partners across the District and region to deliver this goal through all relevant strategies;
- Report back to Council within six months and have a standard Environmental and Development Service Committee agenda item on Environmental Improvements the Council is taking to address this emergency.

3.2. On 16 January 2020, full Council approved a Climate and Environment Strategy and the Council’s first Climate and Environment Action Plan 2020 – 2024. The Strategy and Action Plan were the Council’s first response to the Climate Emergency declaration.

3.3. At the time of its adoption, officers were keen to highlight that the 2020-24 Action Plan should be seen as the start of a work in progress.

3.4. Within this Plan there were 32 proposed actions which would contribute to carbon reductions. However, as was acknowledged at the time, the Action Plan had a number of shortcomings, most notably:

- The Plan did not contain a clear route-map to zero carbon.
- The Plan did not contain the costs associated with achieving zero carbon, nor any profile of spending to enable the costs of the Council declaration to be included in the Medium-Term Financial Strategy.
- Many of the 32 identified actions were uncommitted and uncostered.

3.5. The Climate and Environment Action Plan 2021-30 (C&EAP) seeks to address these shortcomings as far as is reasonably possible.

3.18 The Council has none the less made significant progress over the last 12 months in reducing carbon emissions. Some of the highlights of progress made within the Plan to date include;

- Negotiating a corporate energy contract with a carbon neutral provider,

- Acquiring baseline data to identify potential future carbon reduction measures across the Council's own housing stock.
- Revising the procurement tendering process to improve carbon neutral criteria within the scoring process,
- Creating and delivering a new "South Derbyshire Healthy Homes Assistance Fund" following a review of the Private Sector Housing Renewal Policy,
- Ensuring that 99.8% of private rented properties meet new Energy Efficiency Regulations in private rented properties
- Facilitating an on-line event in October 2020 to promote 'deep retrofit' energy saving and low carbon technology in all housing stock with the aim of stimulating the "green recovery" of the local economy;
- Successfully bidding for just over £1,000,000 in funding to make energy improvements to the worst performing, low income, owner-occupied properties in South Derbyshire;
- Promoting and administering approximately £100,000 spend of government grant towards a Property Flood Resilience Recovery Support Scheme for all properties flooded in South Derbyshire as a result of Storm Ciara and Dennis in February 2020;
- Installing a further 16 electric vehicle charge-points in public car parks owned by South Derbyshire District Council to help promote the transition to electric car ownership.
- Procuring two new refuse collection vehicles fitted with electric tail lifts saving £1,500 in fuel and 3000kg of carbon per vehicle per year with a 20 decibel sound reduction.
- Procuring electric rechargeable grounds maintenance equipment.
- Undertaking a successful wildflower planting pilot which has been developed further for 2021-22.
- Commissioning a Plan for Nature to deliver net biodiversity gain from future development across the District.
- Reviewing the Council's waste collection services with proposals approved to achieve the 60 per cent recycling and composting target in the Corporate Plan by 2024.

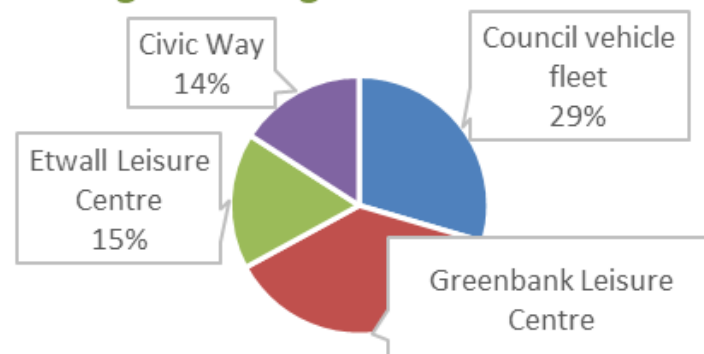
### **District Council Activities - Main Carbon Emission Sources and Means of Reduction**

- 3.6. Since the Climate Emergency declaration in June 2019, officers have spent considerable amounts of time developing a process for mapping and measuring all significant activities and emissions which are contributing to the carbon footprint of all Council activities. This has been followed by a process of collating relevant data about all relevant activities and emissions and then converting these into a calculation of the total carbon equivalent (CO<sub>2e</sub>).
- 3.7. The current annual CO<sub>2e</sub> emission from the activities of South Derbyshire District Council is **approximately 2,500 tonnes per annum**. The proposed C&EAP provides a full breakdown of the sources of these emissions.



- 3.8. Currently this calculation includes carbon emissions associated with Etwall Leisure Centre, even though this is owned by John Port School. In future iterations of the Plan this may be excluded as an SDDC emissions source (due to the relatively limited control the Council has on its operations) and be included in the District-wide 2050 emissions calculation.
- 3.9. Currently the calculation does not include emissions associated with SDDC owned housing stock, mainly because the Council does not have any direct control over the energy use of the tenant or energy provider selected by the tenant. These emissions are therefore included in the District-wide 2050 calculation. This may be included as an SDDC emissions source in future iterations of the Plan.
- 3.10. The four main carbon emissions sources from Council activities are, in order of magnitude:
- Heating, refrigerant, and lighting Greenbank Leisure Centre, 819 tonnes CO<sub>2</sub>e per annum (33%)
  - Fuel emissions from the Council's own transport fleet, 663 tonnes CO<sub>2</sub>e per annum (29%)
  - Heating, refrigerant, and lighting Etwall Leisure Centre, 383 tonnes CO<sub>2</sub>e per annum (15%)
  - Heating, refrigerant, and lighting Civic Offices, 342 tonnes CO<sub>2</sub>e per annum (14%)

**Figure 1. High emitting in-house Council locations.**



- 3.11. The remaining 9% of carbon emissions from SDDC sources are from Rosliston and other public buildings.
- 3.12. The Council has not yet quantified the 'Scope 3' emissions. These are defined as all the indirect emissions that occur in the Council's value and supply chain, such as purchased goods, emissions from third parties providing services on behalf of the Council, investments, etc. Work to calculate the Scope 3 emissions is progressing and this, along with proposed mitigating actions, will be included in future revisions of the C&EAP.

### **Transformation Actions**

- 3.13. There is a relatively limited range of options available to the Council to deal with each of the four main emissions sources described in paragraph 3.10. The options for each main emission source, plus the estimated cost for each option are expressed as 'Transformation Actions' in the C&EAP. They are shown at Table 5 of the C&EAP.

3.14. In summary they are:

- T2 - Retrofit Greenbank Leisure Centre with energy efficiency measures, plus install a renewable energy system for heating and lighting.
- T4 – Replace all existing large fleet vehicles with hydrogen or electric. Replace all smaller fleet vehicles with electric.
- T5 - Install electric and / or hydrogen fuelling infrastructure at Boardman Depot which may require relocation of the depot or acquisition of additional land. Install a renewable energy source at the Depot for heating and lighting.
- T3 - Retrofit Etwall Leisure Centre with energy efficiency measures, plus install a renewable energy system for heating and lighting.
- T1 – Retrofit Civic Offices with energy efficiency measures and renewable energy system or create a carbon neutral new build.
- A further Transformation Action (T6) relates to Rosliston.
- Two additional Transformation Actions (T7 and T8) relate to improving SDDC's housing stock. Because emissions from the housing stock are included in the 2050 carbon neutral target rather than the 2030 target, the costs and carbon impacts of T7 and T8 are not discussed in detail in this report but will be covered in subsequent reports.

3.15. **The Transformation Actions are estimated to be capable of reducing SDDC carbon emissions by 80%.**

#### **Service Plan Actions**

3.16. The C&EAP also identifies a further 27 actions which will need to be implemented to enable the Council to achieve carbon neutrality.

3.17. These are a range of hard and soft measures across all Council services to either directly deliver or aid the delivery of carbon reductions.

3.18. These actions have been described in the C&EAP as 'Committed' or 'Uncommitted'. In this context 'Committed' means that the funding and staff time necessary to deliver the action has already been secured and allocated. Uncommitted items cannot be delivered without the additional funding or staff time identified.

3.19. If all of the committed and uncommitted Service Plan Actions are delivered then the proposals will take SDDC to a point of being at, or very close to, carbon neutrality.

#### **Emissions from All South Derbyshire - Main Carbon Emission Sources and Means of Reduction**

3.20. The total carbon emissions from all activities within South Derbyshire are calculated as being **695,100 tCO<sub>2</sub>e**. The scale and complexity of carbon emissions across South Derbyshire means that the Council is not yet close to producing a route-map to carbon neutrality for the District as a whole.

3.21. The three dominant sources of emissions are;

- Transport emissions  
302,700 tonnes CO<sub>2</sub>e per annum (43%)

- Industrial / commercial energy use  
203,500 tonnes CO2e per annum (29%)
- Domestic energy use  
168,800 tonnes CO2e per annum (23%)

3.22. The C&EAP sets out 18 Service Plan Actions which have been attributed to relevant Heads of Service to reduce carbon emissions in the District. As with the In-House Service Plan Actions, these have been described in the C&EAP as 'committed' or 'uncommitted'. Currently 12 of these Actions are 'committed'.

3.23. The process of calculating the carbon reductions associated with these Service Plan Actions is not yet sufficiently mature to enable the carbon savings to be estimated. A summary of the estimated sources of carbon emissions in South Derbyshire is provided at page 8-9 of the Climate and Environment Strategy.

3.24. The actions to deliver carbon neutrality across South Derbyshire by 2050 will continue to be an iterative process.

### **Opportunities and Co-benefits**

3.25. The first impressions of the C&EAP and in particular of the Transformation Actions, is that it presents a challenge and level of cost which is unachievable.

3.26. However, the contents of the Plan not only provide a costed route-map to carbon neutrality (which is an imperative first step towards that goal), but also provides the framework and context to exploit critical opportunities that may be presented to the Council in terms of securing additional resources.

3.27. Many of the Actions within the C&EAP will need to be externally funded. It is anticipated that many government and other third-party funding opportunities will emerge over the next few years. Unless the Council can prove that it has an ambitious, coherent and approved Plan, then the probability of winning bids for this funding will be seriously impeded.

3.28. Therefore, whilst the funding for much of the Plan does not currently exist or has not been allocated, the approval of the Plan is a necessary pre-cursor to enable the Council to seek such funding.

3.29. The C&EAP also limits itself to considering just the direct financial and carbon budgeting for carbon neutrality.

3.30. Carbon neutrality also brings with it a wide array of co-benefits, such as cleaner air, more active transport, improved health and well-being, improved biodiversity and technical innovation, all of which have the capacity to deliver economic and social improvement as well as environmental gains.

3.31. Carbon neutrality will also deliver reduced energy and running costs which have not been costed in the C&EP. These will include:

- Vehicles – it is estimated that in terms of fuel cost, electric vans are around 40% cheaper to run (diesel vans cost 5p/mile, electric vans cost 3p/mile).
- Heating of buildings – retrofitting, heat decarbonisation and smart energy efficiency technology can show energy savings of 50% to 75% of annual bills.

- Renewables – replacing electricity from the grid with renewables such as Solar PV can reduce electricity use to zero and/or make money through feed-in-tariffs.

- 3.32. Seeking carbon neutrality will also open up dialogue and collaboration with the local business community. This should lead to new opportunities around clean economic growth.
- 3.33. When the C&EAP was considered and endorsed by Senior Leadership Team in April, the prospect of a South Derbyshire Carbon Summit was proposed as a key deliverable Under Service Plan Action DSP5 – “Develop, implement, and engage local public/private partnerships to support decarbonisation across South Derbyshire”. This will enable the Council to confidently engage with the business community and to articulate its ambition to businesses and other key stakeholders across the District. As a result, the Council would seek to galvanise support and a shared investment and ownership in delivering the Plan.
- 3.34. Finally, officers are acutely aware that the C&EAP is a heavy read due to both its technical content and depth of data. This is necessary for what is a relatively complex and wide-reaching Plan.
- 3.35. In order to achieve a meaningful level of public engagement, a more accessible version(s) of the C&EAP will be developed for different stakeholders and interest groups.

#### 4. **Financial Implications**

##### **Transformation Actions Costs**

- 4.1. The total cost of all Transformation Actions (excluding SDDC housing stock) is estimated to be in the range **£10 – 15 million over the course of the next eight years**. Table 5 in the C&EAP provides a full breakdown of the estimated cost.
- 4.2. However, the maintenance and improvement of all these assets, irrespective of achieving carbon neutrality, carry embedded costs and therefore an estimate of the additional costs of decarbonisation for each option has been sought.
- 4.3. The total additional cost of including decarbonisation of all the Transformation Actions is estimated to be in the range **£5.6 to 6.8million**. This figure is included in the £10 - £15 million estimate above. These estimates relate to capital costs alone and do not factor in the anticipated long-term reduction in revenue costs associated with reduced fuel use, etc.
- 4.4. Currently no direct budget has been allocated to the Transformation Actions, however, the Plan sets the ambition and framework for the Council to take full advantage of the opportunities that may arise to bid for external funding and provides the data and insight to inform future corporate decisions and spending priorities.
- 4.5. There are a number of existing capital expenditure commitments from reserves which relate to the Transformation Emission sources, and these are identified in Table 1 below.
- 4.6. Officers involved in the implementation of the C&EAP and those involved in the implementation of the projects identified in Table 1 will collaborate to ensure that the delivery of the existing commitments can be aligned as closely as possible with the carbon neutral aspirations.

**Table 1 – Existing Commitments from Reserves**

	FUNDING				Comment
	Earmarked	Capital	General Fund	Total	
Rosliston Forestry Centre	125,290	657,000	50,000	<b>832,290</b>	Started and an electric vehicle purchased
Carbon Reduction at Depot	0	50,000	0	<b>50,000</b>	
Town Centre Regeneration	255,665	0	44,335	<b>300,000</b>	Works started
Melbourne Assembly Rooms	0	260,000	0	<b>260,000</b>	Works started
Oversetts Road Football Facility	820,162	367,997	0	<b>1,188,159</b>	
Public Buildings	445,779	0	0	<b>445,779</b>	Scheduled programme
Vehicle Replacement (GF)	287,363	0	0	<b>287,363</b>	Scheduled programme
Vehicle Replacement (HRA)	64,722	0	0	<b>64,722</b>	Scheduled programme
	<b>1,998,981</b>	<b>1,334,997</b>	<b>94,335</b>	<b>3,428,313</b>	

### Service Plan Costs

- 4.7. The estimated total cost of the Service Plan actions to make SDDC carbon neutral is £743k, with an estimated requirement of 4,730 employee hours.
- 4.8. Currently £315k and 3,350 employee hours to deliver these actions are uncommitted. This estimate does not include the cost of replacing existing fluorinated gases in air conditioning and heat pump plant for which an accurate figure is not yet available. Fluorinated gases are powerful greenhouse gases, with a global warming effect much greater than carbon dioxide.
- 4.9. The estimated cost of the Service Plan actions to start to decarbonise South Derbyshire as a District is £1,346,000, along with an estimated requirement of 6,000 employee hours.
- 4.10. Currently £43k and 2,000 employee hours to deliver these actions are uncommitted.

## 5. Corporate Implications

### Employment Implications

- 5.1. In response to the Climate Emergency, the Council has already employed a full time, permanent Climate and Environment Officer. Additional staffing resources will almost certainly be required to enable the Transformation and Service Delivery Actions to be met.
- 5.2. For example, Action DSP4 – “Green Homes Grant/LAD funding delivery of retrofit measures to private and tenant houses” has recently secured £1,031,000 funding to insulate privately owned houses in the District and reduce their fossil fuel energy consumption. Part of the agreed funding allocation has been to employ a temporary Green Homes Grant Project Officer to assist with the project.

- 5.3. All employment implications will be reported to the relevant Committee where they result in changes to the establishment and will be dealt with in accordance with the Council's recruitment and selection processes.

### **Legal Implications**

- 5.4. It is not currently a legal duty to produce a Climate Emergency Action Plan and to deliver on its commitments. However, given the significant strength of public support for action on climate change it is entirely possible that some form of statutory duty on local authorities to act will emerge soon.
- 5.5. Some climate action groups, such as Client Earth are also making clear signals of their intent to take civil legal action against local authorities who do not make meaningful progress with their climate emergency declarations.

