

Date: 30<sup>th</sup> May 2022

Dear Councillor,

**Finance and Management Committee**

A Meeting of the **Finance and Management Committee** will be held at **Council Chamber**, Civic Offices, Civic Way, Swadlincote, DE11 0AH on **Thursday, 09 June 2022 at 18:00**. You are requested to attend.

Yours faithfully,



Chief Executive

To:- **Labour Group**

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

**Conservative Group**

Councillors Ackroyd, Corbin, Dawson, Fitzpatrick, Ford and Lemmon

**Independent Group**

Councillors MacPherson

**Non-Grouped**

Councillor Churchill



## **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>  | SERVICE PLANS 2022-23   | <b>5 - 68</b>        |
| <b>7</b>  | CORPORATE PLAN 2020-24 - PERFORMANCE REPORT   | <b>69 - 118</b>      |
| <b>8</b>  | RECRUITMENT OF ACTIVE SCHOOLS' PARTNERSHIP (ASP)<br>BIKEABILITY INSTRUCTOR                              | <b>119 -<br/>123</b> |
| <b>9</b>  | £150 ENERGY REBATE DISCRETIONARY SCHEME   | <b>124 -<br/>139</b> |
| <b>10</b> | COMMENTS, COMPLIMENTS, COMPLAINTS & FREEDOM OF<br>INFORMATION REQUESTS 01 OCTOBER 2021 TO 31 MARCH 2022 | <b>140 -<br/>145</b> |
| <b>11</b> | COMMITTEE WORK PROGRAMME  | <b>146 -<br/>151</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** LAND IN THULSTON
- 15** MINOR VARIATION TO ESTABLISHMENT – CREATION OF TREE OFFICER POST

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 6
DATE OF MEETING:	9 JUNE 2022	CATEGORY: DELEGATED
REPORT FROM:	LEADERSHIP TEAM	OPEN DOC:
MEMBERS' CONTACT POINT:	FRANK MCARDLE (EXT. 5700)/ KEVIN STACKHOUSE (EXT. 5811)	
SUBJECT:	SERVICE PLANS 2022-23	
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: G

## 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 2022 to 31 March 2023.

## 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 the Council's 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 Plans 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 2023 to ensure the measures remain relevant to the objectives set out in with the Corporate Plan and Sustainable Community Strategy.
- 3.6 Progress reports on the Service Plans will be made as part of the Performance Management Framework monitoring process.



#### **4.0 Financial and Corporate Implications**

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 .....	5
Service structure .....	7
Service operations .....	8
Economic Development and Growth .....	10
Legal and Democratic Services .....	18
Workforce .....	24
Budgets .....	25
Partnerships .....	26

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 does not cover everything the Council does, but instead focuses on the issues that are most 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 our performance management framework.

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

This plan, covers the financial year 2022/23 and demonstrates how services will be delivered, making the most effective use of available and future resources.

## Our values

Our values show the behaviour that is expected from every employee in the Council in everything we do, including how we work 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.

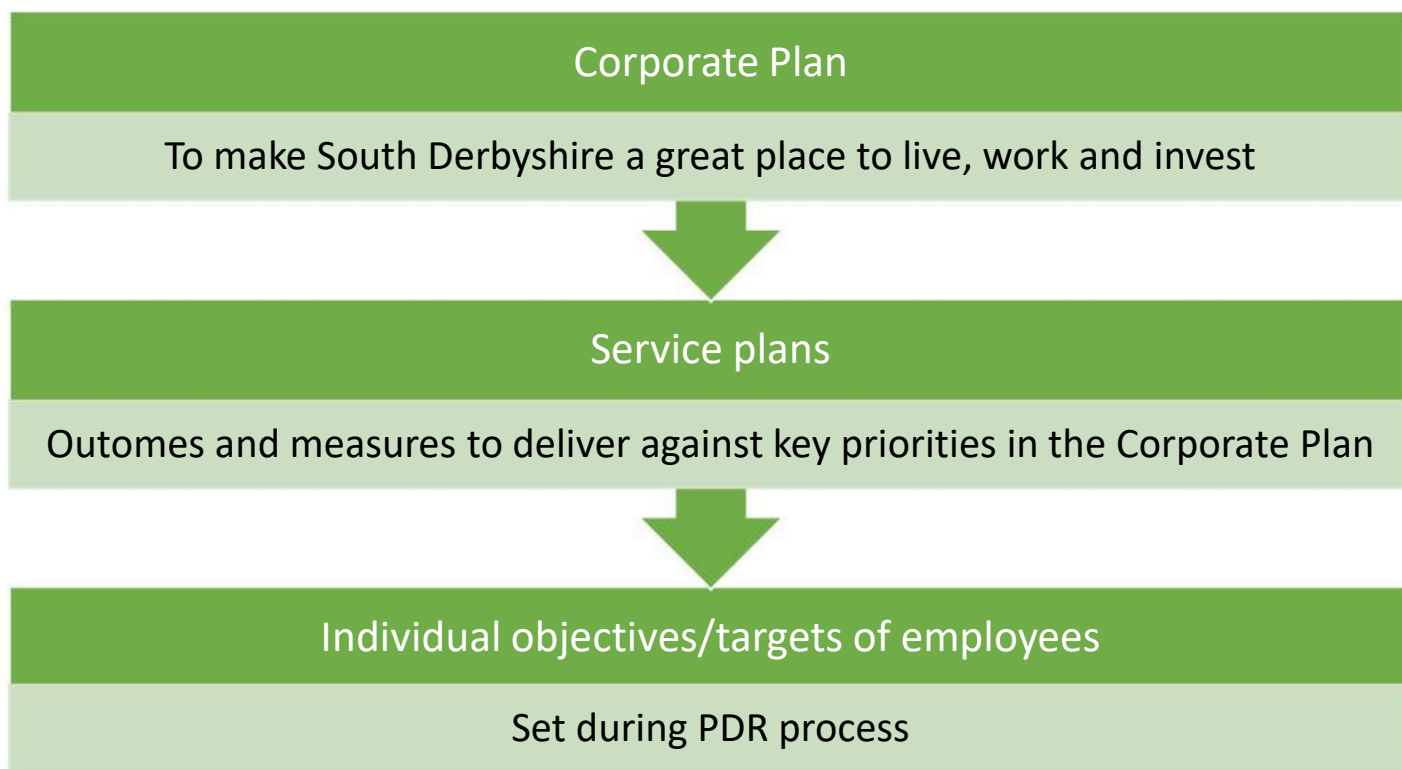
It is essential that services are well planned, with the capability to evolve to meet the needs of our residents, local businesses and other stakeholders.

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

## Performance Management Framework

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

The framework consists of three levels.



The Council's performance is reported on a quarterly basis and is available at:  
[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 by each service area on a quarterly basis 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 Chief Executive's 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 we will ensure that all our 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.