### **Corporate Plan Implications**

- 5.6. The proposals align with the key aim within the draft Corporate Plan to "Tackle Climate Change" as well as the two key actions within this aim to "Strive to make South Derbyshire District Council carbon neutral by 2030" and to "Work with residents, businesses and partners to reduce their carbon footprint".
- 5.7. A performance indicator relating to progress against the C&EAP committed actions will be reported quarterly as part of the Corporate Plan performance management framework.

### **Risk Impact**

- 5.8. The proposals will have a beneficial mitigating action against the corporate risk of "Managing the environmental impact of incidents across the District".
- 5.9. The proposals will also mitigate against the growing reputational risk for public sector organisations which do not have coherent carbon reduction plans.

## **6. Community Impact**

### **Consultation**

- 6.1. The proposed Climate and Environment Action Plan will be the subject of further consultation over the next 12 months.

### **Equality and Diversity Impact**

- 6.2. The existing Climate and Environment Strategy will be assessed against the Equality and Diversity assessment matrix.

### **Social Value Impact**

- 6.3. Beneficial.

### **Environmental Sustainability**

- 6.4. Beneficial.

## **7. Conclusions**

- 7.1. The Council's second C&EAP provides the first clearly defined route to carbon neutrality for the Council's own emissions by 2030 and provides the Committee with

a full appreciation of the practical and financial implications of the climate emergency declaration.

- 7.2. The Plan also contains actions which will enable a coherent route to carbon neutral for all of South Derbyshire by 2050 to be developed.
- 7.3. The Plan contains eight Transformation Actions for delivery over the next eight years, which will reduce SDDC emissions by 80%.
- 7.4. The Plan contains a further 27 Service Plan actions which will deliver the remaining 20% of emissions reductions.
- 7.5. The Plan contains another 18 Service Plan actions which will deliver meaningful carbon reductions in residences and businesses in South Derbyshire.
- 7.6. The adoption of the Plan will create an impetus to commence the project planning process for all eight of the Transformational Actions. The adoption of the Plan will also enable medium-term financial planning to take account of the commitments made within the Plan, as well as giving officers the opportunity to pursue relevant funding bids knowing that they have corporate strategic support.
- 7.7. The Action Plan is a vital foundation to enable the Council to progress towards the delivery of two of its Corporate Plan aims.

## **8. Background Papers**

Council, 27 June 2019

Environment and Development Services Committee, 14 November 2019.

Council, 16 January 2020

Environment and Development Services Committee, 27 May 2021.



South Derbyshire District Council

# Climate and Environment Action Plan 2021-30





## Executive Summary.

This Climate and Environment Action Plan is in response to the Council's Climate and Environment Strategy and their aspiration to achieve carbon neutral by 2030 across the Council controlled (in-house) operational activities. It also aims to work with partners to deliver carbon neutrality across South Derbyshire area (District-wide) before the UK Government's carbon zero target of 2050.

The initial part of this plan focuses on estimating of the Council's carbon **emission baselines**, based on the 2018/19 levels that result from Council-controlled activities (in-house emissions) and secondly resulting from the industrial, commercial, domestic and transport activities across the South Derbyshire area (District-wide emissions). The Council **in-house** annual emission baseline is estimated at **2,500 tCO<sub>2</sub>e** and the **District-wide** emission baseline is estimated at **695,100 tCO<sub>2</sub>e**.

The second part of this Climate and Environment Action Plan is to develop carbon mitigation, adaption, and offsetting actions across all the Council Services that will reduce the carbon emissions to the target levels to meet the Council's Climate Emergency Declaration commitments. The three categories of decarbonisation actions detailed in this plan are:

**Actions Taken (2019/20)** – the decarbonisation actions already taken by the Council.

**Transformative Actions (2021/30)** - 80% of the carbon emissions resulting from Council in-house activities are from four high emission sources that require significant high-cost Transformative Actions to tackle this high level of emissions.

**Service Plan Actions (2021/22)** – these actions predominately support, influence and lead to behaviour change across both in-house and District-wide activities resulting in smaller carbon emission reductions.

One of the major challenges is the cost of these actions, especially Transformative Actions that will deliver most of the carbon neutral journey to 2030. The indicative cumulative decarbonisation costs for all in-house actions over and above 'business as usual' expense is estimated to be between **£5.8 and £7 million**.

The indicative financial cost to the Council for reducing the District-wide emissions over the longer timeframe to 2050 is much smaller in comparison, although it is estimated that a total of **5,000 hours** of employee time will be required to deliver the current District-wide actions.

The reduction of carbon emissions resulting from these actions is illustrated by the **Carbon Road Map**. This maps the Council's journey to carbon neutral by 2030 provided the annual Service Plans and the Transformative Actions are delivered in the timeframe suggested.

The decarbonisation of the **Council Housing Stock** requires specific mention as a big carbon emission source. For the purposes of this Climate and Environment Action Plan it lies outside of the in-house or District-wide carbon emission categories and the decarbonisation actions are a stand-alone Council project that is high-cost and will be ongoing until 2050.

The Council's delivery of carbon reduction and neutrality will rely heavily on the UK Government investment, funding, and support. One of the main objectives of this Climate and Environment Action Plan is to ensure that all the Service and Transformative actions are worked into '**ready-made**' decarbonisation plans ensuring the Council is prepared for when Government funding opportunities become available.

## Table of Contents.

South Derbyshire District Council.....	1
Executive Summary.....	2
1. Introduction.....	4
2. Council Climate and Environment Aspiration. ....	4
3. Action Plan Objectives.....	4
4. Carbon Emissions Reporting .....	5
4.1 Emissions resulting from Council In-house activities. ....	5
4.2 Emissions resulting from South Derbyshire District-wide activities.....	6
4.3 Comparisons of Emissions from across other Derbyshire Councils .....	7
5. Reducing carbon emissions – Decarbonisation Actions.....	8
5.1 Typical Decarbonisation Actions.....	8
5.2 Indicative costs of decarbonisation actions – decarbonisation cost.....	8
5.3 Co–benefits of decarbonisation actions. ....	9
6. Council In-house actions to achieve Carbon Neutral.....	10
6.1 Actions Taken (2019/20). ....	10
6.2. Transformation Actions 2021/30.....	14
6.3 Council In-house Service Plan Actions 2021/30.....	12
6.4 Council Carbon Reduction Road Map.....	13
7. Council District-wide actions to reduce carbon emissions.....	15
7.1 Derbyshire County Council actions - Derbyshire County-wide strategies.....	15
7.2 Council District-wide Service Plan Actions 2021/22.....	16
8. Performance Management of Climate and Environment Action Plan .....	17
9. Version Control .....	18
Appendix.....	19
1. Carbon Emissions by Council building location.	
2. Transformation Plans 2021/30	
3. In-house and district-wide Service Plan Actions 2021/30 by Service.	
4. Council Carbon Reduction Roadmap Calculator.	

## 1. Introduction.

This Climate and Environmental Action Plan outlines South Derbyshire District Council's (SDDC) actions to deliver the aspirations of the South Derbyshire Climate and Environment Strategy (STEMS-07-ST2) and the SDDC's Climate Emergency Declaration of 2019.

The Plan is intended as a working document that enables the Council to have fully prepared decarbonisation plans that are updated on a yearly basis to incorporate ongoing UK government strategy around the green economy growth, technology advances and to ensure SDDC is prepared for any decarbonisation funding opportunities that support the cost of delivering carbon neutrality.

The aspiration to become a carbon neutral Council by 2030 and a carbon zero District before the UK Governments 2050 target will require significant reduction in carbon emissions. The SDDC has two distinct and separate roles to play in this decarbonisation aspiration:

1. To identify and reduce carbon emissions that result from the activities directly and indirectly caused from ongoing Council-controlled operational activities, called Council **in-house** emissions.
2. To use the SDDC's influence to support the whole community and business sectors to reduce their own carbon footprint and carbon emissions across the whole South Derbyshire District, called SDDC **District-wide** emissions.

## 2. Council Climate and Environment Aspiration.

On 27<sup>th</sup> June 2019, the Council declared a Climate Emergency and made a commitment to strive to make SDDC carbon neutral by 2030 and achieve carbon neutrality before the Government target of 2050.

## 3. Action Plan Objectives.

From the aspiration, the SDDC Climate and Environmental Action Plan has the following objectives:

- To continually improve the monitoring and reporting of carbon emissions that result from both the Council-controlled activities (in-house) and those across the South Derbyshire area (District-wide).
- To deliver actions through annual Corporate Plan, Service Plans and Business Transformation Plans that enables SDDC to achieve carbon neutral by 2030 by reducing the emissions resulting from the council-controlled operational activities (in-house actions).
- To deliver actions through annual Corporate Plan, Service Plans and Business Transformation Plans that lead and supports carbon emission reduction across the whole of the South Derbyshire region (District-wide actions).

## 4. Carbon Emissions Reporting

The reporting of carbon emissions data resulting from both in-house and District-wide activities are a critical part of Climate and Environment action planning and performance monitoring.

This plan uses **tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e)** as the measure and the current levels of carbon emissions that result from in-house and District-wide activities. The estimation of in-house emissions is based on the regular monitoring of emission sources across all Council owned property and fleet vehicles. The District-wide emissions are based on UK Government statistics from the Department of Business, Energy, and Industrial Strategy (BEIS, 2018) that measures historic emissions data from the key sectors across the District. For the purposes of this plan, the 2018/19 emission data form the **emission baseline**, from which any emission reductions resulting from the decarbonising action selected are based on.

### 4.1 Emissions resulting from Council In-house activities.

In line with the BEIS (2020) guidance on carbon emission reporting, the emissions are divided into three categories, Scope 1, 2 and 3 as described below.

Category	Description	Example data used in this analysis
<b>Scope 1</b>	Emissions that the Council is directly responsible for.	<ul style="list-style-type: none"> <li>Metered heat (gas) data for buildings where SDDC pay the heating bills.</li> <li>Mileage for SDDC-owned vehicle fleet and pool cars along with vehicle make/model and age.</li> </ul>
<b>Scope 2</b>	Indirect emissions that the Council has some control over.	<ul style="list-style-type: none"> <li>Metered electricity data for buildings where SDDC pay the electricity bills.</li> <li>Employee business mileage.</li> </ul>
<b>Scope 3</b>	Indirect emissions that the Council has no direct control over but can exert an influence on.	<ul style="list-style-type: none"> <li>Business that supplies goods to SDDC.</li> <li>Metered water use data.</li> <li>*Estimated energy data for the SDDC housing stock.</li> </ul>

\*Estimated energy data for SDDC housing stock is not currently included in the SDDC emissions baseline but is part of the decarbonisation actions detailed to be delivered as part of this Action Plan.

The Council's In-house activities emissions for 2018/19 (Scope 1 & 2) estimates the **emission baseline** as **2,500 tonnes** of carbon dioxide equivalent (tCO<sub>2</sub>e) annually, resulting from the carbon emissions activities from the Council locations shown below:

**Table 1. Council in-house carbon emissions (tCO<sub>2</sub>e) by location (Scope 1 & 2).**

Location	Heat	Refrigerant	Vehicle fuel	Electricity	Total
Greenbank LC	439	230	0	150	<b>819</b>
Enwall LC	162	155	0	66	<b>383</b>
Civic Offices	49	68	134	91	<b>342</b>
Public Buildings	33	0	0	119	<b>152</b>
Rosliston	102	0	0	34	<b>136</b>
Boardman Depot	26	32	588	17	<b>663</b>
Other (waste etc)					<b>6</b>
<b>Total</b>	<b>811</b>	<b>485</b>	<b>722</b>	<b>476</b>	<b>2,500</b>

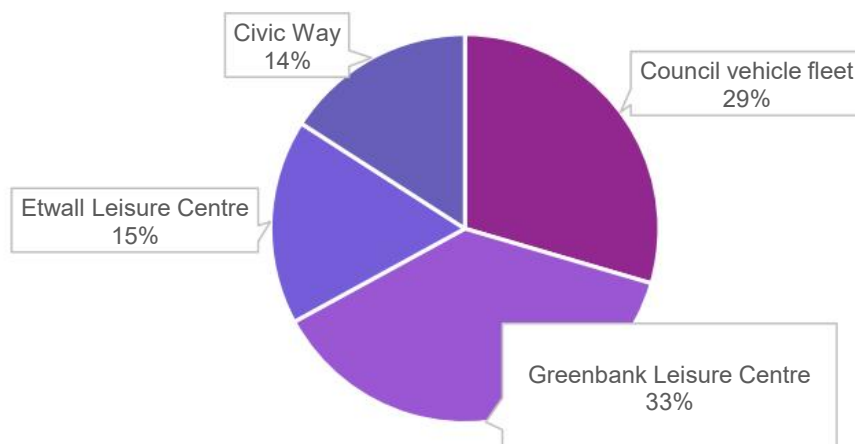
\*Some Scope 3 Council in-house carbon emissions are show in Appendix 1.

Reporting carbon emissions from 'other indirect' (Scope 3) carbon emission sources such as the procurement of goods and services from third party suppliers is still unquantified and currently not included in the Councils emission baseline. It is estimated that these Scope 3 emissions could be as

much as 60% of the Council's total carbon emissions and part of the planned actions for the future is these Scope 3 emissions are identified and monitored.

The two highest carbon emission sectors resulting from the Council's in-house activities are from **heat** (gas) and **vehicle** (petrol and diesel fuel). This results in four specific high emission sources, which in order of magnitude are the **Greenbank Leisure Centre, Council vehicle fleet, Etwall Leisure Centre, and Civic Way Offices**, accounting for 91% of the Councils total 2,500 tCO<sub>2</sub>e emissions.

**Figure 1. High emitting in-house Council locations.**



Identifying these high carbon emitters illustrates the Councils requirement for **Transformative Actions** that will tackle these high emission items.

#### 4.2 Emissions resulting from South Derbyshire Area-wide activities.

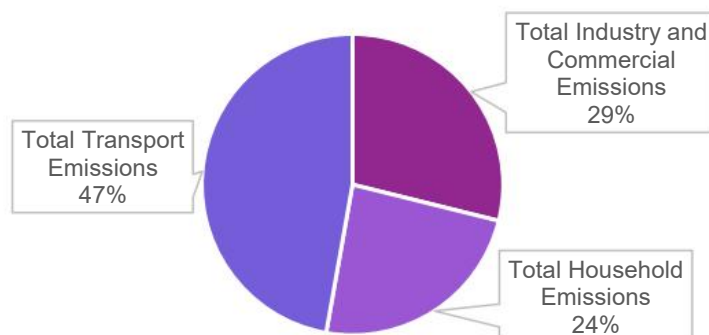
The current carbon emissions resulting from District-wide activities across the South Derbyshire are estimated using emissions data from BEIS (2018). The estimated (2018) annual **emissions baseline** for South Derbyshire is **695,100 tCO<sub>2</sub>e** and the main sectors producing these emissions are shown below.

**Table 2. District-wide carbon emissions (ktCO<sub>2</sub>e) by sector.**

District-wide Sector	Carbon emissions (ktCO <sub>2</sub> e)
Road Transport	302.5
Other Transport	30.2
Household heat (gas)	100.9
Household (other)	28.8
Commercial/Industrial heat (gas)	72
Commercial/Industrial heat (other)	36.2
Household electricity	39.1
Commercial/Industrial electricity	84.2
Other	1.2
<b>Total</b>	<b>695.1</b>

These District-wide emissions can be categorised in three main sectors (illustrated below), the highest carbon emissions sector by some margin is **Road Transport**, followed by **Household Energy** and **Commercial/Industrial Energy** categories. In a similar way to Council in-house emissions, identifying these high carbon emitters supports the prioritisation process for the District-wide decarbonisation actions.

**Figure 2. High emitting District-wide Sectors (ktCO2e)**



#### 4.3 Comparisons of Emissions from across other Derbyshire Councils

As a comparison with other Council's District-wide emissions in Derbyshire, Table 3 below shows the BEIS emission comparisons on a per head of population basis.

**Table 3. Comparison between all Derbyshire Councils based on emissions per head.**

Local Authority	Total emissions (ktCO2e)	Population (000's)	Emissions / head
South Derbyshire	695.1	104.5	6.7
North East Derbyshire	516.1	101.1	5.1
High Peak	2,832.9	92.2	30.7
Erewash	549.6	115.5	4.8
Derbyshire Dales	545.8	72.0	7.6
Chesterfield	459.7	104.6	4.4
Bolsover	1,030.1	79.5	13.0
Amber Valley	659.0	126.7	5.2
Derby	1,148.7	257.2	4.5
<b>Derbyshire Total</b>	<b>7,288.3</b>	<b>796.1</b>	<b>9.2</b>

Source: BEIS (2020) based on 2018 data.

South Derbyshire's carbon emissions per head sit in the middle of the comparison league across the County, with the highest emissions coming from the High Peak that are largely due to the high energy usage of its large industrial installations (quarrying). The lowest emissions from Chesterfield resulting from its low transport, industrial and commercial emissions.



## 5. Reducing carbon emissions - Decarbonisation Actions.

The carbon emissions resulting from both Council in-house and South Derbyshire district wide activities as shown above are mainly a product of the Heating, Transport and Electricity sectors. Each of these sectors have typical established decarbonisation actions as detailed below.

### 5.1 Typical Decarbonisation Actions.

**Heat decarbonisation** – To decarbonise heating in buildings, it is necessary to reduce heat through efficiency (data, behaviour, etc), improve the building fabric to reduce heat loss (retrofit measures) and in the longer term all buildings need to switch from gas/oil (fossil fuels) to a low or zero carbon heat technology.

**Transport decarbonisation** – requires a planned replacement of all existing vehicles with low or zero emission vehicles and the development of an appropriate located supporting infrastructure. A key challenge here is heavier trucks, where the current new vehicle technology (electric and hydrogen) is extremely expensive because of its infancy. In addition, vehicle decarbonisation requires reduction in vehicle use and mileage through behavioural change programmes.

**Electricity decarbonisation** – requires the uptake of renewable energy from green utility suppliers or through renewable technology sources. These actions together with behaviour change and smart technology that optimises energy usage will lead to efficiencies. It is expected that the UK national grid will be decarbonised from around 2033 and will be producing electricity from 100% renewable sources, making electrification through the grid carbon zero.

### 5.2 Indicative costs of decarbonisation actions - decarbonisation cost.

The Council's route to carbon neutral through decarbonisation actions will require significant investment and funding. Each decarbonisation actions detailed in this Climate and Environment Action Plan has an indicative cost that is intended to give an overall ball-park figure of the decarbonisation costs but should in no way be used as definitive.

Some of the actions detailed have already been committed to by the Council and are highlighted as such. The costs associated with these committed actions are not included in the overall decarbonisation costs.

Where appropriate costs are allocated to actual carbon reduction actions, a good example of this is the vehicle fleet, where between now and 2030 most of the vehicle fleet will be replaced as part of the SDDC procurement/asset process. The difference in cost between replacing with a diesel vehicle and an Electric vehicle is the **decarbonisation cost** and the indicative figure used to illustrate the cost of carbon neutral.

As with the carbon emissions, the Councils decarbonisation actions are split into in-house actions and District-wide actions. They are a combination of '**Hard**' measures (H) which will lead to predicted carbon emission reductions and '**Soft**' measures (S) that will support behaviour change and engagement with the potential of carbon reduction. Soft (S) actions are recognised by the Committee on Climate Change (CCC, 2019) as being able to deliver emission reductions that average at around 10% of the carbon emissions they are focused on.

### 5.3 Co-benefits of decarbonisation actions.

Most decarbonisation actions have co-benefits, in addition to reducing carbon emissions they can lead to an overall significant reduction of operating costs. In terms of transport this is through the comparative cost of electricity or hydrogen per mile compared to petrol or diesel. Through heating, decarbonisation measures lead to significant efficiencies and reduction of energy used compared to fossil fuel generated heat. This type of co-benefits is noted with each action, but more work is required to quantify the cost savings resulting from decarbonisation.



## 6. Council In-house actions to achieve Carbon Neutral.

The in-house decarbonisation actions to achieve carbon neutral consist of:

### Actions Taken (2019/20)

**Transformative Actions** (2021/30) required to tackle the high carbon emission sources.

**Service Plan Actions** (2021/22) that each Service will deliver on an annual basis to support the Climate and Environment Action Plan.

The summary of all these decarbonisation actions is shown below, more detail of each action by Service is shown in the Appendices.

### 6.1 Actions Taken (2019/20).

In line with its Corporate Climate and Environment Strategy, the Council has already engaged in carbon emission reduction and environmentally sustainable measures as detailed below:

**Table 4. In-house Actions Taken (2019/20).**

Theme	Actions already started.
Heat	Accessing and administering Green Home Grants to support retrofitting private homes. Delivering an on-line low carbon homes event to engage businesses with retrofit opportunities. Ongoing limited retrofit of Council owned commercial property on tenancy renewal.
Transport	EV charging points (18) – funding and implementing in public car parks. Implementing a Staff Travel Plan to change behaviour and reduce grey mileage. Providing technology for mobile/home working for Council employees. Promoting Environment week (2019) to promote walking/cycling to work. Securing a low emission pool car partnership with NHS Derbyshire. Purchasing and Electric utility vehicle for Rosliston. Implementing a Fleet tracker on new HGV waste vehicles to reduce fuel consumption. Delivering a Sustainable Delph day (2019) – open event to promote electric bikes and EV's.
Electricity	Securing a Corporate Green Tariff across all Council buildings (excepting Leisure Centres). Fitting LED's at Greenbank and Etwall Leisure Centres. Implementing behavioural change measures to reduce energy (heating, electricity, and water). Installing a Biomass and Thermal Solar plant at Rosliston.
Natural Environment.	Delivering a Carbon awareness briefing to Councillors. Delivering Environmental training for all Council employees (mandated) and offered to Councillors. Promoting Biodiversity week – actively engaging employees' involvement in nature, biodiversity, and environmental sustainability. Promoting World environment day (2020) - Social media campaign to raise awareness of environmental sustainability. Delivering Community Tree Planting – free tree scheme to grow native species. Implementing a wildflower planting pilot at four locations across the District. Engaging local energy partnerships to support climate change action for parish councils.
Others	Installing a water filtration system to reduce 'other' emissions at Greenbank Leisure Centre. Consolidating water suppliers to negotiate usage reduction and efficiency data. Developing a Waste hub initiative in Civic Offices to reduce waste and increase recycling awareness.

### 6.2 Transformation Actions 2021/30.

As shown in Fig.1 the carbon emissions from Civic Offices, Greenbank and Etwall Leisure Centres and the Council vehicle fleet contribute to 91% of the total in-house carbon emissions. These high emitters require significant and high-cost decarbonisation actions and will require specific transformational project management to deliver. In addition to the above the decarbonisation of Rosliston Forestry Centre, Boardman Depot and the Council Housing Stock are included as Transformation Actions because of their size, cost, and complexity.

**Table 5. Transformation Actions 2021/30.**

Committed Actions – costs included in existing Service Budget					Uncommitted Actions – costs unallocated.				
H – hard measures that lead to direct carbon emission reduction.					S – soft measures that will create opportunities or behaviours that will reduce emissions.				
Action Ref.	Decarbonisation Actions.	Total Indicative £Cost of Action	Decarbon £cost of Action	Hours	Current tCO <sub>2</sub> e	tCO <sub>2</sub> e Reduction	Start	Finish	Co-benefit
T1	H – Carbon Neutral Civic Hub 1. Retrofit of existing Civic Way. 2. Energy efficient new build design.	1. £2m-£3m 2. £6 m-£8m	1. £1.2m - £1.8m 2. £2.4m - £3.2m	0	208	208	2024	2030	Reduce energy
T2	H – Carbon Neutral Greenbank Leisure Centre · Energy efficient retrofit. · Renewable energy source.	£750k	£750k	0	589	589	2024	2030	Reduce energy
T3	H – Carbon Neutral Etwell Leisure Centre · Energy efficient retrofit. · Renewable energy source.	£280k	£280k	0	228	228	2024	2030	Reduce energy
T4	H – Decarbonisation of Council Vehicle Fleet								
T4A	A. Boardman Depot Waste Fleet o EV replacement of small vans. (38) o EV/Hydrogen replacement of trucks (13)	£1.3m £5.2m	£325k £2.6m						
T4B	B. Housing Fleet o EV replacement of small vans. (13)	£422k	£110.5k	0	722	722	2021	2030	Reduce fuel costs
T4C	C. Other Fleet. o Other small vans. (6)	£204k	£51k						
T5	H - Carbon neutral infrastructure for Boardman Depot o Renewable energy source - heating o Installation of Hydrogen/EV infrastructure o Potential Depot relocation	£200k £120k £1m plus?	£200k £120k £1m plus?	0	75	75	2021	2030	Reduce energy Reduce fuel
T6	H - Carbon neutral infrastructure at Rosliston o Biomass repair or replace o Renewable energy for site	£117k £?	0 £?	0 0	102 36	102 36	2024 2024	2030 2030	Reduce energy
	T1 to T6 Transformative Totals.	£10m-£15m	£5.6m - £6.8m		2,500	2,020	2021	2030	N/A
T7*	H - Develop a programme to decarbonise housing stock	£43m	tbc	0	8,000*	tbc	2021	2050	Reduce energy
T8*	H - Develop a programme to decarbonise worst performing housing stock	£3m	tbc	0	1,200*	tbc	2021	2050	Reduce energy

Collectively the 6 Transformation Actions (excluding the two relating to Council Housing Stock) have an indicative decarbonisation cost in the range of £5.6m to £6.8m and would reduce the annual Council in-house carbon emissions by 2,020 tCO<sub>2</sub>e (80% of the Council's total in-house carbon emissions).

### 6.3 Council In-house Service Plan Actions 2021/30

The Service Plan Actions are specific to the individual Service activities and are a combination of hard and soft actions. The majority are relatively low-cost actions, or their costs are already committed and part of the Service budget.

**Table 6. In-house Service Plan Action Summary 2021/30.**

Action Ref.	Decarbonisation Action	Total indicative £cost of Action	Decarbon £cost of Action	Hours	Current tCO <sub>2</sub> e	tCO <sub>2</sub> e Reduction	Start	Finish	Co-Benefit
	<b>Buildings and Heat decarbonisation</b>								
ISP1*	S - Housing Stock Efficiency Impact Assessment.	£80k	0	0	9200*	0	2021	2021	None
ISP2	S - Maintenance programme for all public building estate.	£300k	£150k	0	152	tbc	2021	2022	Energy reduction
ISP3	S - Embed carbon neutral in new SDDC Local Plan	0	0	300	tbc	tbc	2021	2022	None
	<b>Transport and Fleet decarbonisation</b>								
ISP4	H – Delivery of Staff Travel Plan	£40k	0	300 pa	26	2	2021	2022	None
ISP5	S – Review fleet Procurement to integrate decarbonisation.	0	0	300	722	0	2021	2022	None
ISP6	H – Route optimisation software for waste fleet	£57k	0	0	441	131	2021	2022	Fuel reduction
ISP7	H – Commission vehicle tracking device for all fleet	£10k	£10	0	722	72	2021	2022	Fuel saving
	<b>Energy decarbonisation</b>								
ISP8	H – Machinery decarbonisation on replacement - Boardman	£250k	0	0	tbc	10	2021	2022	Fuel saving
ISP9	S – Install Smart metering at all Council buildings	£5k	£5k	0	477	48	2021	2025	Electricity saving
ISP10	S - L/Centre electricity reduction and review	0	0	50	216	22	2021	2022	Electricity saving
ISP11	S – L/Centre maintenance plan for emission reduction	tbc	0	50	1202	120	2021	2022	Energy saving
SPI12	H – F gas replacement across Council buildings*	tbc	tbc	0	485	242	2021	2030	None
ISP13	H –Introduce 'Green Energy' lease in void tenancies	0	0	50	tbc	0	2021	2022	Electricity saving
	<b>Finance and Procurement decarbonisation</b>								
ISP14	S – Carbon review of tendering process	0	0	30	tbc	tbc	2021	2022	None
ISP15	S – Investment review to embed decarbonisation	0	0	50	0	0	2021	2022	Higher returns
ISP16	S - Review of costings and financing of Transformative Actions	0	0	500	0	0	2021	2024	None
ISP17*	S – Review of Housing Revenue Account (HRA)	0	0	500	9,200*	0	2021	2024	None
	<b>Community Engagement</b>								
ISP18	S – Mandated Carbon Literacy training	0	0	400 pa	0	0	2021	2022	None
ISP19	S – Develop decarbonisation local partnerships across South Derbyshire	0	0	300 pa	0	0	2021	2022	None
ISP20	S - Rosliston Exemplar Sustainable Hub Plan	0	0	500	136	0	2021	2022	Revenue channel
	<b>Biodiversity</b>								

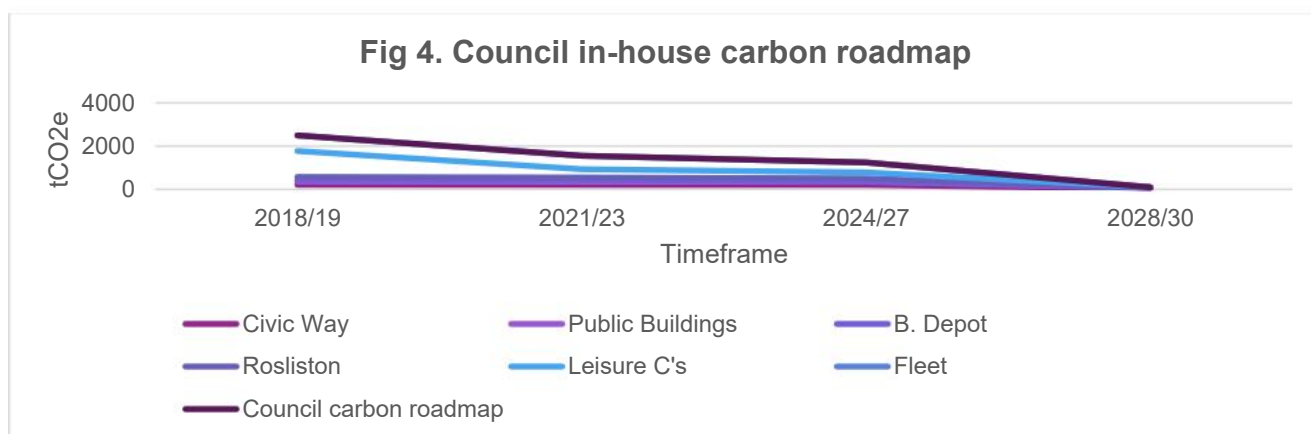
ISP21	H – Alteration to grounds maintenance practices	0	0	50	tbc	tbc	2021	2022	Fuel/time reduction
	<b>Performance and Governance</b>								
ISP22	S – Continuous Review of funding and grants	£1k	0	100 pa	0	0	2021	2022	None
ISP23	S – Carbon review of suppliers (Scope 3)	0	0	200	tbc	tbc	2021	2022	None
ISP24	S – Monitoring and reporting of carbon emissions	0	0	300 pa	2,500	125	2021	2022	Reduce energy
ISP25	S – Review of all Council policies/strategies to embed carbon neutral	0	0	50	2,500	0	2021	2022	None
ISP26	H - Create a new SDDC employee working model post COVID-19	0	0	500	tbc	tbc	2021	2022	Reduce employee costs
ISP27	S – Annual review of SDDC Climate and Environment Action Plan (2021/30)	0	0	50pa	2,500	0	2022	2030	None
ISP28	S – Implementation of the Waste Collection Service Review.	tbc	tbc	tbc	tbc	tbc	2021	2023	None
	<b>Communications</b>								
ISP29	S – Develop a Climate and Environment Communication Plan	0	0	200	2,500	0	2021	2022	None
	<b>In-house Totals.</b>	<b>£743k</b>	<b>£165k uncommitted</b>	<b>4,780</b>	<b>2,500</b>	<b>772</b>	<b>2021</b>	<b>2022</b>	<b>N/A</b>

\*This estimate does not include the F gas replacement, for which an accurate figure is not yet available.