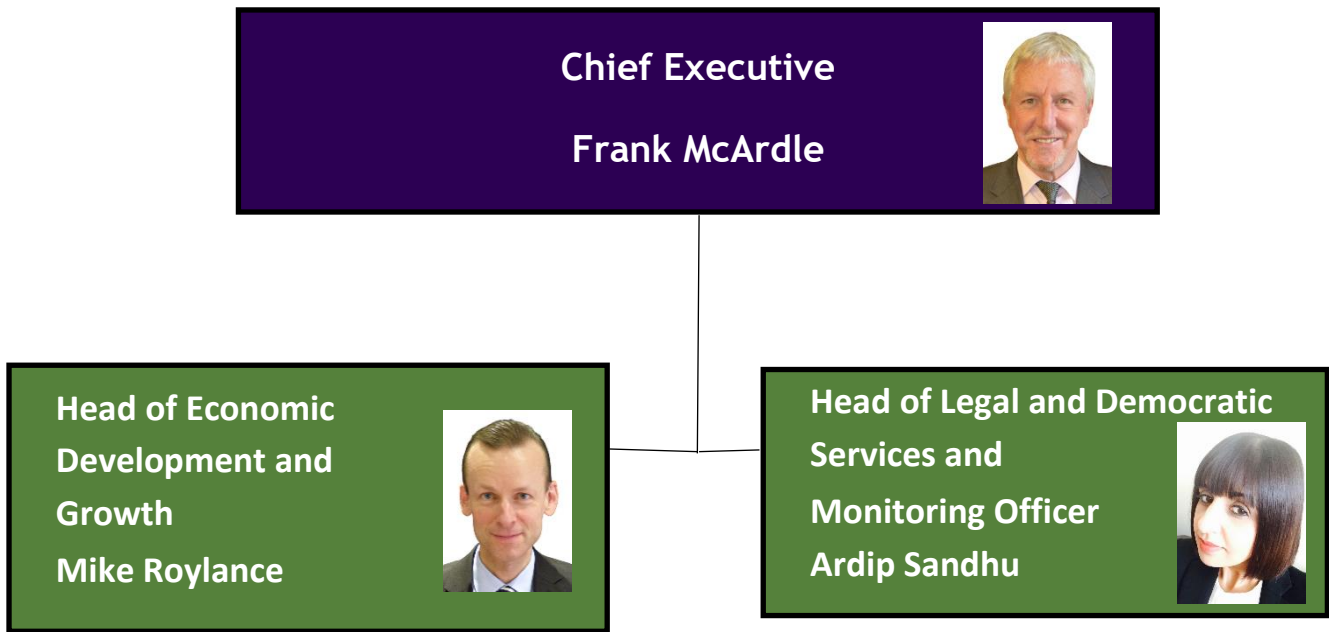
The following actions are cross-cutting and all service areas will contribute towards:

- 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.

# 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

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 Visitor 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
- 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 according to the Local Government and Housing Act 1989 and Local Government Act 2000.

The Monitoring Officer's responsibilities include:

- Maintaining the Council's constitution
- Lead on investigations into parish councils where necessary
- Ensuring lawfulness and fair decision-making and specifically 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
- Receiving/determining elected member code of conduct complaints
- 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 (including Visitor Information Centre)
- 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. 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 detailed in the following pages supports the delivery of the Corporate Plan 2020-2024 and the Climate and Environment Action Plan.

Our Environment							
Keeping a clean, green District for future generations							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 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	6% (9% National average 2021)	6%
		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	167 (110) Market Day; 114 (105) Non Market Day (National Average 2021)	175 Market Day; 120 Non-Market Day
		Total number of market stalls.	N/A	1,609	N/A	2,157	2,200

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	21-22 Outturn	22-23 Target
<b>P2. Supporting and safeguarding the most vulnerable.</b>	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	51.2 (50.9 Eng 2021)	54
		Percentage of youth unemployment (16-24yrs.)	2.2% (Eng 3.3% Feb 2020)	5.4% (Eng 7.3% Feb 2021)	N/A	2.6% (Eng 4.1% Feb 2022)	Not carried forward 2022-23
		Percentage of Youth Unemployment (18-24 years.)	N/A	7.1% (Feb 2021)	N/A	3.5% (Feb 2022)	2.8%
		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	45.2% (43.1% GB 2020)	46%
		Number of pupils undertaking 'purposeful and impact measured' employer interventions by year group in secondary schools (D2N2 EAN.)	N/A	Not available	N/A	N/A	Not Carried forward 2022-23
		Gatsby Benchmarks of Good Careers Guidance - Benchmarks 2, 4, 5, 6 (Target is Average for D2N2 versus Average for SD Secondary Schools.)	N/A	N/A	BM2 68% BM4 63% BM5 53% BM6 44%	BM2 60% BM4 60% BM5 80% BM6 60%	Above D2N2 average

Our Future Growing out District and our skill base							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 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	81.0%; (78.5% GB Sept 2021)	84%
		Percentage Employment by Occupation:					
		Soc 2010 Major Group 1-3 (Professional, managers and technical.)	46.6% (47.4% GB)	50.7% (49.2% GB);	N/A	47.3% (49.7% Sept 2021)	51%
		Soc 2010 Major Group 4-5 (Administration, skilled and trade.)	28.5% (19.9% GB)	18.7% (19.5% GB)	N/A	18.1% (19.1% Sept 2021)	19%
		Soc 2010 Major Group 8 (Process plant and machine ops.)	7.9% (6.2% GB) (2019)	12.2% (5.6% GB) (2020)	N/A	9.1% (5.6% Sept 2021)	13%
	F1.2 Support unemployed residents back into work.	Percentage unemployed (Claimant Count.)	1.7%; 3.0% GB (Feb 2020)	4.0% (6.5% GB Feb 2021)	N/A	2.3% (4.4% GB Feb 2022)	2.0%
F2. Support economic growth and infrastructure	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	3,800 enterprises (2021)	3,815 enterprises (2022)
		Number of businesses/entrepreneurs engaged in workshops/events.	70 (2019/20)	Impacted by COVID-19	N/A	Impacted by COVID-19	25
		Number of visitor enquiries.	N/A	Impacted by COVID-19	N/A	Impacted by COVID-19	Baseline to be established in 2022/23

Our Future Growing out District and our skill base							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
		Number of South Derbyshire BAS 1-2-1 advice sessions with pre-start/start-up/existing businesses.	272 (2019/20)	342 (2020/21)	N/A	335 (2021/22)	205 (2022/23)
		Number of South Derbyshire BAS new business starts.	19 (2019/20)	16 (2020/21)	N/A	86 (2021/22)	30 (2022/23)

The measures detailed below form part of the commitment to deliver the Climate & Environment Action Plan.