**Collectively the 29 Council In-house Service Plan actions have an indicative decarbonisation cost of £165k, reduce the carbon emissions by 772 tCO<sub>2</sub>e (30% of the Council's total in-house carbon emissions) and have 4,780 employee hours allocated to them. Currently the cost of £355k and 3,700 employee hours to deliver these actions are uncommitted.**

#### 6.4 Council Carbon Reduction Road Map.

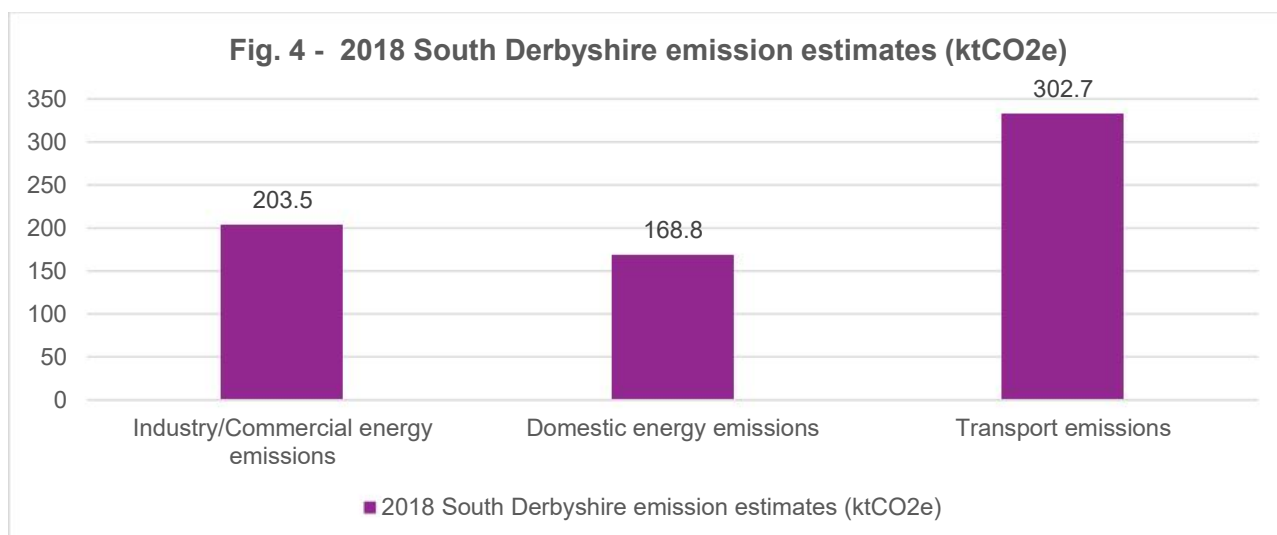
The resulting carbon reductions of the Transformation and the Service Plan Actions (ongoing through to 2030) can be plotted on the Carbon Reduction Road Map Calculator (see Carbon Reduction Roadmap in Appendix) and illustrated below to show the Council's in-house journey from the 2018/19 carbon emission baseline to carbon neutral by 2030.



**This shows the estimated cumulative carbon reduction from both Transformative and Service Plan Actions have the potential to deliver the Council's aspiration of Carbon Neutrality by 2030 with a total indicative decarbonisation cost of £5.8m - £7m and allocated employee hours of 4,780 hours.**

## 7. Council District-wide actions to reduce carbon emissions.

The second part of the Climate and Environment Action Plan is to reduce District-wide carbon emissions resulting from activities across the whole of the South Derbyshire. The District-wide carbon emission baseline has been established as **695,100 tCO<sub>2</sub>e** (BEIS, 2018) and the main emission sources are heat and electricity for domestic, industrial, and commercial use and transport as shown below.



To achieve the SDDC's District-wide aspiration of reducing carbon emissions across South Derbyshire to achieve the UK Governments 2050 carbon zero target will require a collaborative approach from businesses, households, and communities along with Derbyshire County Council. The District-wide decarbonisation actions need a measure of alignment to Derbyshire C strategies to ensure effectiveness of carbon reduction methods.

### 7.1 Derbyshire County Council actions – Derbyshire County-wide strategies.

The Derbyshire County Council Environment and Climate Change Framework sets out seven County-wide strategies that are interlinked with this SDDC Climate and Emergency Action Plan 2020/30.

DCC Strategy Categories	Detail of DCC strategy.
Derbyshire Energy Strategy (2020 – 2030)	The ambition to use 100% clean energy for power, heat and transport supporting strong and resistant communities.
Low Emission Vehicle Infrastructure Strategy (2019 – 2029)	To promote the uptake and deployment of low emission vehicles, including electric, hydrogen and e-bikes. The development of a public charging network to provide the confidence for low emission use in Derbyshire.
Derbyshire Local Transport Plan (2011 – 2026)	To achieve a transport system that is fair and efficient, promotes healthier lifestyles, safer communities, safeguards and enhances the natural environment and provides better access to jobs and services.
Dealing with Derbyshire's waste. (2013 – 2026)	Work with the District Councils to reduce waste, reuse, recycle and compost as much material as possible and find the most sustainable solutions to deal with any waste produced.
Air Quality Strategy (2020 – 2030)	To facilitate travel behavioural change, reduce sources of air pollution and mitigate against health impacts of air pollution.
Good Growth Strategy (2020 – 2030)	To provide a framework to ensure economic growth is linked to protection of the natural environment, emission reduction and the generation of renewable energy.
Natural Capital Strategy (2020 – 2030)	To ensure the Natural Capital assets remain in good order to positively impact on the economy and residents and deliver clean air, clean water, food, and recreation. Examining opportunities for carbon capture and storage and increasing tree coverage.



## 7.2 Council District-wide Service Plan Actions 2021/22

The Council District-wide actions to reduce carbon emissions across South Derbyshire are aligned to the main carbon emission sources (shown in Fig 4) and the DCC strategy categories detailed above.

In a similar way to the Council In-house actions, they are a combination of 'hard' and 'soft' measures. The individual District-wide Service Plan actions are detailed in Appendix 4 and a summary is shown below.

**Table 7. Council District-wide Service Plan Action Summary 2021/22.**

Action Ref.	Decarbonisation Actions	Total Indicative £costs of Action	Decarbon £cost of Action	Hours	Current tCO2e	tCO2e Reduction	Start	Finish	Co-benefit
	<b>Energy decarbonisation</b>								
DSP1	H – SDDC Healthy homes assistance funding programme for private domestic housing energy efficiency, retrofit and decarbonisation.	£200k	0	2000	Tbc	Heating decarbonisation	2021	2022	Reduce energy
DSP2	H– Energy efficiency regulations – effective enforcement programme across private rented housing.	0	0	500 pa	Tbc	Heating decarbonisation	2021	2022	Reduce energy
DSP3	S – Identify opportunities for Mine Water- District Heating Network for Swadlincote	£23.1k	0	200	Tbc	Renewable energy sources	2021	2022	Eliminate energy costs
DSP4	H- Green Home Grant/LAD funding delivery of retrofit measures to private and tenanted houses.	Phase 1= £568k Phase 2= £425k	0	1,500	Tbc	Renewable energy sources	2021	2022	Eliminate energy costs
	<b>Transport decarbonisation</b>								
DSP5	S – EV funding and infrastructure programme for South Derbyshire	£100k	0	200	Tbc	Transport decarbonisation	2021	2024	None
DSP6	S – Promotion of broadband rollout to reduce business travel	0	0	100	Tbc	Transport decarbonisation	2021	2030	Reduce fuel costs
DSP7	S – Review of hydrogen fuel production and infrastructure across South Derbyshire	0	0	500	Tbc	Renewable energy source	2021	2022	Share hydrogen refuelling costs
	<b>Natural Capital</b>								
DSP8	H – Utilise Free Tree Schemes	0	0	100 pa	Tbc	Carbon sequestration	2021	2022	None
DSP9	S – Develop a Nature/Biodiversity Plan for South Derbyshire.	0	0	200	Tbc	Carbon sequestration	2021	2022	None
DSP10	S - Plan to support the National Forest as an exemplar sustainable environment	0	0	100	Tbc	Carbon sequestration	2021	2050	Increase tourism
	<b>Good Growth strategy</b>								
DSP11	S – Work in partnership with Derbyshire CC to create a collaborative pathway to carbon zero across Derbyshire	£10k	£0	500 pa	Tbc	Reduce all emission sources	2021	2022	Share costs
DSP12	S – Partner with Derbyshire CC to engage with UK Government for resource, funding, and relevant powers to deliver Climate and Environment Plans.	0	0	100 pa	Tbc	n/a	2021	2022	None

DSP13	H - Create and promote a Sustainable Travel to work Plan for job creation (e.g., East Midlands Freeport)	0	0	100	Tbc	Transport decarbonisation	2021	2025	Improve economy
DSP14	S – Freeport Plan for influencing, promoting, and partnering with local business to deliver green innovation and technology	0	0	200	Tbc	Transport decarbonisation	2020	2025	Improve economy
DSP15	S – Identify business support funding opportunities for decarbonisation projects	0	0	200 pa	Tbc	n/a	2021	2030	None
DSP16	S – Create a community engagement programme around Climate Change	£20k	£20k	500	Tbc	Carbon footprint reduction	2021	2030	None
DSP17	S - Support the implementation of the community engagement programme (SD18)	tbc	tbc	tbc	Tbc	Carbon footprint reduction	2021	2030	None
DSP18	S – Feasibility study to embed Active Travel in Swadlincote town centre access plan.	0	0	tbc	Tbc	Transport decarbonisation	2021	2025	None
	<b>District-wide Totals</b>	<b>£1,346k</b>	<b>£20k</b>	<b>7,000</b>	<b>Tbc</b>	<b>N/A</b>	<b>2021</b>	<b>2022</b>	<b>N/A</b>

Out of the 18 District-wide Service Plan actions above, 14 are soft actions that will influence or support behavioural change across South Derbyshire stakeholders.

Collectively the 18 proposed District-wide Service Plan actions have a total cost of £1.346 million, although all but £53.1k of these are funded from government bids.

Currently 11 of these district-wide Service Plan actions are committed, with an additional £43.1k and 1,300 employee hours required to deliver.

The decarbonisation costs associated with the actions have a net indicative cost to the Council of £20k and 5,000 employee hours.

## 8. Performance Management of Climate and Environment Action Plan

**Table 8. Climate and Emergency Action Plan Performance Summary.**

Actions	Number of actions.	Carbon reduction (tCO <sub>2</sub> e)	Decarbonisation cost (£)	tCO <sub>2</sub> e reduction per £k	Employee hours
Transformation Plans	6*	2,020	£5.6m - £6.8m	0.36 tCO <sub>2</sub> e/£1k	0
In-house Service Plans	29	722	£743k	0.97 tCO <sub>2</sub> e/£1k	4,780
District-wide Service Plans.	18	tbc	£20k	tbc	7,000

\*excludes the Council Housing Stock decarbonisation programme.

The overall delivery of the Transformative and Service Plan actions will be monitored to ensure progress is made, decarbonisation plans are on track and both the Councils in-house and District-wide carbon emissions reduce and the aspirations of SDDC Climate and Environment Strategy are met.

The performance management process for each element of the Action Plan will be specific:

### 8.1 Service Plan Actions 2021/22.

- All Service Plan Actions have been discussed with the Heads of Service prior to the sign off process for this Climate and Environment Action Plan.
- All Service Plan Actions have been allocated a SDDC Head of Service who is responsible for the implementation and delivery of the decarbonisation action.
- Environmental Services as overall custodian of the Climate and Environment Action Plan will implement and manage a monthly review template that will be completed by the relevant Heads of Service.
- It is intended the Service Plan Actions have a yearly timeframe and on their annual review will be completed, renewed, or replaced as part of the normal Service Plan process.

### 8.2 Transformative Action Plans 2021/30.

- Each individual Transformative Action will be developed as a stand-alone corporate project to be included in the Corporate Transformation Plan. This will ensure that each of the Transformative Actions is supported by a clear project management framework with direct reporting line through to the Senior Leadership Team.

### 8.3 Overall Climate and Environment Action Plan 2021 – 2030.

The Climate and Environment Action Plan is intended as a working document that will evolve from 2021 through to the carbon neutral date of 2030. The ongoing upkeep and maintenance of the overall Action Plan will be managed by Environmental Health Service with an updated version produced annually.

- Corporate carbon emissions data will be updated on a quarterly and annual basis.
- The overall Council carbon emission Route Map to Carbon Zero will be updated on an annual basis.



- Any drift or divergence on Service Plan or Transformative Actions will be recorded as part of the quarterly Corporate Plan progress report to Environmental and Development Services Committee (EDS).
- An Annual report to EDS will be completed that will detail progress of the overall Climate and Environment Action Plan to reflect local and national changes.

#### 8.4 Corporate Climate and Environment Strategy 2021 – 2030.

- Performance Indicators measured and monitored by Organisational Development and Performance Management.

## 9. Version Control

Version	Changes	Date
1	Version 1 - Interim Action Plan	07/01/2019
2	Climate and Environment Action Plan 2021 - 30	17/05/2021

# APPENDICIES

## SDDC

# Climate and Environment Action Plan 2021-30

### Appendix 1.

Page 148 of 190

**Carbon Emissions (tCO2e) from individual Council buildings (Scope 1, 2 and3).**

Location	Heat (Direct)	Refrigerant (Direct)	Fleet (Direct)	Electricity (Indirect)	Grey Fleet (Indirect)	Grid T&D** (Indirect)	Heat (indirect)	Fuel (Indirect)	Waste	Water (indirect)	Commuting (Indirect)
Greenbank	439	230	0	150	0	13.2	63.8	0	0.5	14	0
Etwall	162	155	0	66	0	5.8	23.1	0	0.5	3.2	0
Civic Offices	49	68	134	91	55	18.4	11.6	0	1.7	0.7	26
Public Buildings	33	0	0	119	0	23.8	0	0	0	0	0
Rosliston	102	0	0	34	0	3	22	0	0.2	7.8	0
Boardman	26	32	588	17	0	1.5	3.7	167.7	0.5	0.9	0
Total	811	485	722	477	55	41.9	124.2	167.7	3.4	26.6	26

\*\*Grid Transmission and Distribution emissions

## Appendix 2 - Transformative Actions

	<b>Action Ref: T1</b>	<b>Embed decarbonisation in Civic Hub Project</b>	
Timeframe	<b>2021 -2023</b>	<b>2024 - 2027</b>	<b>2028 - 2030</b>
Action	Continued review and decision of the two planned options (New build or Retrofit of existing). Carbon reduction measures identified for existing building: <ul style="list-style-type: none"> <li>Behavioural actions.</li> <li>Energy reduction initiatives</li> <li>Energy reduction investment</li> </ul>	Planning of new build or retrofit.  Cost/benefit analysis on carbon reduction measures embedded in plans.	Implement decision.  New build or existing retrofit established with carbon neutral footprint.
Reduction	8-10% reduction on total emissions.	0	208 tCO <sub>2</sub> e (100% reduction to carbon neutral)
Indicative Total Cost	200 hours	200 hours	Retrofit £2m - £3m. New build £6m - £8m
Decarbonisation Costs	0	0	Retrofit: £1.2m – £1.8m (Approx. 60% of total cost) New build: £2.4m - £3.2m (Approx. 40% of total cost).

	<b>Action Ref: T2</b>	<b>Greenbank Leisure Centre decarbonisation</b>
Timeframe	<b>2021 -2023</b>	<b>2024 - 2030</b>
Action	Current Interim actions on reducing emissions.  Feasibility study of renewable energy source options.  Decision made on emission reduction plan.	Transition from natural gas to renewable source for heating.  Or transition to renewable source for heating and electricity.
Reduction	Interim actions = 8-10% emission reduction	Heating renewable source= 439 tCO <sub>2</sub> e (100% reduction)  F Gas reduction = 148 tCO <sub>2</sub> e (64.5% reduction)  Heating and electricity renewable source = 589 tCO <sub>2</sub> e (100% reduction)
Indicative Total Cost	500 hours	£750k
Decarbonisation Costs	0	£750k
Notes	Indicative costs based on similar project for Derbyshire Dales	Included retrofit measures and installing renewable energy source.