Our Environment Keeping a clean, green District for future generations			
Key Aim	Outcome	Service Measure	22-23 Target
E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2032.	****Embed carbon emission reduction in the new SDDC Economic and Development Growth Plan.	Green RAG rating
		**Supporting local business to deliver green innovation and investment at the East Midlands Inter-Modal Park 'Freeport.'	Green RAG rating
		**Identification of business support funding opportunities to support energy efficiency and decarbonisation projects.	Green RAG rating
		****Promote sustainable travel to work plans (Public Transport) to support job creation/growth areas as part of the development of South Derbyshire.	Green RAG rating
		****Supporting the promotion of Green Tourism throughout South Derbyshire using the National Forest as an exemplar of environmental sustainability.	Green RAG rating

Our Environment			
Keeping a clean, green District for future generations			
Key Aim	Outcome	Service Measure	22-23 Target
	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	Quarterly reporting for each relevant service area on progressing their assigned Climate and Environment actions.	Annual reduction in carbon emissions across the Council.

\*\*\*Climate change measures have not been funded.\*\* Measures have been funded.

# 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 career activities and 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 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 service measures detailed in the following pages supports the delivery of the Corporate Plan 2020-2024 and the Climate and Environment Action Plan.

Our Future Growing our District and our skills base							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 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	0 initiatives were completed due to COVID-19	4 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	357 inspections completed, with 152 being completed by the Covid Marshalls	>130

# 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 Travel Plan service measures were monitored throughout 2021-2022.

These measures have now been superseded by the Climate and Environmental Action Plan, relevant measures have been incorporated under each of the services areas.

Our Environment							
Keeping a clean, green District for future generations							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 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 (business miles in employees own cars) 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	34% reduction on grey miles compared to 2018/19	Not carried forward for 2022-23.
		>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. 20%* envisage working from home full time after COVID-19	To be confirmed following review of Q4 data.	87% of staff are working flexibly between home and the office. Report data collected via the travel survey in June/July 21	Not carried forward for 2022-23.
		5% 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.***	20% increase in the quantity of fleet diesel used compared to the 2018/19 baseline	Not carried forward for 2022-23.

# 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 2022, 20 members of staff are employed in the Chief Executive's Directorate.

A breakdown is shown in the following table:

Chief Executive	1
Economic Development and Growth	7
Legal and Democratic Services	12

# Budgets

## Revenue budget 2022/23

The directorate's budget for 2022/23 is outlined in the following table:

Service	Budget (£)
Economic Development and Growth	351,060
Legal and Democratic Services	939,518
<b>Total</b>	<b>1,290,578</b>

## Capital budget 2022/23

The directorate's capital budget for 2022/23 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
Key aims .....	4
Service structure .....	7
Service operations .....	8
Business Change and ICT .....	9
Corporate Property .....	13
Customer Services .....	16
Finance .....	23
Organisational Development and Performance .....	26
Workforce .....	35
Budgets .....	36
Partnerships .....	37

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 does not cover everything the Council does, but instead focuses on the issues that are most 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 our performance management framework.

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

This plan, covers the financial year 2022/23 and demonstrates how services will be delivered, making the most effective use of available and future resources.

## Our values

Our values show the behaviour that is expected from every employee in the Council in everything we do, including how we work 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.

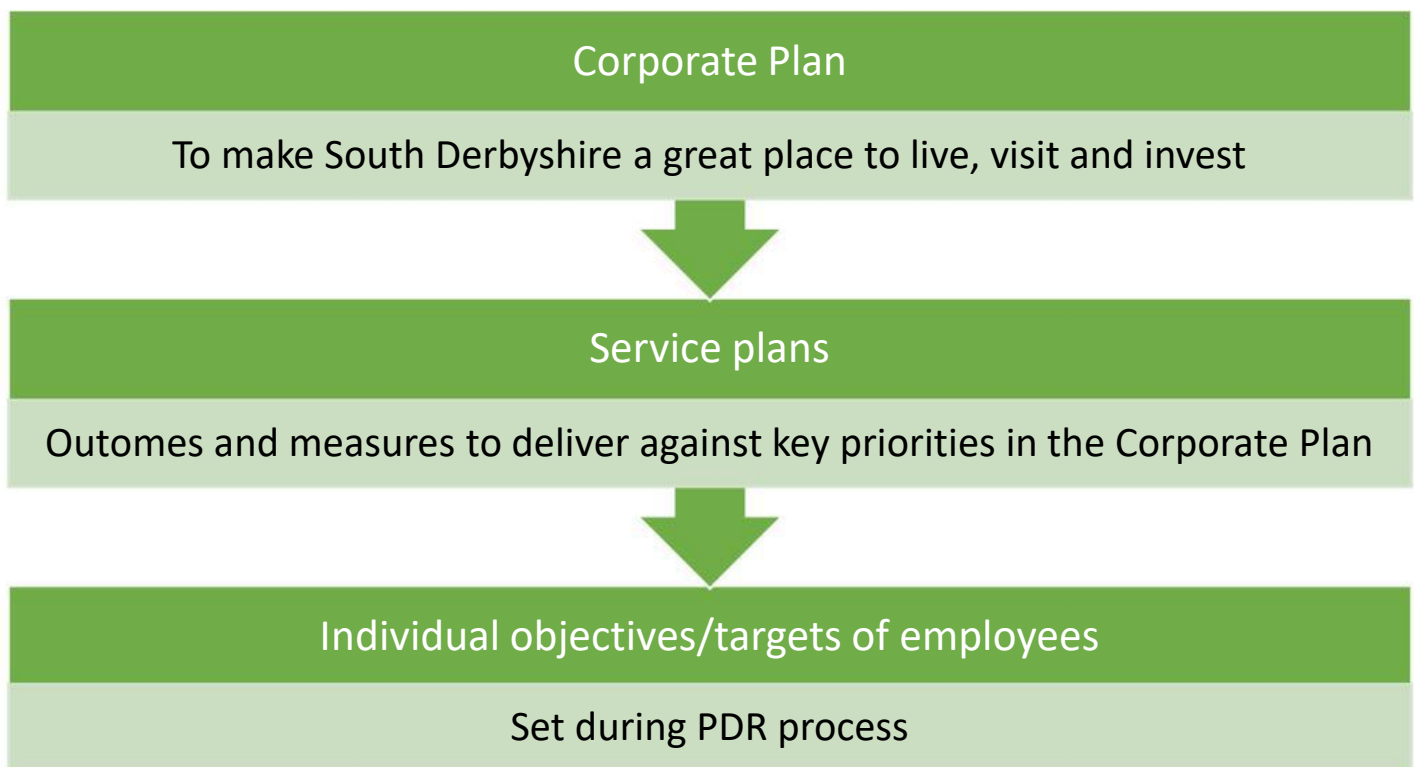
It is essential that services are well planned, with the capability to evolve to meet the needs of our residents, local businesses and other stakeholders.

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

## Performance Management Framework

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

The framework consists of three levels.



The Council's performance is reported on a quarterly basis and is available at:

[www.southderbyshire.gov.uk/about-us/performance](http://www.southderbyshire.gov.uk/about-us/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 by each service area on a quarterly basis 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 Chief Executive's 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 we will ensure that all our 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.

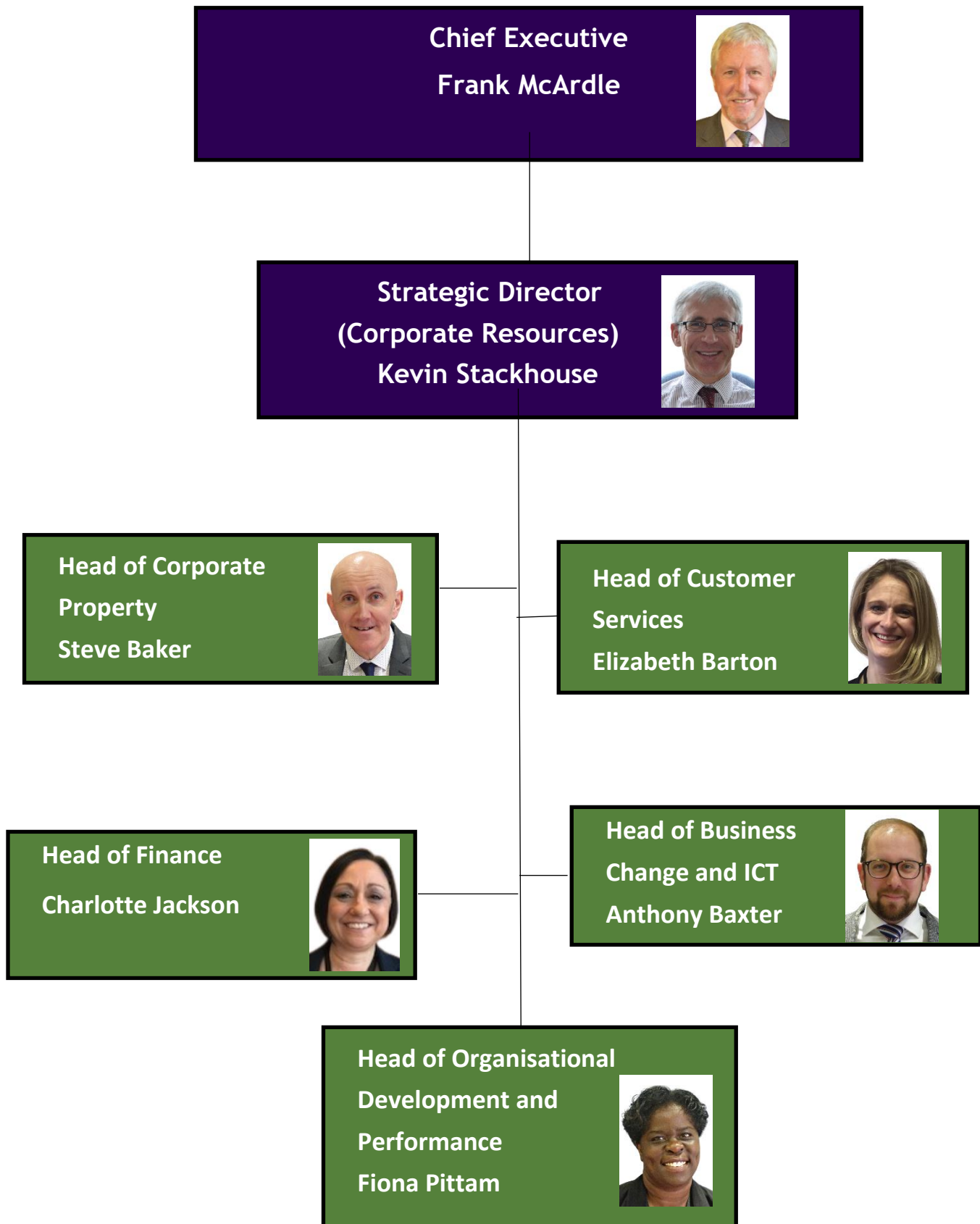
The following actions are cross-cutting and all service areas will contribute towards:

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

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.

# 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) sits in this 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 legal 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.

2022/2023 will be the third 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 parties 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 detailed in the following pages supports the delivery of the Corporate Plan 2020-2024 and the Climate and Environment Action Plan.

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	21-22 Outturn	22-23 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%	72%*	80%
		Number of open Hornbill tickets unresolved after 5/10 working days at month end.	<5%	4%	<5%	2%	<5%
	P3.4 Investing in our workforce.	Deliver more digital training sessions for staff to attend.	4	3 of 4 delivered	4	9	4
		Percentage of employees to complete GDPR and Cyber Security training.	100%	51%	100%	29%**	100%

\* Upward trend from 20-21 is positive, ICT still offer calls as a point of failure for network issues. We will continue to educate customers and drive towards the reaching target next year.

\*\* Change is supplier had led to reporting figures becoming unavailable for a period and uncertainty over the dependability of data. That said 29% of employees have completed the training since Jan 2022, though the overall position will not be 100% and will need to be closely monitored next year to provide assurance at a corporate level with all mandatory training

The measures detailed below form part of the commitment to the delivery of the Climate & Environment Action Plan.

Our Environment			
Keeping a clean, green District for future generations			
Key Aim	Outcome	Service Measure	22-23 Target
<b>E2. Tackle climate change</b>	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	Quarterly reporting for each relevant service area on progressing their assigned Climate and Environment actions.	Annual reduction in carbon emissions across the Council.
		Ongoing review of all 8 Transformative Actions as part of Business Change.	Green RAG rating

# 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.

# 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 detailed in the following pages supports the delivery of the Corporate Plan 2020-2024 and the Climate and Environment Action Plan.

Our Environment							
Keeping a clean, green District for future generations							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 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% complaint	50% complaint	75% compliant	83% compliant	100% compliant

The measures detailed below form part of the commitment to the delivery of the Climate & Environment Action Plan.

Keeping a clean, green District for future generations			
Key Aim	Outcome	Service Measure	22-23 Target
E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	****Embed decarbonisation in the Civic Way Project.	Green RAG rating
		****Commission smart metering for electricity usage and implementation in all Council owned buildings.	Green RAG rating
		****Ensure F gas maintenance and update/replace where necessary across the SDDC estate.	Green RAG rating
		Quarterly reporting for each relevant service area on progressing their assigned Climate and Environment actions.	Annual reduction in carbon emissions across the Council.

\*\*\*\*Climate change measures have not been funded

# 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 team handled approximately 99,000 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 licensing.

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.

## Council Tax, Business Rates and Benefits

In addition, over 51,000 customers chose to interact digitally last year. Together with teams across the council, the Customer Services team processed in excess of 26,000 emails into customer services, and 24,000 online forms. This represented a significant increase on previous years, due in part to the level of enquiries relating to Test and Trace payments and COVID-19 business grants. In addition, thousands of customer emails and phone calls that were not recorded centrally through the customer services system were also processed.

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 Derbyshire County Council, Derbyshire Constabulary, Derbyshire Fire and Rescue 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.