	<b>Action Ref: T3</b>	<b>Etwell Leisure Centre decarbonisation</b>
Timeframe	<b>2021 -2023</b>	<b>2024 - 2030</b>
Action	Current Interim actions on reducing emissions.  Feasibility study of renewable energy source options.  Decision made on emission reduction plan.	Transition from natural gas to renewable source for heating.  Or transition to renewable source for heating and electricity.
Reduction	Current emissions = 383 tCO <sub>2</sub> e Reduction of Interim actions = 31 tCO <sub>2</sub> e (8 -10%)	Current heating and electricity emissions = 228 tCO <sub>2</sub> e Refrigerant emissions = 155 tCO <sub>2</sub> e Reduction from Transformation actions should lead to carbon neutral for Etwell

Indicative Total Cost	500 hours	£280k plus
Decarbonisation Costs	0	£280k plus
Note	1. John Port School own Etwall Leisure Centre, so partnership approach required. 2. Understanding of technical capability of hydrogen/gas mix by 2027 and other renewable sources (Solar, ground or air source pumps, decarbonisation of grid, etc) 3. New equipment made be needed to integrate with renewable energy source.	

	Action Ref: T4A	Decarbonisation of Boardman Depot Vehicle Fleet.	
Timeframe	2021 - 2023	2024 - 2027	2028 - 2030
Action	Electrification – Phased replacement of depot vehicles (cars, vans, etc).	Hydrogen Fuel mix conversion for refuse trucks = £45k/truck	Full electrification or 100% Hydrogen for refuse trucks + electrification of depot vehicles.
Reduction	100% reduction of depot vehicle emissions only.	40% reduction of current refuse truck emissions only.	100% reduction of fleet emissions (588 tCO <sub>2</sub> e)
Total Indicative Cost	38 EV vans = £1.22m EV charging points = £80k  Total cost = £1.3m	13 x truck conversion = £585k Hydrogen filling station = £120k?  Total cost = £705k	13 x EV/Hydrogen trucks = £5.2m EV charge point = £50k Total cost = £5.2m or Hydrogen filling station =£120k plus Total cost = £5.3m Or Potential Depot relocation?
Decarbonisation Cost	£325k	£705k	£2.7m
Note	EV infrastructure required.	Depot Hydrogen refilling station	Full EV or Hydrogen infrastructure.
Challenges	Current site is viable for limited electric infrastructure.	Refuse truck hydrogen infrastructure not viable at current site.	Current size of site is restrictive for hydrogen solution. Alternative is to invest with partners for a hydrogen refilling station or new larger depot required to accommodate.

Action Ref:	T4B - Decarbonisation of Housing vehicle fleet.
Emission Source	Carbon emissions from Housing fleet fuel = 134 tCO <sub>2</sub> e
Owned by	Head of Housing
Dates	Start: 2021 Finish: 2030
Emission Impact	Complete electrification or hydrogen fuelled housing vehicle fleet = carbon neutral
Notes	EV infrastructure needed for home charging. Or change in work behaviour and EV's 'return to grid' infrastructure' requiring overnight parking. Partner with DCC on 'on-street parking'.
Indicative Total Costs	13 x small EV vans = £422k + 10 x Charge points = £22k Total costs = £444k
Decarbonisation Costs	EV vans = £110.5 + charge points = £22k Decarbonisation costs = £132.5k

Action Ref:	T4C – Decarbonisation of EH vehicle fleet.
Emission Source	Carbon emissions from other fleet (Environmental Health)
Owned by	Head of Environmental Health
Dates	Start: 2021 Finish: 2030
Emission Impact	Complete electrification or hydrogen fuelled small fleet by 2030.
Notes	Electric infrastructures need for Civic Way Offices and Rosliston – awaiting decision on One public estate 2021/22
Indicative Total Costs	6 x EV vans = £204k + 2 x Charge point = £5k Total costs = £209k
Decarbonisation Costs	EV vans = £51k + charge points = £5k Decarbonisation costs = £56k

	<b>Action Ref: T5</b>	<b>Boardman Depot</b>
Timeframe	<b>2021 -2023</b>	<b>2024 - 2030</b>
Action	Current Interim actions on reducing emissions.  Feasibility study of renewable energy source options.  Decision made on emission reduction plan.  Feasibility study of Hydrogen/Electric fuelling station &/or Depot relocation.	Transition from natural gas to renewable source for heating and electricity.  Installation of low carbon fuelling infrastructure (Hydrogen &/or EV)  Potential Depot relocation.
Reduction	Interim actions = 8-10% emission reduction	Heating and electricity renewable source = 42 tCO2e (100% reduction)  Installation of low carbon fuelling infrastructure  Depot relocation – carbon neutral
Total Indicative Costs	500 hours	£200k renewable energy source £120k plus for Hydrogen/EV fuelling station. £? Relocate depot
Decarbonisation Costs	0	100% of total costs and dependant on option

	<b>Action Ref: T6</b>	<b>Rosliston (Visitor Centre and Enterprise building)</b>
Timeframe	<b>2021 -2023</b>	<b>2024 - 2030</b>
Action	Current Interim actions on reducing emissions.  Feasibility study of renewable energy source options.  Decision made on emission reduction plan.	Biomass repair option  Renewable energy infrastructure for complete Rosliston site (holiday homes, visitor centre, etc)
Reduction	Interim actions = 8-10% emission reduction	Heating and electricity renewable source = 136 tCO2e (100% reduction)
Total indicative Costs	200 hours	Repair of Biomass boiler = £117k Renewable energy source (solar pv or heat source pumps) = £100k

Action Details	T7 – Develop a programme to decarbonise the SDDC housing stock through respecifying the existing Housing Maintenance and Heating Contract specifications.
Emissions Source	Council owned housing stock
Owned by	Head of Housing
Dates	Start: 2021 Finish: 2050
Emission Impact	TBD
Cost	£43m (based on £15k each for 3,000 properties)

Action Details	T8 – Develop a specific programme to decarbonise the worst performing SDDC housing stock using the baseline data (Action S1)
Emissions Source	200 of the worst performing Council owned housing stock
Owned by	Head of Housing
Dates	Start: 2021 Finish: 2050
Emission Impact	TBD
Cost	£3m (based on £15k each property)

## Appendix 3 -Service Plan Actions by Service.

### Key:

Committed Actions	Uncommitted Actions
H = Hard actions	S = Soft actions
Types of proposed carbon neutral actions:	
<ul style="list-style-type: none"> <li>• T – Transformation Actions</li> <li>• ISP – In-house Service Plan Actions</li> <li>• DSP – District-wide Service Plan Actions</li> </ul>	

### All Services – Service Plan Actions 2021/22.

Action Details	ISP4 - Delivery of current Staff Travel Plan
Emissions Source	Employee vehicle commuting fuel emissions at all SDDC locations = 26 tCO <sub>2</sub> e
Owned by	All Heads of Service
Dates	Start: 2021 Finish: 2022 (review results)
Emission Impact	Targeted reduction of H1 carbon emissions = 7% (1.8 tCO <sub>2</sub> e)
Cost	£40,000 & 300 hours

Action Details	ISP24 – Reporting and monitoring of all carbon emission sources from Council in-house controlled activities and feedback of carbon reduction actions by Service.
Emissions Source	All carbon emission sources: Heat, Refrigerant, Vehicle fuel and Electricity = 2,500 tCO <sub>2</sub> e
Owned by	All Heads of Service
Dates	Start: April 2021 Finish: Ongoing
Emissions Impact	Estimated reduction of all carbon emissions = 5% (125 tCO <sub>2</sub> e)
Cost	300 hours

## Corporate Property - Service Plan Actions 2021/22

### In-house actions

Action Details	ISP2 – Decarbonisation of Council public buildings aligned to the planned maintenance/retrofit programme as part of the Corporate Asset Management Strategy to achieve carbon neutrality of the overall SDDC property estate.
Emissions source	Heat and electricity emissions from all Public and SDDC owned Commercial buildings.
Owned by	Head of Corporate Property
Dates	Start: April 2021 Finish: April 2030
Emission Impact	Reduction of Public buildings emissions (152 tCO <sub>2</sub> e) to achieve carbon neutral
Cost	£300k – additional costs in addition to the ongoing maintenance programme.

Action Details	ISP9 - Commissioning of smart metering for electricity usage and implementation in all Council owned buildings
Emissions Source	Electricity emissions from all Council buildings
Owned by	Head of Corporate Property
Dates	Start: April 2021 Finish: April 2025
Emission Impact	Up to 10% reductions in energy use through accurate emission reporting, increased awareness, and accountability for carbon emissions from Council energy activities
Cost	£5K

Action Details	ISP12 – F gas ongoing maintenance and update/replacement where necessary across the SDDC estate
Emissions Source	Scope 1 refrigerant emissions at Greenbank Leisure centre, Civic Way and Boardman Road depot.
Owned by	Head of Corporate Property
Dates	Start: 2021 Finish: 2030
Emission Impact	242 tCO <sub>2</sub> e based on a 50% reduction in total F gas emissions
Cost	To Be Confirmed



## Cultural Services - Service Plan Actions 2021/22

### In-house actions

Action Details	ISP20 – Rosliston Exemplar - Create an action plan to position Rosliston Forestry Centre as a pioneer of environmental sustainability education. To include renewables, carbon sequestration, biodiversity and improve natural capital.
Emissions Source	Heat and electricity sources plus tree and plant carbon sequestration.
Owned by	Head of Cultural and Community Services
Dates	Start: April 2021 Finish: April 2022
Emission Impact	To make Rosliston nett carbon positive
Cost	500 hours

Action Details	ISP10 – Complete ongoing energy reducing actions plans from the Active Nation Report.
Emissions Source	Heat and electricity at Greenbank and Etwall Leisure Centres = 1,202 tCO <sub>2</sub> e
Owned by	Head of Cultural and Community Services
Dates	Start: June 2021 Finish: April 2022
Emissions Impact	Behavioural change heat and electricity emissions reductions of 120 tCO <sub>2</sub> e (10%)
Cost	50 hours

Action Details	ISP11 – Ongoing maintenance plan for reducing current carbon emissions at Leisure Centres from the Lifecycle Analysis (should include maintenance of existing plant, retrofit measures and investment requirements to reduce emissions).
Emissions Source	Energy/heat/electricity at Greenbank and Etwall Leisure Centres = £1202 tCO <sub>2</sub> e
Owned by	Head of Cultural and Community Services
Dates	Start: April 2021 Finish: April 2022
Emissions Impact	Reduction of current energy emissions of 120 tCO <sub>2</sub> e (10%)
Cost	50 hours, Maintenance, retrofit, and investment requirements need to be costed as part of the plan.

Action Details	ISP21 – Alteration of grounds maintenance practices to maximise biodiversity gain
Emissions Source	Carbon sequestration from all sectors across South Derbyshire
Owned by	Head of Cultural and Community Services/ Head of Operational Services
Dates	Start: April 2021 Finish: April 2022
Emission Impact	Improves biodiversity, which increase soil ability to sequester carbon.
Cost	50 hours

### District-wide Actions

Action Details	DSP8 – Utilise all Free Tree planting schemes
Emissions Source	Carbon sequestration from all sectors across South Derbyshire
Owned by	Head of Cultural and Community Services
Dates	Start: 2021 Finish: 2022
Emissions Impact	Estimated 6.2 tCO <sub>2</sub> e per year per hectare sequestered
Cost	100 hours

Action Details	DSP9– Development of SDDC Action Plan for Nature to maximise biodiversity, carbon sequestration and climate adaption
Emissions Source	Carbon sequestration from all sectors across South Derbyshire
Owned by	Head of Cultural and Community Services
Dates	Start: 2021 Finish: 2022
Emissions Impact	TBD
Cost	200 hours

## Economic Development and Growth Services – Service Plan Action 2021/22

### In-house actions

Action Details	ISP19 – Engage and develop local public/private partnerships to support the reduction of carbon emissions across South Derbyshire as part of the SDDC Economic and Development Growth Plan.
Emissions Source	All In-house and District-wide emissions
Owned by	Head of Economic Development & Growth/Head of Env Health
Dates	Start: April 2021 Finish: April 2025
Emissions Impact	Engage public and private sector expertise to help deliver SDDC emissions reductions
Cost	300 hours

### District-wide actions

Action Details	DSP6 – Promotion of the rollout of broadband to all locations in South Derbyshire and demonstrating data that shows the specific location needs.
Emissions Source	Reduction in road transport and transport (other) by improving working from home.
Owned by	Head of Economic Development and Head of Planning and Strategic Housing
Dates	Start: 2021 Finish: Ongoing
Emission Impact	1000 – 3000 tCO <sub>2</sub> (based on a 0.3 to 1% saving in road traffic)
Cost	100 hours

Action Details	DSP14 – Plan on Influencing, promoting, and partnering with local business to deliver green innovation and technology at the East Midlands Inter-Modal Park 'Freeport'.
Emissions Source	Road and Rail transport
Owned by	Head of Economic Development/Head of Planning and Strategic Housing Services
Dates	Start: 2021 Finish: 2025
Emission Impact	Creation of green technology hubs to reduce emissions
Cost	TBD

Action Details	DSP13 – Create and promote a sustainable travel to work plan (public transport) for job creation/growth areas across South Derbyshire (e.g., East Midlands Freeport)
Emissions Source	Vehicle
Owned by	Head of Economic Development and Head of Strategic Planning
Dates	Start: 2021 Finish: 2025
Emission Impact	Reduce vehicle mileage and promote public transport
Cost	100 hours

Action Details	DSP15 – Identification of business support funding opportunities to support energy efficiency and decarbonisation projects.
Emissions Source	All carbon sources
Owned by	Head of Environmental Services/Head of Economic Development
Dates	Start: 2021 Finish: Ongoing
Emission Impact	All sources across South Derbyshire
Cost	100 hours

Action Details	DSP10 – Supporting the promotion of Green Tourism throughout South Derbyshire and specifically National Forest as an exemplar sustainable environment
Emissions Source	None
Owned by	Head of Economic Development
Dates	Start: 2021 Finish: 2050
Emission Impact	Increasing carbon offsetting across South Derbyshire.
Cost	100 hours

## Environmental Services – Service Plan Actions 2021/22

### In-house Actions.

Action Details	ISP23 – Review of all ‘Scope 3’ third party carbon emissions to quantify the carbon impact of existing suppliers and supply chains.
Emissions Source	All sources.
Owned by	Head of Environmental Services
Dates	Start: April 2021 Finish: April 2022
Emissions Impact	Identify emission reduction opportunities with contractors and suppliers
Cost	200 hours

Action Details	ISP14 – Monitoring the tendering process to implement carbon neutral supplier questions and carbon neutral scoring/awarding criteria
Emissions Source	All
Owned by	Head of Environmental Services
Dates	Start: April 2021 Finish: April 2022
Emissions Impact	Increase the importance of carbon accounting and reduce carbon emissions through future procurement decisions and supplier selection.
Cost	30 hours

Action Details	ISP18 – Ongoing environmental training (Climate and Biodiversity) for SDDC councillors, managers, and staff
Emissions source	All
Owned by	Head of Environmental Services
Dates	Start: April 2021 Finish: Ongoing
Emissions Impact	Higher awareness for all staff of the importance of reducing personal and corporate carbon impact and carbon footprint
Cost	400 hours

Action Details	ISP22 – Continuous identification of funding and grants, identifying carbon reduction opportunities for the Council and Partners.
Emissions source	All
Owned by	Head of Environmental Services
Dates	Start: April 2021 Finish: Ongoing
Emissions Impact	Funding decarbonisation actions
Cost	£1,000 and 100 hours

Action Details	ISP25 - Review all internal SDDC policies and strategies to embed carbon neutral considerations into them at their next review
Emissions source	All
Owned by	Head of Environmental Services
Dates	Start: April 2021 Finish: Ongoing
Emissions Impact	Align corporate strategies, policies, and actions with carbon neutral target.
Cost	50 hours