The team helped to distribute over £30 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 and have started work on distributing the £150 energy rebate to residents.



# Customer Services Performance

The service measures detailed in the following pages support the delivery of the Corporate Plan 2020-2024 and the Climate and Environment Action Plan

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	21-22 Outturn	22-23 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	18 days	34.01*	18 days
		NEW: Average time to process new benefits claims (from point customer has provided all required evidence).	10 days	6.89	10 days	16.25**	10 days
		Average time to process changes in circumstances.	8 days	3.71	8 days	9.13***	8 days
		Council tax collection rate.	98%	97.10%	98%	97.65%****	98%
		Number of customers claiming housing benefit.	No target	2,539	No target	2,212	No target
		Local authority error rate.	5%	4.85%	4.5%	2.33%	4%
		Number of people claiming local council tax reduction.	No target	4,956	No target	4,658	No target
<b>P3. Deliver Excellent Services</b>	P3.1 Ensuring consistency in the way the	Number of online forms developed.	No target (until new CRM in place)	0	No target (until new CRM in place)	3	No target (until new CRM in place)

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	21-22 Outturn	22-23 Target
	Council deal with service users.	Number of online forms submitted by customers.	No target (until new CRM in place)	22,242	No target (until new CRM in place)	24,405	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)	0	No target (until new CRM in place)
		Number of self-serve payment (online payments and via Paypoint and Post Office.)	45,000	45,139	45,000	57,706	60,000
		Number of face-to-face enquiries (via Customer Access Point.)	N/A due to COVID-19	N/A due to COVID-19	N/A due to COVID-19	859	This measure reflects the trial to date. Fuller measure will be developed in 2022/2023 in line with the face-to-face trial.
		Average wait time at Customer Services.	N/A due to COVID-19	N/A due to COVID-19	N/A due to COVID-19	N/A due to COVID-19	This measure does not apply during the face-to-face trial - on hold.
		Number of telephone enquiries.	N/A due to COVID-19	98,099	70,000 (if CRM implemented)	99,165*****	70,000 (if CRM implemented)

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	21-22 Outturn	22-23 Target
		Number of emails received by Customer Services.	N/A due to COVID-19	20,231	10,000 (if CRM implemented)	26,650*****	10,000 (if CRM implemented)
	P3.3 Ensuring technology enables us to effectively connect with our communities.	% of telephone calls into customer services answered within an agreed timeframe - in line with customer access strategy (not yet approved).	Not available	Not available	Not available	Not available	This measure will be developed in 2022/2023 in line with improvements to the IVR system
		Number of abandoned calls.	Not available	Not available	Not available	Not available	This measure will be developed in 2022/2023 in line with improvements to the IVR system

No Target- 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.

\* The benefits team works hard to process business rates claims as quickly as possible. That said, whilst the council sought to bring on board additional resource for the Test and Trace scheme, its repeated extension made this difficult, and the volume of work involved in delivering the Test and Trace scheme has had a knock-on impact on wider benefits processing times. Other schemes that also had a knock-on impact on wider benefits processing time are the Household Support Fund and the various Council Tax Hardship funds, all of which were vital and delivered much needed support to our more financially vulnerable residents. The team is now working hard to bring processing times back on track and looking at automations and improvements to the system that will help to further speed up processing times moving forwards.

\*\* Often customers apply for benefits and do not provide the requested evidence. This means we must chase for the evidence, sometimes 2 or 3 times. This measure shows how quickly the benefits team turns around claims after all the required evidence has been provided. The team works hard to make sure customers know what they need to provide, but it is challenging to put in place systems that can check evidence (photos, scanned images etc) and so cannot enforce accurate evidence at point of submission.

\*\*\* The team have worked hard to process changes in circumstances as close to target as possible, to ensure customers receive amended awards in line with their income. Again, the processing of Test and Trace, Hardship Funds and the Household Support Fund have all had a knock-on impact on target processing time.

\*\*\*\* Whilst the Council Tax collection rate is slightly below target (98%), given debt collection was reduced due to the closure of courts/COVID-19 measures, the figure is positive and on the road to recovery following the pandemic. The continued economic climate may have an impact on future year's collection rates, but the revenues team will continue to work to achieve on target collection. The new council tax reduction scheme introduced in April 2022 has the potential to positively impact collection rates. The revenues team was also responsible for delivering over £30million in business grants payments, which reduced the resource available to support collection rates.

\*\*\*\*The number of calls handled by the contact centre also increased from 98,099 to 99,165, with a growing number of customers abandoning calls – leading to them calling back another time or emailing customer services. This is due to a variety of factors, including the changing profile of customer needs in response to the worsening economic climate

\*\*\*\*\* An increasing number of customers are choosing to email their queries to the Council. Long-term the Council will seek to integrate such emails into a customer relationship management system so they can be tracked, and performance monitored.

Our Future							
Growing our District and our skills base							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Outturn	21-22 Outturn	22-23 Target
<b>F2. Support economic growth and infrastructure</b>	F2.1 Encourage and support business development and new investment in the District.	Business rates (NNDR collection rate).	98%	96.98%	98%	97.74%*	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	1,591	No target

No Target- 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.

\* Whilst the NNDR collection rate is slightly lower below target (98%), given debt collection was reduced due to the closure of courts/COVID-19 measures, the figure is positive and on the road to recovery following the pandemic. The continued economic climate may have an impact on future year's collection rates, but the CARF scheme and continued reliefs offered by the government will support the revenues team's work to achieve on target collection. The revenues team was also responsible for delivering over £30million in business grants payments, which reduced the resource available to support collection rates.

# 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 Sign Live 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 detailed in the following pages supports the delivery of the Corporate Plan 2020-2024 and the Climate and Environment Action Plan.

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	21-22 Outturn	22-23 Target
<b>P3. Deliver Excellent Services</b>	P3.1 Ensuring consistency in the way the Council deal with service users.	Local Authority to pay suppliers within 30 days.	97.50%	95.30%	97.50%	93.7%*	97.50%
		Local Authority to pay suppliers within 10 days.	65%	52.50%	65%	49.7%*	65%
		Debtor days for sundry debt.	50 days	71 days	50 days	98 days**	50 days
		Distribute debt reporting to management.	By working day 6	Working Day 6	By working day 5	Working day 5	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	Working day 5	By working day 5
		Monthly monitoring meetings with all management to be completed.	By working day 12	Working Day12	By working day 11	Working day 11	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	Working day 5	By working day 5

\* Difficult to achieve working from home as processing times reduced and system access is slower. No interest charges have been submitted to the Council. Staff vacancy has impacted performance, coupled with vacancies in other departments affecting good receipting times

\*\* Invoices raised in March for section 106 agreements totalling £1.4 million has increased debtor days from 62.8

The measures detailed below form part of the commitment to the delivery of the Climate & Environment Action Plan.

Our Environment			
Keeping a clean, green District for future generations			
Key Aim	Outcome	Service Measure	22-23 Target
<b>E2. Tackle climate change</b>	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	**Review of Council finance and investments to embed carbon neutrality.	Green RAG rating
		****Ongoing 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.	Green RAG rating
		****Review of costing/finance of Climate and Environment Transformative actions to establish/verify current and future funding sources to implement these actions.	Green RAG rating
		Quarterly reporting for each relevant service area on progressing their assigned Climate and Environment actions.	Annual reduction in carbon emissions across the Council.

\*\*\*\*Climate change measures have not been funded. \*\*Measures have been funded.



# 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

The work of the Communications team is central to keeping residents, customers, employees, and stakeholders informed.

**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 staff 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 and Service Plans, 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 a range of employee engagement activities including staff question and answer sessions, team toolbox talks and supporting the employee forum.

# Organisational Development and Performance

The service measures detailed in the following pages supports the delivery of the Corporate Plan 2020-2024 and the Climate and Environment Action Plan.

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	21-22 Outturn	22-23 Target
P3. Deliver Excellent Services	P3.3 Ensuring technology enables us to effectively connect with our communities.	Increase % number of Twitter followers.	Upward trend	3,122	Upward trend	12,863	Upward trend
		Increase number of Facebook fans.	Upward trend	12,655	Upward trend	36,559	Upward trend
		Increase number of SDDC website hits.	Upward trend	1,723,180	Upward trend	Methodology for data collection under review	Under review
	P3.4 Investing in our workforce.	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	Impacted by COVID-20	not carried forward into 22-23
		Increase % of annual personal development reviews.	60%	84%	>60%	79%	>75%
		Increase number of training days per employee.	>2	4 days	>2	3.6 days	>2.5
		Increase usage of the apprenticeship levy (£).	>£9263.11	£5,154.25	>£9,263	£17,140	>10,000
		Reduced average number of staff days lost due to staff sickness absence.	<10.65%	13.67%	<10.65%	10.28 days	<10.28 days
		Attainment of RoSPA recognition for the Council's Health & Safety Management Framework.	N/A	Impacted by COVID-19	Expected summer 2021	2019 Awarded.	2020 submission to be completed

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	21-22 Outturn	22-23 Target
		Number of incidents reported to the Council.	N/A	N/A	Proxy	17	Proxy

The measures detailed below form part of the commitment to the delivery of the Climate & Environment Action Plan.

Our Environment			
Keeping a clean, green District for future generations			
Key Aim	Outcome	Service Measure	22-23 Target
<b>E2. Tackle climate change</b>	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	**Ongoing development of a Climate and Environment Communication Plan.	Green RAG rating
		****Create and deliver a SDDC employee working model that leads to carbon and working time efficiencies post Covid-19.	Green RAG rating
	E2.2 Work with residents, businesses and partners to reduce their carbon footprint.	****Create a community engagement program for Climate Change across South Derbyshire.	Green RAG rating
		****Support the creation of the community engagement program (SD18).	Green RAG rating
	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	Quarterly reporting for each relevant service area on progressing their assigned Climate and Environment actions.	Annual reduction in carbon emissions across the Council.

\*\*\*\*Climate change measures have not been funded. \*\*Measures have been funded.

# 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 support apprenticeship and other national schemes to provide employment opportunities 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.
- To monitor the completion of EIA's and the actions proposed to address any negative/positive impacts.
- 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.

# Council wide service measures

The Travel Plan service measures were monitored throughout 2021-2022.

These measures have now been superseded by the Climate and Environmental Action Plan; relevant measures have been incorporated under each of the services areas.

Our Environment							
Keeping a clean, green District for future generations							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 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 (business miles in employees own cars) 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	34% reduction on grey miles compared to 2018/19	Not carried forward for 2022-23.
		>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-19	To be confirmed following review of Q4 data.	87% of staff are working flexibly between home and the office. Report data collected via the travel survey in June/July 21	Not carried forward for 2022-23.



Our Environment							
Keeping a clean, green District for future generations							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
		5% 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.***	20% increase in the quantity of fleet diesel used compared to the 2018/19 baseline	Not carried forward for 2022-23.

# 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 2022, 95 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	15
Customer Services	38
Finance	10
Organisational Development and Performance	12
Corporate Property	16

# Budgets

## Revenue budget 2022/23

The Directorate's budget for 2022/23 is outlined in the following table:

Service	Budget (£)
Customer Services	1,177,568
Corporate Property	673,500
Business Change and ICT	1,015,474
Finance	1,367,468
Organisational Development and Performance	528,529
Senior Management	450,940.82
Internal Audit	113,372.63
Procurement	12,348.96
Corporate Management	65,951.10
Emergency Planning and Works	16,000.00
<b>Total</b>	<b>5,421,153</b>

## Capital budget 2022/23

The Directorate's capital budget for 2022/23 is outlined in the following table:

Service	Budget (£)
Customer Services	0
Corporate Property	527,465
Business Change and ICT	160,000
Finance	0
Organisational Development and Performance	0
Strategic Director	0
<b>Total</b>	<b>687,465</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 DWP 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.

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 7
DATE OF MEETING:	9 JUNE 2022	CATEGORY: DELEGATED
REPORT FROM:	LEADERSHIP TEAM	OPEN DOC:
MEMBERS' CONTACT POINT:	FRANK MCARDLE (EXT. 5700) FIONA PITTAM (EXT. 5735)	
SUBJECT:	CORPORATE PLAN 2020-24: PERFORMANCE REPORT (2021-2022 QUARTER 4 – 01 APRIL TO 31 MARCH)	
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: G

---

## 1.0 Recommendations

- 1.1 That the Committee approves progress against performance targets set out in the Corporate Plan 2020 - 2024.
- 1.2 That the Risk Register for the Committee's services are reviewed.
- 1.3 That the plan target for **P3.4A: Increase the level of staff engagement**, is amended for 22-23 and 23-24 to: An annual upward trend in the number of staff who have engaged with the Council. This will replace the current target of: Annual Increase in the % of staff completing the survey.
- 1.4 That the measure for **P3.4D: % of employees that consider that the Council has a positive health and safety culture** is amended to **The Council has a positive health and safety culture**. The annual target is amended to achieving measures linked to the Health & Safety Policy and training.