Action Details	ISP7 - Commissioning and use vehicle tracking device for use in all fleet vehicles across Operational, Housing and Environmental Services.
Emissions Source	Council vehicle fleet (petrol and diesel) = 722 tCO <sub>2</sub> e
Owned by	Head of Operational Services (supported by Head of Housing Services, Head of Environmental Services, Cultural Services and Corporate Services)
Dates	Start: April 2021 Finish: April 2022
Emission Impact	Reduction in Council fleet fuel emissions through driver behaviour = 72 tCO <sub>2</sub> e (10%)?
Cost	£150 per year

Action Details	ISP27 - Annual review of SDDC Climate and Environment Action Plan (2021/30) to update and verify content using ASPE checklist for Council Plans and in alignment to ISO accreditation.
Emissions source	All
Owned by	Head of Environmental Health and all Heads of service
Dates	Start Development: 2022 Finish Development: 2022 Implementation: ongoing on an annual basis.
Emissions Impact	Ongoing support of reduction of all emissions from in-house and district-wide emissions
Cost	50 hours

Action Details	ISP29 – Develop and create a Climate and Environment Communication Plan to inform, educate and make all stakeholders aware of Environmental Sustainability, Climate Change, Carbon emission sources, decarbonisation measures and carbon neutral journey. Stakeholders – SDDC employees, Councillors, Residents (climate activists and deniers), specific demographics, Businesses, other Local Authorities, and third-party organisations
Emissions source	All
Owned by	Head of Organisational Development and Performance/Head of Environmental Health
Dates	Start Development: 2021 Finish Development: 2022 Implementation: ongoing.
Emissions Impact	Ongoing support of reduction of all emissions from in-house and district-wide emissions
Cost	200 hours staff time per year

## District-wide Actions

Action Details	DSP4 – Green Homes Grant/LAD funding delivery of retrofit measures to private and tenant houses.
Emissions Source	Domestic heating for private and tenanted houses
Owned by	Head of Environmental Services
Dates	Start: 2021 Finish: 2022
Emissions Impact	TBD
Cost	Phase 1b=£568k, Phase 2 = £425k

Action Details	DSP1 – Healthy Homes Assistance Fund for private and tenant housing
Emissions Source	Domestic heating for private and tenanted houses
Owned by	Head of Environmental Services
Dates	Start: March 2021 Finish: March 2022
Emissions Impact	TBD
Cost	£200k

Action Details	DSP2 – Effective enforcement of the Energy Efficiency Regulations
Emissions Source	Private rented housing stock
Owned by	Head of Environmental Services
Dates	Start: 2020 Finish: Ongoing
Emissions Impact	TBD
Cost	300 hours officer time

Action Details	DSP5 – Public EV infrastructure expansion – Planning and Implementing of EV charging points across the District, through OZEV funding
Emissions Source	Non-HGV transport
Owned by	Head of Environmental Services
Dates	Start: 2021 Finish: 2024
Emissions Impact	TBD
Cost	£100k (depending on successful bid for external funding) & 200 hours

Action Details	DSP5 – Develop, implement, and engage local public/private partnerships to support decarbonisation across South Derbyshire.
Emissions Source	All
Owned by	Head of Environmental Services/Head of Economic Development and Growth
Dates	Start: 2021 Finish: 2025
Emissions Impact	Unknown
Cost	300 hours staff time per annum

Action Details	DSP12 – Work in partnership with Derbyshire Councils to create a collaborative pathway to carbon zero across Derbyshire.
Emissions Source	All
Owned by	Head of Environmental Services
Dates	Start: 2021 Finish: Ongoing
Emissions Impact	Unknown
Cost	100 hours

Action Details	DSP12 - Work with Derbyshire Councils in partnership to call on the UK government to provide relevant powers and resources to enable the Climate and Emergency Plan.
Emissions Source	All
Owned by	Head of Environmental Services
Dates	Start: 2021 Finish: Ongoing
Emissions Impact	Unknown
Cost	100 hours

Action Details	DSP7 – A review of Hydrogen fuel production and distribution infrastructure development proposals across South Derbyshire.
Emissions Source	Transport
Owned by	Head of Environmental Services
Dates	Start: 2021 Finish: 2022
Emission Impact	Reduction in fleet carbon emissions
Cost	200 hours

Action Details	DSP3 – Consultant feasibility review of Mine Water District Heating opportunities for Swadlincote.
Emissions Source	Heating and energy sources
Owned by	Environmental Services
Dates	Start: 2021 Finish: 2022
Emission Impact	Reduction of carbon emission through renewable energy sources
Cost	Potential £23.1k of external funding (44% match from SDDC)

Action Details	DSP 15– Identification of business support funding opportunities to support energy efficiency and decarbonisation projects.
Emissions Source	All carbon sources
Owned by	Head of Environmental Services/Head of Economic Development
Dates	Start: 2021 Finish: Ongoing
Emission Impact	All sources across South Derbyshire
Cost	100 hours

Action Details	DSP18 – Feasibility plan to embed Active Travel (walk/cycle pathways and public transport connectivity) for Swadlincote town centre access.
Emissions Source	Transport
Owned by	Head of Environmental Services
Dates	Start: 2021 Finish: 2022
Emission Impact	Transport reduction and increasing walking and cycling.
Cost	£40k & 100 hours

Action Details	DSP17 – Support the development and implementation of the community engagement program (SD18) for Climate and Biodiversity across South Derbyshire supporting the decarbonisation of South Derbyshire.
Emissions Source	All sources across South Derbyshire
Owned by	Head of Environmental Health and Organisational Development and Performance
Dates	Start: 2021 Finish: 2022
Emission Impact	Encouraging carbon footprint reduction
Cost	TBD

## Finance – Service Plan Actions 2021/22

### In-house actions.

Action Details	ISP15 – Review of Council finance and investments to embed in carbon neutrality
Emissions Source	De-investment in fossil fuel sector
Owned by	Head of Finance
Dates	Start: April 2021 Finish: April 2022
Emission Impact	Investment in green economy
Cost	50 hours plus a potential improved return on investment.

Action Details	ISP17 – Review of the Housing Revenue Account (HRA) and Business Plan for all Council Housing Stock to create a delivery finance model for carbon reduction programme.
Emissions Source	Heat and electricity emissions across the SDDC housing stock.
Owned by	Head of Housing Services/Head of Finance
Dates	Start: April 2021 Finish: April 2024
Emission Impact	Current heat and electricity emission estimate is 9,200 – 13,200 tCO <sub>2</sub> e
Cost	500 hours

Action Details	ISP16 – Review of costing/finance of Climate and Environment Transformative actions to establish/verify current and future funding sources to implement these actions.
Emissions Source	All high emission sources and locations identified.
Owned by	Head of Finance /Head of Environmental Health
Dates	Start: 2021 Finish: 2024
Emission Impact	All high emission sources.
Cost	500 hours



## Housing Services - Service Plan Actions 2021/22

### In-house actions.

Action Details	ISP1 – Complete the SDDC Housing Environmental Impact Assessment Project to acquire baseline energy data to assess energy efficiency of SDDC's housing stock and identify potential future carbon reduction actions.
Emissions Source	Heat and electricity - this is outside of the SDDC's controlled emissions and not part of the 2030 carbon neutral target.
Owned by	Head of Housing Services
Dates	Start: September 2020 Finish: July 2021
Emission Impact	Current heat and electricity emission estimate is 9,200 – 13,200 tCO <sub>2</sub> e
Cost	£80,000

Action Details	ISP17 – Review of Revenue Account (HRA) for all Council Housing Stock to create delivery model for carbon reduction using the above (Action S1) baseline data.
Emissions Source	Heat and electricity emissions across the SDDC housing stock.
Owned by	Head of Housing Services/Head of Finance
Dates	Start: April 2021 Finish: April 2022
Emission Impact	Current heat and electricity emission estimate is 9,200 – 13,200 tCO <sub>2</sub> e
Cost	500 hours

Action Details	ISP13 – Implement a 'Green Lease' void programme where SDDC homes without tenancies move on to a green energy tariff as a default.
Emissions Source	Electricity in void SDDC housing stock
Owned by	Head of Housing
Dates	Start: April 2021 Finish: April 2022
Emissions Impact	Reduction in electricity emissions as National Grid decarbonises to 2030.
Cost	50 hours to implement.

Action Details	ISP7 - Commissioning and use vehicle tracking device for use in all fleet vehicles across Operational, Housing and Environmental Services.
Emissions Source	Council vehicle fleet (petrol and diesel) = 722 tCO <sub>2</sub> e
Owned by	Head of Operational Services (supported by Head of Housing Services and Head of Environmental Services)
Dates	Start: April 2021 Finish: April 2022
Emission Impact	Reduction in Council fleet fuel emissions through driver behaviour = 72 tCO <sub>2</sub> e (10%)?
Cost	£150 per year



## Operational Services - Service Plan Actions 2021/22

### In-house actions.

Action Details	ISP8 – Continued phased replacement of plant (105 x mowers, grass-cutters, etc) at Boardman Depot with electric alternatives.
Emissions Source	Fuel at Boardman Road depot
Owned by	Head of Operational Services
Dates	Start: June 2021 Finish: April 2022
Emission Impact	Reduction of H2 carbon emissions = 10 tonne CO <sub>2</sub> e (estimated)
Cost	£250,000 for completed replacement (indicative).

Action Details	ISP5 - Review of the Fleet Procurement Plan to identify and detail the options, cost, and timeframe to decarbonise the Council's vehicle fleet at Boardman Depot (EV's, Hydrogen/diesel mix and Hydrogen). This review will include the infrastructure and storage requirements of decarbonising the fleet.
Emissions Source	Vehicle fuel (diesel) at Boardman Depot = 588 tCO <sub>2</sub> e
Owned by	Head of Operational Services
Dates	Start: April 2021 Finish: April 2022
Emission Impact	Reduction Operational fleet emissions to carbon neutral = 588 tCO <sub>2</sub> e
Cost	300 hours

Action Details	ISP6 - Commissioning and use of route optimisation software for use in waste fleet vehicles
Emissions Source	Waste truck fuel (diesel) at Boardman Depot = 441 tCO <sub>2</sub> e (75% of Operational fleet)
Owned by	Head of Operational Services
Dates	Start: April 2021 Finish: April 2022
Emission Impact	Reduction in waste truck emissions = 131 tCO <sub>2</sub> e (30%)?
Cost	£57k for software.

Action Details	ISP7- Commissioning and use vehicle tracking device for use in all fleet vehicles across Operational, Housing and Environmental Services.
Emissions Source	Council vehicle fleet (petrol and diesel) = 722 tCO <sub>2</sub> e
Owned by	Head of Operational Services (supported by Head of Housing Services and Head of Environmental Services)
Dates	Start: April 2021 Finish: April 2022
Emission Impact	Reduction in Council fleet fuel emissions through driver behaviour = 72 tCO <sub>2</sub> e (10%)?
Cost	£150 per vehicle = £10k

Action Details	ISP28 - Implementation of the waste collection service review to support the reduction in waste collected per head of population and to increase the percentage of waste recycled or composted.
Emissions Source	Waste, household and transport carbon emissions
Owned by	Head of Operational Services
Dates	Start: October 2021 Finish: October 2023
Emission Impact	TBD
Cost	TBD

## Organisational Development and Performance – Service Plan Actions 2021/22

### In-house actions.

Action Details	ISP29 – Develop and create a Climate and Environment Communication Plan to inform, educate and make all stakeholders aware of Environmental Sustainability, Climate Change, Carbon emission sources, decarbonisation measures and carbon neutral journey. Stakeholders – SDDC employees, Councillors, Residents (climate activists, pragmatists, and deniers), specific demographics, Businesses, other Local Authorities, and third-party organisations
Emissions source	All
Owned by	Head of Organisational Development and Performance/Head of Environmental Health
Dates	Start: 2021 Finish: 2022
Emissions Impact	Ongoing support of reduction of all emissions from in-house and district-wide emissions
Cost	200 hours staff time per year

Action Details	ISP26 - Review and create a different SDDC employee working model that is relevant, productive and leads to both carbon and working time efficiencies post Covid-19.
Emissions Source	Vehicle travel, building space, energy, and heat.
Owned by	Head of Organisational Development and Performance
Dates	Start: 2021 Finish: 2022
Emission Impact	Ongoing emission reductions of Civic Offices.
Cost	500 hours

### District-wide Actions

Action Details	DSP16 – Create a community engagement program for Climate Change across South Derbyshire that will engage and consult with different sectors and communities with the SDDC's carbon neutral journey and the specific actions that are required to deliver the 2030 target.
Emissions Source	All sources across South Derbyshire
Owned by	Head of Organisational Development and Performance
Dates	Start: 2021 Finish: 2030
Emission Impact	Encouraging carbon footprint reduction
Cost	£20k + additional 0.5 FTE

Action Details	DSP17 – Support the development of the community engagement program (SD18) for Climate and Biodiversity Change across South Derbyshire supporting the decarbonisation of South Derbyshire.
Emissions Source	All sources across South Derbyshire
Owned by	Head of Environmental Health and Organisational Development and Performance
Dates	Start: 2021 Finish: 2022
Emission Impact	Encouraging carbon footprint reduction
Cost	TBD

## Planning and Strategic Housing Services – Service Plan Actions 2021/22

### In-house actions.

Action Details	ISP3 – Embed carbon neutrality in the new SDDC Local Plan.
Emissions Source	Energy efficiency, Gas, electricity, and water supply from all sources and into all buildings. Includes Heat, electricity, and transport emission sources.
Owned by	Head of Planning and Strategic Housing
Dates	Start: 2021 Finish: 2024
Emission Impact	Reduction in carbon emissions in all new build
Cost	300 hours

### District-wide actions.

Action Details	DSP6– Promotion of the rollout of broadband to all locations in South Derbyshire and demonstrating data that shows the specific location needs.
Emissions Source	Reduction in road transport and transport (other) by improving working from home.
Owned by	Head of Economic Development and Head of Planning and Strategic Housing
Dates	Start: 2021 Finish: 2030
Emission Impact	1000 – 3000 tCO <sub>2</sub> (based on a 0.3 to 1% saving in road traffic)
Cost	100 hours

Action Details	DSP13 – Create and promote a sustainable travel to work plan (public transport) for job creation/growth areas – East Midlands Freeport
Emissions Source	Vehicle
Owned by	Head of Economic Development and Head of Planning and Strategic Housing
Dates	Start: 2021 Finish: 2025
Emission Impact	Reduce vehicle mileage and promote public transport
Cost	100 hours

Action Details	DSP14 – Plan on Influencing, promoting, and partnering with local business to deliver green innovation and technology at the East Midlands Inter-Modal Park 'Freeport'.
Emissions Source	Road and Rail transport
Owned by	Head of Economic Development/Head of Planning and Strategic Housing Services
Dates	Start: 2021 Finish: 2025
Emission Impact	Creation of green technology hubs to reduce emissions
Cost	TBD