## 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*

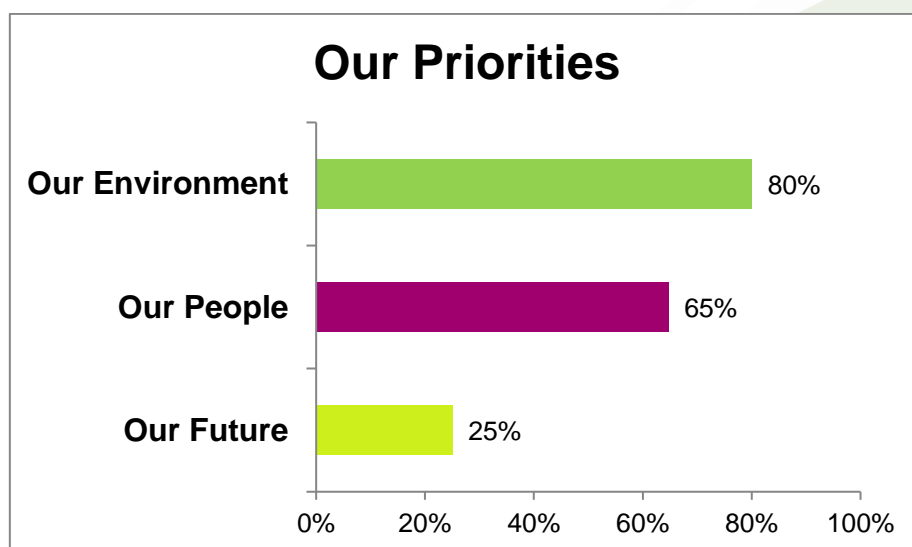
**Our Future**

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

**4.0 Performance Detail**

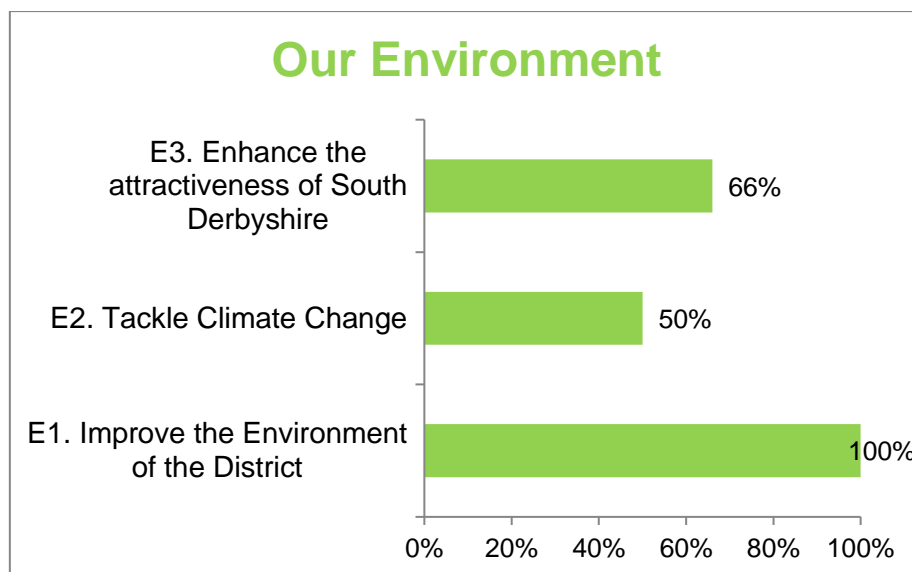
4.1 Overall Council performance against the priorities– Quarter four 2021-2022.

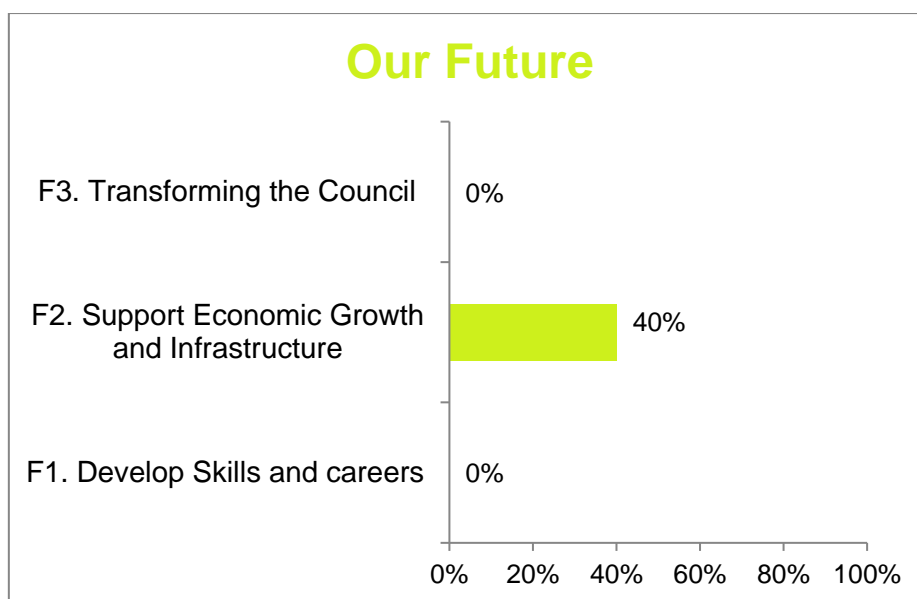
The below chart provides an overview for the percentage of measures that are on track to achieve the annual target.



## 4.2 Overall Council performance against key aims – Quarter four 2021-2022.

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.





Eight Corporate Performance measures support the priority for 'Our Future.'

The key aim **F1- Developing skills and careers** is linked to one corporate measure: *F1.1A Increase the number of employee jobs in South Derbyshire*. Whilst the number of jobs in South Derbyshire has decreased (by 1,000) primarily due to the pandemic the Council continues to process Covid business support grants and have distributed millions of pounds to affected smaller businesses, The Welcome Back Fund programme has delivered marketing and events to encourage visitors safely back into the town centres and the new Economic Strategy will be bought forward to support the recovery from the pandemic.

The key aim for **F2 – Supporting Economic Growth** is linked to five corporate measures, two measure met the target. Of the three measures that did not meet the target, two of the measures sit within Finance and Management - *F2.1A Annual net growth in new commercial floorspace (sqm)* the out turn was 1,665 sqm against a target of >4,140 and *F2.1B Total Rateable Value of businesses in the District* missed the target by a marginal 0.37%.

The key aim for **F3 Transforming the Council** is linked to two corporate measures: *F3.1A Deliver against the Transformation Action Plan* and *F3.2A Develop our approach towards the commercialisation of services*. Whilst both measures did not meet the target this year, 85% of transformation projects were delivered on time, the remaining projects were delayed for tactical reasons and the appointment of the Head of Operations role will place renewed emphasis on exploring the commercial opportunities.

For more detailed information please refer to Appendix B – Performance Measure Report.

- 4.3 Of the 35 measures which support the progress of the Corporate Plan 20-24, 18 are green, one is amber, 14 are red and two are grey.





Overall, 60% of the key aims within the Corporate Plan are on track. As at quarter 4, 80% of indicators are on track for Our Environment, 65% are on track for Our People and 25% are on track for Our Future.