## Appendix 4

### Council In-house Carbon Reduction Road Map Calculator - Carbon Neutral by 2030.

			Emissions (tonnes CO2e)				
Area	Source of Emissions	Key Action	Actual emissions (2018/19)	Projected emissions (2021-23)	Projected emissions (2024-27)	Projected emissions (2028-30)	Emission reductions (2021-30)
			Direct & Indirect emissions	Direct & Indirect emissions	Direct & Indirect emissions	Direct & Indirect emissions	% of reduced emissions
Civic Way	Civic Way Offices	Behavioural change programme	139.9	-7.0	-4.2	-2.8	
		Retrofit or Civic Hub new build. (100% renewable energy heat + electric)				-125.9	
		Refrigerant reduction scheme (average 64.5%)		68.4	3.4	3.4	
	Total tCo2e.		208.3	204.7	203.9	26.5	-87.3%
	"Other" Public Buildings, car parks, etc	Behavioural change programme	151.8	-3.0	-7.6	-4.6	
		Renewable energy (75% heat + electric)		151.8			
	Total tCo2e.		151.8	148.7	141.2	37.9	-75.0%
Overall Council buildings Sub-total tCO2e			360.0	353.43	345.06	64.49	-82.1%
Depot	Boardman Depot Building	Behavioural change programme	42.7	-1.3	-1.3		
		Renewable energy (100% heat + electric)			-40.1		
		Refrigerant reduction scheme (average 64.5%)		32.4	-8.4		-15.5
	Total tCo2e.		75.1	65.4	24.0	8.5	-88.7%
Overall Boardman Depot Sub-total tCO2e			75.1	65.42	66.70	8.48	-88.7%
Rosliston	Visitor Centre	Behavioural programme	134.8	-4.0	-4.0	-4.0	
		Biomass repair option (10%)				-13.5	
		Renewable energy (100% heat + electric)				-122.67	
	Total tCo2e.		134.8	130.8	126.7	0.0	-100.0%
	Enterprise building	Behavioural programme	1.11	-0.03	-0.03	-0.03	
		Biomass efficiency		0.07	0.07	0.07	
	Total tCo2e.		1.1	0.03	0.03	0.03	-100.0%
Overall Rosliston Sub-total tCO2e			135.9	130.79	126.75	0.03	-100.0%
Leisure Centres	Greenbank	Behavioural programme	589.3	-17.7	-17.7	-17.7	
		Energy efficiency programme		-29.5	-88.4		
		Renewable energy (100% electric + heat)				-447.8	
		Refrigerant reduction scheme (average 64.5%)		230.1	-56.5		
	Total tCo2e		819.5	715.86	609.78	31.91	-96.1%

	<b>Etwall</b> (Note: John Port School owns this facility)	Behavioural programme		-6.8	-6.8	-6.8	
		Energy efficiencies			-11.4		
		Renewable energy (100% electric + heat)	228.0		-65.7	-162.3	
		Refrigerant reduction scheme (average 64.5%)	154.5			-100.0	
	<b>Total tCo2e</b>		382.5	375.66	291.76	22.62	<b>-94.1%</b>
<b>Overall Leisure Centres Sub-total tCO2e</b>			<b>1202.0</b>	<b>375.66</b>	<b>280.36</b>	<b>22.62</b>	<b>-98.1%</b>
	<b>Use of fuel for grounds and cleansing</b>	Renewables (e.g.,100% heat + electric)	50.9	0.5	1.5	-53.0	
	<b>Total tCo2e</b>		50.9	51.46	52.99	0.00	<b>-100%</b>
Transportation	<b>Operational Fleet</b>	Route Optimisation programme		-67.1			
		Zero emission Vehicle (Electric and/or hydrogen)	536.6		-164.3	-305.2	
	<b>Housing Fleet</b>	Dynamic Tool System (Phase 2 of Route Optimisation)			-8.4		
		Zero emission Vehicle (Electric and/or hydrogen)	67.1		-23.5	-58.7	
	<b>All other fleet</b>	Zero emission Vehicle (Electric and/or hydrogen)	67.1	-20.1	-23.5	-47.0	
	<b>Total tCo2e</b>		670.7	583.52	410.81	0.00	<b>-100%</b>
<b>Overall Fleet Sub-total tCO2e</b>			<b>721.7</b>	<b>634.98</b>	<b>463.80</b>	<b>0.00</b>	<b>-100%</b>
	<b>Council Emission Source Totals</b>	<b>Direct and indirect Emissions tCO2e</b>	<b>2494.7</b>	<b>1133.2</b>	<b>949.3</b>	<b>73.0</b>	<b>-97.1%</b>
	<b>% emission reduction</b>			<b>-54.6%</b>	<b>-38.1%</b>	<b>-7.7%</b>	

<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 9</b>
<b>DATE OF MEETING:</b>	<b>10<sup>th</sup> JUNE 2021</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (CORPORATE RESOURCES)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>KEVIN STACKHOUSE (595811)</b> <a href="mailto:kevin.stackhouse@southderbyshire.gov.uk">kevin.stackhouse@southderbyshire.gov.uk</a>	<b>DOC:</b> s:\cent_serv\complaints\committee reports\working papers for June 2021\Complaints and FOI report for June 2021
<b>SUBJECT:</b>	<b>COMMENTS, COMPLIMENTS, COMPLAINTS &amp; FREEDOM OF INFORMATION REQUESTS 01 OCTOBER 2020 TO 31 MARCH 2021</b>	<b>REF: KS/SH</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM11</b>

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## **1.0 Recommendations**

- 1.1 That the comments, compliments, complaints and FOI requests, as detailed in the report, are considered and noted.

## **2.0 Purpose of Report**

This report provides:

- 2.1 A summary of official comments, compliments, complaints and Freedom of Information (FOI) requests received by the Council for the period 1 October 2020 to 31 March 2021 can be found at:

[Open data and transparency | South Derbyshire District Council](#)

Figures for the corresponding period in 2019/20 are given for comparison purposes.

## **3.0 Executive Summary**

### **Comments, Compliments and Complaints**

- 3.1 The comments, compliments and complaints procedure is designed to encourage people to give informal feedback on our services.
- 3.2 0 comments, 65 compliments and 50 complaints have been received between 1 October 2020 to 31 March 2021.

- 3.3 The number of complaints received in the second half of the financial year has decreased compared to the corresponding period of 2019/20, and the number of compliments received has increased.
- 3.4 Members are informed via e-mail (enclosing a copy of the original complaint) when a complaint is received relating to their ward. This is for information purposes only.

### **Freedom of Information**

- 3.5 South Derbyshire District Council is committed to making itself more open. A large amount of information is already available to the public, through our website or through our offices and at local libraries.

### **Publication Scheme**

- 3.6 Under the Freedom of Information Act, South Derbyshire District Council has a duty to adopt and maintain a Publication Scheme describing:
- The classes of information it publishes
  - How and where such information is published (e.g. website, paper copy, etc.) and
  - Whether or not a charge is made for such information

The purpose of a Publication Scheme is to let everyone know what information will be automatically or routinely published by the Council and to ensure that a significant amount of information is available to the public, without the need for a specific request to be made.

In line with guidance from the Information Commissioner's Office, the scheme is updated regularly and the current version is available from the Website at:

[Freedom of Information | South Derbyshire District Council](#)

- 3.7 A total of 316 Freedom of Information requests have been received from 1 October 2020 to 31 March 2021. This is a decrease of 49 over the corresponding period for 2019/20.

## **4.0 Background**

- 4.1 The Comments, Compliments and Complaints customer leaflet and procedure is available for download from the Website at or can be completed using an electronic form:

[Comments, compliments and complaints | South Derbyshire District Council](#)

- 4.2 The aim of The Freedom of Information Act 2000, which came into force on 1<sup>st</sup> January 2005, is to extend the right to allow public access to information that the Council holds.

## 5.0 Detail

### Comments

- 5.1 0 comments were received over the past six months. Any comments received are carefully considered and, if appropriate, are investigated under the complaints procedure.

Department	1 October 2019– 31 March 2020	1 October 2020– 31 March 2021
Operational Services	1	0
Cultural and Community Services	0	0
Corporate Property Services	0	0
Derbyshire County Council	0	0
<b>Total</b>	<b>1</b>	<b>0</b>

### Compliments

- 5.2 The table below compares the number of compliments received for the second half of 2019/2020 against the second half of 2020/2021. Compliments generally relate to the quality of the service provided and/or actions of individuals.

Department	1 October 2019– 31 March 2020	1 October 2020– 31 March 2021
Customer Services	2*	14*
Operational Services	17*	24*
Environmental Services	1*	0
Planning and Strategic Housing Services	0	12
Housing Services	0	8*
Legal and Democratic Services	2	0
Organisational Development and Performance	1	0
Cultural and Community Services	13	3*
Business Change and ICT	0	3
Chief Executive	0	1
<b>Total</b>	<b>36</b>	<b>65</b>

\* This indicates where one compliment has referred to two separate services

The increase in Compliments for Customer Services related mainly to an appreciation of dealing with Business Grant applications. Planning Services increase related to help in the main with determination of planning applications in a timely manner.



## Complaints

5.3 The table below compares the number of official complaints received:-

	<b>1 October 2019– 31 March 2020</b>	<b>1 October 2020– 31 March 2021</b>
Resolved at Stage 1	42	43
Stage 1 still ongoing	0	0
Resolved at Stage 2	8	7
Stage 2 still ongoing	1	0
Withdrawn	2	0
<b>Total received</b>	<b>53</b>	<b>50</b>

5.4 The 50 complaints received can be broken down as follows:-

<b>Department</b>	<b>1 October 2019– 31 March 2020</b>	<b>1 October 2020– 31 March 2021</b>
Planning and Strategic Housing Services	8	5
Housing Services	10	21
Customer Services (including Revenue)	10	3
Environmental Services	3	3
Operational Services	12	14
Legal and Democratic Services	3	1
Corporate Property Services	2	1
Cultural and Community Services	5	1
Organisational Development and Performance	0	1
<b>Total</b>	<b>53</b>	<b>50</b>

5.5 For comparison, the table below shows the total number of complaints over the last three complete years:-

<b>Department</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Planning and Strategic Housing Services	16*	14	14
Housing Services	24	26	36
Customer Services (including Revenue)	13*	18	5
Environmental Services **	26* )	12	6
Operational Services **	)	22	29
Cultural and Community Services	7	10	6*
Legal and Democratic Services	7	5	5

Finance Services	1	1	1
Corporate Property Services	2	2	2*
Organisational Development and Performance	1*	1	1
<b>Total</b>	<b>97</b>	<b>111</b>	<b>105</b>

\* This indicates where one complaint has referred to two separate services

\*\* This indicates where Environmental & Operational Services were counted as one service for the Year 2018/19.

- 5.6 Managers dealing with the complaint are asked to complete a questionnaire following each complaint. This provides details of actions taken and improvements made as a consequence of a complaint.
- 5.7 If a complaint cannot be resolved at Stage 2 of our procedure, it can be taken to the Local Government Ombudsman for independent consideration. These complaints are the subject of a separate annual report.

### **Freedom of Information Requests**

- 5.8 Although the Freedom of Information Act 2000 creates a general right of access to information, it also sets out information that we do not have to make available for specific reasons. This is information, which, if published, might prejudice the health, safety or security of the Council, our staff, systems, services or property.
- 5.9 We make as much information available as possible without charging for it. We do however reserve the right to levy a reasonable charge where the information request is extensive and would require more than 2 days' staff time to satisfy the request.
- 5.10 The Council deals with hundreds of routine requests for information every day by phone and by letter. These are referred to as "business as usual requests". We will deal with these in the normal way. However, information that is not readily available and that has to be prepared or extracted is handled differently. We are entitled to make a charge for this kind of information.
- 5.11 Requests for information under Freedom of Information have to be processed within 20 working days. However, requests for details under the Freedom of Information Act can be turned down if they fall within certain exemption criteria.
- 5.12 The table below compares the Freedom of Information requests received for the second half 2019/2020 against the second half of 2020/2021.

Note: the figures also include any requests that have been made under EIR (Environmental Information Regulations).

	<b>1 Oct 2019 – 31 March 2020</b>	<b>1 Oct 2020 – 31 March 2021</b>
Total Number of Requests Received	365	316

Less passed to other organisations	63	52
Less those withdrawn	0	5
Less exemptions/partial exemptions	3	5
<b>Total Requests Answered</b>	<b>299</b>	<b>254</b>
Number replied to within 20 statutory days	280	232
Number replied to after 20 statutory days	19	22
Percentage replied to within 20 statutory days	94%	91%
Percentage replied to after 20 days	6%	9%

5.13 The requests for information received can be broken down as follows:

<b>Department</b>	<b>1 October 2019– 31 March 2020</b>	<b>1 October 2020– 31 March 2021</b>
Environmental Services	51	43*
Operational Services	16	9*
Planning and Strategic Housing Services	20	14*
Legal and Democratic Services	23	23*
Finance Services	11	17*
Business Change and ICT	27	24*
Customer Services	64	59*
Housing Services	34	22*
Organisational Development and Performance	20	26*
Cultural and Community Services	20	14*
Passed to 3 <sup>rd</sup> Parties	63	52*
Corporate Resources	5	5*
Corporate Property Services	9	8*
Economic Development and Growth	2	0*

\* Same request has involved several Services.

## **6.0 Financial Implications**

6.1 None directly stemming from this report.

## **7.0 Corporate Implications**

7.1 Under the Complaints procedure the Council will write to the complainant within 5 working days, telling them who is dealing with their complaint and when they can expect to receive a reply. In most cases a full reply will be sent within 10 working days.

7.2 Under the Freedom of Information Act the Council has to respond to any requests received within 20 working days. For many requests the information required cuts across areas of the Council. Consequently a co-ordinated approach has to be taken in the Council's response, with each service area being responsible for providing the information requested relating to their area.

## **8.0 Community Implications**

8.1 None.

## **9.0 Background Papers**

None.

<b>REPORT TO:</b>	<b>FINANCE and MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 10</b>
<b>DATE OF MEETING:</b>	<b>10<sup>th</sup> JUNE 2021</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR CORPOARTE RESOURCES</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>KEVIN STACKHOUSE (01283 595811)</b> <a href="mailto:Kevin.stackhouse@southderbyshire.gov.uk">Kevin.stackhouse@southderbyshire.gov.uk</a>	<b>DOC:</b> h/KS/live files/complaints/complaints procedure F&M June 21
<b>SUBJECT:</b>	<b>COMPLAINTS POLICY AND PROCEDURE</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM 11</b>

## **1.0 Recommendations**

- 1.1 That the updated Complaints Policy and Procedure as appended to this report is approved.

## **2.0 Purpose of Report**

- 2.1 To consider an updated Complaints Policy and Procedure. This follows a revised Complaints Handling Code issued by the Housing Ombudsman in January 2021.

## **3.0 Detail**

- 3.1 The Council's current complaints procedure was last reviewed in April 2016. Although it has been several years since it was last reviewed, it has served the Council well and not led to any known issues that have had an adverse effect on the Council's Governance arrangements when dealing with complaints.
- 3.2 The Housing Ombudsman issued a revised Complaints Handling Code in January 2021. The Council was assessed against this Code and this has led to some proposed amendments to its Complaints Procedure.
- 3.3 In principle, there are no significant changes and relate to making the Procedure clearer for staff and complainants in handling complaints in a proper manner. In addition, an opportunity has been taken to redraft the document, so it is addressed to the complainant rather than Council staff. In addition, reference is now made to reporting hate crime incidents, together with determining anonymous and vexatious complaints.
- 3.4 In addition, the monitoring form used to track complaints has also been updated to reflect the Handling Code. This form records complaints, at what stage they were settled, lessons to learn and satisfaction with the process.

- 3.5 This form has been updated to add an equality survey to the process so it can be assessed whether any sections of the community are disproportionately affected by an issue and therefore complain. The updated form is also appended to this report.

#### **4.0 Financial Implications**

- 4.1 None.

#### **5.0 Corporate Implications**

##### **Employment Implications**

- 5.1 None

##### **Legal Implications**

- 5.2 None

##### **Corporate Plan Implications**

- 5.3 None directly. The Policy and Procedure are part of ensuring sound Governance at the Council.

##### **Risk Impact**

- 5.4 None

#### **6.0 Community Impact**

##### **Consultation**

- 6.1 None required

##### **Equality and Diversity Impact**

- 6.2 As highlighted in Section 3.5 above.

##### **Social Value Impact**

- 6.3 None

##### **Environmental Sustainability**

- 6.4 None

#### **7.0 Background Papers**

- 7.1 None



**South  
Derbyshire**  
District Council

## **Comments/Compliments/ Complaints Policy and Procedure**

April 2016 Revised May 2021

## **COMMENTS AND COMPLIMENTS**

When a comment or compliment is received, this will be passed to the Complaints Officer who will copy it to the relevant Head of Service and Strategic Director for feedback to the service or individual concerned.

Should the Complaints Officer consider that a comment is of a negative nature, he/she will discuss it with the relevant strategic Director so that the appropriate actions can be undertaken. If necessary, stage 1 of the Complaints Procedure will be invoked.

## **COMPLAINTS**

### **DEFINING A COMPLAINT**

For the purposes of this procedure, a complaint is defined as:

“as an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the Council, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.”.

There may be instances when the Council has failed to provide a service such as a missed refuse collection, insufficient grass cutting etc. Whilst you as customer or service user may raise this as a “complaint”, it will not be dealt with under the formal complaints procedure in the first instance. Such mistakes or omissions will be rectified promptly and the Council will notify you of the action taken. The Council will record these instances within each service area so that any trends can be identified and steps can be taken to prevent a reoccurrence.

### **COMPLAINTS EXCLUDED FROM THIS POLICY AND PROCEDURE**

There are some types of complaint that are excluded from this policy and procedure, these are :

- complaints which amount to a disagreement with the Council about its decision, rather than the way the decision has been carried out (for example the level of the Council Tax);
- a planning or development control matter where a right of appeal exists, unless the complaint relates to the way the matter has been administered;
- a Council decision where regulatory powers are being exercised (for example, Licensing or Environmental Health functions), unless the complaint relates to the way the matter has been administered;
- any matter which could reasonably expected to be the subject of court or tribunal proceedings;
- complaints which amount to a disagreement with, or a refusal to, accept a legal ruling that the Council is applying;



- Housing Benefit, Residual Community Charge, Council Tax, NNDR, or any other matters where statutory appeals procedures exist;
- Housing Allocation matters where separate procedures exist;
- Complaints about Councillors, as these should be made to the Monitoring Officer as a breach of the Council's Members' Code of Conduct; and
- Complaints that involve possible Insurance Claims.

## **Hate Crime Incident**

If you believe that your complaint is a racially motivated or is a Hate Crime you must notify the Council and the Council will then follow the Hate Crimes Procedure in responding to the issue.

## **Anonymous Complaints**

The Council does not normally accept anonymous complaints. However, if the matter appears to be of a serious nature, it will be passed to the Chief Executive who, in consultation with the relevant member of Leadership Team, will decide on whether the matter should be investigated.

Any information provided will be treated in the strictest confidence.

## **Relationship with the Disciplinary Procedure**

The Complaints Procedure is distinct from the Council's Disciplinary Procedure for employees. If the nature of a complaint is such that disciplinary action against an employee may be involved, the appropriate Strategic Director will decide whether the Disciplinary Procedure should be invoked.

## **RAISING AN ISSUE**

You should firstly raise your concerns with the service concerned. You can do this by letter, email, over the telephone or in person. Keep a copy of any correspondence sent and keep a note of the date of any telephone calls or visits in person.

The Council will make every effort to resolve a concern and will inform you of the formal Complaints Procedure if the concern is not resolved. The Council will not discourage you from complaining and will make every effort to assist you in the process.

## **FORMALISING A COMPLAINT**

Your complaint will be made formal if you are dissatisfied with the initial response after raising the matter with the service concerned and you wish to pursue the matter.

Complaints may be made;

- on the official complaint form on the Council's website,

- by putting the details in writing via a letter addressed to the Complaints Officer, South Derbyshire District Council, Swadlincote, Derbyshire, DE11 0AH,
- by telephoning the Complaints Officer on (01283) 595892, or
- by reporting the matter in person at the Civic Offices.

If you have already supplied full details of your complaint by the telephone or in person at the Civic Offices, **you will not be asked to repeat the information to the Complaints Officer nor will you be asked to complete a complaint form. The officer receiving the complaint will record the details and ask you to verify the details and will pass this to the Complaints Officer.**

If you have a disability that causes difficulty in traveling to the Civic Offices and need assistance with completing a complaints form, a home visit can be arranged

## **HOW COMPLAINTS WILL BE DEALT WITH**

If your complaint has reached an advanced stage before the formal procedure is invoked, some of the following stages may be rendered unnecessary and bypassed. You will be kept informed of progress at all stages and your complaint will be dealt with in confidence.

If you have requested the involvement of your local Councillor, you can request for details to be given to that Councillor, including progress on the complaint at all stages.

The Complaints Officer will also notify the relevant Ward Member of the complaint and the outcome.

**The Council will ensure that all formal complaints will be treated as urgent and will be referred to the Complaints Officer on the day of receipt.**

## **STAGE 1**

All formal complaints will be referred to the Complaints Officer, who will ensure that the complaint is logged and an official complaints form completed if necessary.

The Complaints Officer will issue a reference number to each complaint so that it can be tracked throughout the enquiry. They allocate the complaint to be dealt with by a designated officer at a higher level than the person who originally handled the matter.

The Complaints Officer will acknowledge the complaint within five working days and notify you as to who is dealing with the matter. They will then liaise with the appropriate officer in the service area concerned to co-ordinate a response. The Council will endeavour to send a full response within **ten working days** from the date of receiving the complaint. If this time scale cannot be met, the Complaints Officer will notify you and give an indication of when a full response may be given.

If the complaint concerns more than one service area the Complaints Officer will co-ordinate a corporate response to the issues raised.

The Stage One response will confirm that if the complaint remains unresolved you have the right to request a review by the Chief Executive, who has the authority to overrule the decision taken on the complaint (Stage 2 complaint)

## **Conciliation**

If appropriate to resolve your complaint, you may be invited to attend a meeting with a senior officer from the department which is the subject of the complaint. A senior officer from Corporate Services, will act as mediator. You may bring an advisor or independent person with you for support.

## **STAGE 2**

Where your complaint has still not been resolved, the Complaints Officer will advise you of your right to have your case reviewed by the Chief Executive, who has the authority to overrule the decision taken on the complaint. Where is the case, the complaint will be referred to the Chief Executive with copies of relevant documents and details of the decision/action taken by the service involved in an attempt to resolve the matter.

The Complaints Officer will send an acknowledgment on behalf of the Chief Executive, within five working days of receiving the Stage 2 complaint. The Chief Executive will review the matter with the assistance of staff from the relevant department.

The Chief executive will endeavour to provide a full response to the complaint **within 10 working days**. You will be advised of any perceived delays in responding, where appropriate.

The Stage 2 complaint response will advise you of your right to refer the matter to the Local Government and Social Care Ombudsman or the Housing Ombudsman for Social Housing Landlord issues if you remain dissatisfied.

## **Referrals to the Local Government and Social Care Ombudsman or Housing Ombudsman**

At any time, you may refer your complaint (either directly or via your Councillor) to the Local Government and Social Care Ombudsman (except for Social Housing Landlord issues). Normally, the Ombudsman will afford the Council the opportunity to resolve the complaint locally before getting involved. The Ombudsman will usually only investigate cases of maladministration (where the Council has failed to handle something correctly) rather than investigate the actual decision the Council has made.

If you remain dissatisfied with the outcome of a complaint, you have the right to have your complaint reviewed by the Local Government and Social Care Ombudsman, details of which are available on the LGO website, using the following link <http://www.lgo.org.uk/making-a-complaint/>

The Housing Ombudsman deals with all complaints relating to the landlord function of social housing. The details of how to make a complaint to the Housing Ombudsman can be accessed using the following link <https://www.housing-ombudsman.org.uk/>

Where a matter is considered by the Ombudsman service its decision will be final.

## **Role of Monitoring Officer**

The Local Government and Housing Act 1989 (the Act), provides that the Monitoring Officer, has a statutory duty to deal with any proposal, decision or omission by the Council

which has given, or is likely to give, rise to maladministration or which is in contravention of any code of practice or rule of law. This Council's Monitoring Officer is the Head of Legal and Democratic Services.

The Chief Executive, in operating this Complaints Procedure, will have regard to the Monitoring Officer's statutory duties under the Act, including the duty to report to Full Council should this be necessary.

## **Role of Chief Finance Officer**

The Local Government Finance Act 1988 provides that the "Chief Finance Officer" has a statutory duty to report to the Council on certain financial matters. The Chief Executive, in operating this Complaints Procedure, will have regard to the statutory duties of the Chief Finance Officer.

## **MONITORING OF COMPLAINTS**

The Council will keep a record of formal complaints received and will report performance twice yearly to the Finance and Management Committee on the resolution of complaints, drawing attention to any trends that may indicate the need for improvements in service. The appropriate Head of Service will complete a complaint assessment sheet for each complaint received to monitor/review any trends in complaints and report what action is being taken to improve services/procedures.

In addition, the Complaints Officer will send to you a short questionnaire on completion of the complaints process to ascertain whether you are satisfied with the way the complaint was handled. This questionnaire will include equality monitoring questions in order for the Council to assess if any of the Council's policy and procedures disproportionately affect a section of the community.

## **VEXATIOUS COMPLAINTS**

The Council may, in its absolute discretion, decide that a complaint is repeated, malicious or vexatious and as a result decide not to respond to such a complaint.

## Official Complaints Procedure

### Complaint Monitoring Form

Please provide this information for monitoring purposes and return this form to Secretarial Support.

Complaint No.

Details of Complaint:

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Service Area/  
Head of Service:

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Upheld/partially/not upheld – please highlight

Remedy or compensation offered (if any)

Has the situation complained about now been resolved?      Yes      No

If 'no', what is the timescale for resolution, if this can be assessed?

Approximate time spent investigating and responding to this complaint

Resultant action taken and any improvements made to the service as a result of this complaint

Was the complaint as a result of inequality of service? (please ✓)

Age	Disability	Gender	Race	Sexuality	Other – please specify

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Any recommendations for the Council as a result of the complaint?

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<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 11</b>
<b>DATE OF MEETING:</b>	<b>10<sup>th</sup> JUNE 2021</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (CORPORATE RESOURCES)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>KEVIN STACKHOUSE (EXT 5811)</b> <a href="mailto:kevin.stackhouse@southderbyshire.gov.uk">kevin.stackhouse@southderbyshire.gov.uk</a>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>COMMITTEE WORK PROGRAMME</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: G</b>

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## **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 June 2021**  
**Work Programme for the Municipal Year 2021/22**

<b>Work Programme Area</b>	<b>Date of Committee Meeting</b>	<b>Contact Officer (Contact details)</b>
Corporate Resources & Chief Executive Service Plans	10 <sup>th</sup> June 2021	Fiona Pittam (Head of Organisational Development & Performance) <a href="mailto:Fiona.pittam@southderbyshire.gov.uk">Fiona.pittam@southderbyshire.gov.uk</a> (01283 595735)
Corporate Plan Performance Monitoring 2020/21: Quarter 4	10 <sup>th</sup> June 2021	Fiona Pittam (Head of Organisational Development & Performance) <a href="mailto:Fiona.pittam@southderbyshire.gov.uk">Fiona.pittam@southderbyshire.gov.uk</a> (01283 595735)
Compliments, Comments, Complaints and FOI Requests	10 <sup>th</sup> June 2021	Kevin Stackhouse (Strategic Director) <a href="mailto:Kevin.stackhouse@southderbyshire.gov.uk">Kevin.stackhouse@southderbyshire.gov.uk</a> (01283 595811)
Complaints Policy and Procedure	10 <sup>th</sup> June 2021	Kevin Stackhouse (Strategic Director) <a href="mailto:Kevin.stackhouse@southderbyshire.gov.uk">Kevin.stackhouse@southderbyshire.gov.uk</a> (01283 595811)
Climate Emergency Action Planning	10 <sup>th</sup> June 2021	Matthew Holford, (Head of Environmental Services) <a href="mailto:matthew.holford@southderbyshire.gov.uk">matthew.holford@southderbyshire.gov.uk</a> , 01283 595856
Final Revenue Budget Outturn 2020/21	22 <sup>nd</sup> July 2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)



Treasury Management Annual Report 2020/21	22 <sup>nd</sup> July 2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Final Capital Outturn 2020/21	22 <sup>nd</sup> July 2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Proposed Local Council Tax Support Scheme 2022/23	22 <sup>nd</sup> July 2021	Lizzie Barton (Head of Customer Services) <a href="mailto:Elizabeth.barton@southderbyshire.gov.uk">Elizabeth.barton@southderbyshire.gov.uk</a> (01283 595779)
Covid 19 Funding: Update	22 <sup>nd</sup> July 2021	Kevin Stackhouse (Strategic Director) <a href="mailto:Kevin.stackhouse@southderbyshire.gov.uk">Kevin.stackhouse@southderbyshire.gov.uk</a> (01283 595811)
Corporate Plan Performance Monitoring 2021/22: Quarter 1	26 <sup>th</sup> August.2021	Fiona Pittam (Head of Organisational Development & Performance) <a href="mailto:Fiona.pittam@southderbyshire.gov.uk">Fiona.pittam@southderbyshire.gov.uk</a> (01283 595735)
Revenue Financial Monitoring 2021/22	26 <sup>th</sup> August.2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Capital Financial Monitoring 2021/22	26 <sup>th</sup> August.2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Treasury Update 2021/22	26 <sup>th</sup> August.2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)

Revenues: Collection Rates, Recovery and Write-offs	26 <sup>th</sup> August.2021	Lizzie Barton (Head of Customer Services) <a href="mailto:Elizabeth.barton@southderbyshire.gov.uk">Elizabeth.barton@southderbyshire.gov.uk</a> (01283 595779)
Corporate Plan Performance Monitoring 2021/22: Quarter 2	25 <sup>th</sup> November 2021	Fiona Pittam (Head of Organisational Development & Performance) <a href="mailto:Fiona.pittam@southderbyshire.gov.uk">Fiona.pittam@southderbyshire.gov.uk</a> (01283 595735)
Revenue Financial Monitoring 2021/22	25 <sup>th</sup> November 2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Capital Financial Monitoring 2021/22	25 <sup>th</sup> November 2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Treasury Update 2021/22	25 <sup>th</sup> November 2021	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Proposed Local Council Tax Support Scheme 2022/23	25 <sup>th</sup> November 2021	Lizzie Barton (Head of Customer Services) <a href="mailto:Elizabeth.barton@southderbyshire.gov.uk">Elizabeth.barton@southderbyshire.gov.uk</a> (01283 595779)
Compliments, Comments, Complaints and FOI Requests	25 <sup>th</sup> November 2021	Kevin Stackhouse (Strategic Director) <a href="mailto:Kevin.stackhouse@southderbyshire.gov.uk">Kevin.stackhouse@southderbyshire.gov.uk</a> (01283 595811)
Revenues: Collection Rates, Recovery and Write-offs	25 <sup>th</sup> November 2021	Lizzie Barton (Head of Customer Services) <a href="mailto:Elizabeth.barton@southderbyshire.gov.uk">Elizabeth.barton@southderbyshire.gov.uk</a> (01283 595779)

Annual Statement of Accounts 2020/21	6 <sup>th</sup> January 2022	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Service Base Budgets 2022/23	6 <sup>th</sup> January 2022	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
General Fund Consolidated Budget 2022/23 and MTFP to 2027	10 <sup>th</sup> February 2022	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Housing Revenue Account Budget 2022/23 and Financial Plan to 2032	10 <sup>th</sup> February 2022	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Capital Budget to 2022 to 2027	10 <sup>th</sup> February 2022	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Annual Report of the Section 151 Officer	10 <sup>th</sup> February 2022	Kevin Stackhouse (Strategic Director) <a href="mailto:Kevin.stackhouse@southderbyshire.gov.uk">Kevin.stackhouse@southderbyshire.gov.uk</a> (01283 595811)
Corporate Plan Performance Monitoring 2021/22: Quarter 3	17 <sup>th</sup> March 2022	Fiona Pittam (Head of Organisational Development & Performance) <a href="mailto:Fiona.pittam@southderbyshire.gov.uk">Fiona.pittam@southderbyshire.gov.uk</a> (01283 595735)
Revenue Financial Monitoring 2021/22	17 <sup>th</sup> March 2022	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)

Capital Financial Monitoring 2021/22	17 <sup>th</sup> March 2022	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Treasury Update 2021/22	17 <sup>th</sup> March 2022	Victoria Summerfield (Head of Finance) <a href="mailto:Victoria.summerfield@southderbyshire.gov.uk">Victoria.summerfield@southderbyshire.gov.uk</a> (01283 595939)
Revenues: Collection Rates, Recovery and Write-offs	17 <sup>th</sup> March 2022	Lizzie Barton (Head of Customer Services) <a href="mailto:Elizabeth.barton@southderbyshire.gov.uk">Elizabeth.barton@southderbyshire.gov.uk</a> (01283 595779)