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

Below outlines the seven (44%) measures for this Committee that are on track (green, amber or grey) for the quarter:

- Increase Swadlincote Town Centre visitor satisfaction.
- Develop and deliver the Public Buildings programme over four years.
- Deliver the objectives identified in the South Derbyshire Partnership Social Mobility Action Plan
- 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).
- Average number of staff days lost due sickness

4.5 Below outlines the nine (56%) measures for this Committee that are not on track (red) for the quarter:

- Number of customer telephone calls answered by Customer Services (99,165 calls were answered by Customer Services over the year, 3,269 calls above the target which was set prior to the pandemic.)
- Increase the level of staff engagement (whilst the staff survey has been delayed due to Covid-19 and the development of the Flexible Working Policy the Council has continued to engage with staff, The consultation for flexible working included 34 sessions with 486 staff engaging with the sessions.)
- Number of apprenticeships (Since quarter 1 apprenticeships have increased from 3 to 6 in spite of the challenges of Covid-19, an additional apprenticeship role also commenced in Housing Services in April. Expenditure against the apprenticeship levy has increased from £6,138.20 in 2020-21 to £17,410 in 2021-22.)
- % of employees that consider the Council has a positive health and safety culture. (Support is continuing to be provided in relation to the Council's response to Covid-19 and the implementation of the flexible working policy, Health & Safety training continues to be delivered with 88% - managers and 71% employees attending. Training for elected members will be offered in quarter 1, 2022/23.)
- Increase the number of Employee Jobs in South Derbyshire (In 2018 there were 32,000 employee jobs in South Derbyshire, this has decreased to 31,000 at the end of 2021-22 primarily due to the pandemic. A new Economic Development Strategy will be brought forward to support the recovery from the pandemic.)



- Annual net growth in commercial floorspace (sqm) (Whilst the out turn of 1,665 sqm did not see the upward trend which was targeted for 2021-22, sites under construction at the time of the 2021/22 survey are anticipated to deliver floorspace growth in excess of 70,000 sqm for 2022-23 and the recent completion of the Woodville Regeneration Route is expected to unlock land in that part of the District for employment development over coming years.)
- Total Rateable Value of businesses in the District. (The out turn for 2021-22 of £67,234,722 was an increase on the previous quarter and on the year overall but did not meet the target by 0.37% - £252,064.)
- Deliver against the Transformation Action Plan. (85% of the projects for 2021-22 were delivered on time against a challenging target of 100%. The projects which were delayed were due to the passing of the Head of Operational Services (two projects both around 90% complete), one in Housing, where delays from the supplier have led to a less advance timeline than anticipated and two projects in Customer Services which have been tactically delayed due to resource being used to deal with the Covid-19 response.)
- 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. (The appointment of the Head of Operational Services will place more emphasis on exploring the commercial opportunities in a steadier environment.)

- 4.6 The Corporate measure **P3.4A Increase the level of staff engagement and P3.4D % of employees that consider that the Council has a positive health and safety culture**, were set prior to Covid -19 with the ambition to develop and undertake a Corporate Staff Survey which would be carried out annually. The Corporate Plan targets were reliant on staff completing the survey. However, due to the pandemic this was delayed, as the Council has had to respond to national and local requirements to control the spread of Covid-19.

To enable the Council to achieve the outcome P3.4 'Investing in Our Workforce' it is recommended that the following amendments are made.

**P3.4A Increase the level of staff engagement** - the target is amended to an annual upward trend in the number of staff who have engaged with the Council.

The measure for **P3.4D** is amended to **The Council has a positive health and safety culture**. This will be monitored and reported by the measures detailed below:

- The Council will have an up-to-date Health & Safety Policy. Target: The policy will be reviewed every three years or sooner if legislation requires.
- Delivery of mandatory Health & Safety Training. Target: Upward trend in delivery of training.

Please refer to **Appendix E** Corporate Plan Measure – amendments.



- 4.7 The Covid-19 pandemic during 21-22 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.

- **P3.4B Number of apprenticeships**

- ✓ Over the year the Council has increased the number of apprenticeships employed up to 6 with another one commencing early in April 2022.
- ✓ This has enabled the Council to claim a higher amount of apprenticeship up to over £20k compared to £5k last year
- ✓ To support the national recovery from the COVID pandemic the Council support the Government's Kickstart programme and provided three placements for employees to gain work experience and enabled them to progress to other employment opportunities internally
- ✓ The Apprenticeship Scheme is regularly promoted across the Council including a campaign to support the National Apprenticeship Week.

- **P3.4C – Average number of staff days lost due to sickness.**

- ✓ Sickness absence has reduced by 20% when compared to the previous year
- ✓ Throughout the year, resources and support have been made available to support employees working remotely and to promote physical and mental health and wellbeing
- ✓ Successfully trained and increased the number of mental health first aiders in the Council including staff working in front line worker locations
- ✓ Provided access to training and E-Learning resources around managing attendance, stress awareness, building resilience and health and wellbeing

- **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.
- ✓ 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.
- ✓ Provided access to remote DSE assessments and the provision of equipment to support employees working at locations other than their normal work location
- ✓ Initiated and implemented the provision of lone worker devices to support employees that undertake lone working as part of their duties
- ✓ Achieved the ROSPA Gold Award.



- **F2. Support economic growth and infrastructure (Key Aim)**

- ✓ Covid business support grants – processing grant applications and distributing millions of pounds to smaller businesses in the District. The most recent rounds have provided support for the leisure, hospitality and personal services sectors affected by the Omicron variant.

- **E3. Enhance the attractiveness of South Derbyshire (Key Aim)**

- ✓ Welcome Back Fund – a government-funded programme to undertake marketing and events to encourage visitors safely back into the town centres, including the following:
  - Support for town centre events (including Swad in Bloom, Magic Attic and Melbourne Festival.)
  - The Snowman and The Snowdog sculpture trail.
  - Programme of weekend events over the Winter based around the Snowman and the Gruffalo children's characters providing free entertainment and activities.
  - Promotional video for Swadlincote.
  - Promotional video for Melbourne.
  - 'Make Memories' promotional campaign with Marketing Peak District & Derbyshire.
  - Reprint of Melbourne Food & Drink Guide and new town maps for Swadlincote and Melbourne.

The downloadable guides and the videos can be found on the town pages:

- <https://www.visitsouthderbyshire.co.uk/place/swadlincote/swadlincote/>
- <https://www.visitsouthderbyshire.co.uk/place/melbourne/melbourne/>

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

- 4.8 An overview of performance can be found in the Performance Dashboard in **Appendix A**. A detailed update on the quarterly outturn of each performance measure including actions to sustain or improve performance is included in the detailed Performance Measure Report Index in **Appendix B**.
- 4.9 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**.

## **5.0 Financial and Implications**

None directly.

## **6.0 Corporate Implications**

### **6.1 Employment Implications**

None directly.



## 6.2 Legal Implications

None directly.

## 6.3 Corporate Plan Implications

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

## 6.4 Risk Impact

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

The following changes have been made to the Corporate Risk Register

- CR16 – Business Continuity. Mitigating actions and further actions have been updated.
- CR26 – National Shortage of HGV drivers. Mitigating actions have been updated. Supply Chain. Mitigating action have been updated for Novus.

There have been no changes during this quarter to the Chief Executive Risk Register

## 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

Page 27 of 151



Appendix C – Chief Executive Risk Register  
Appendix D – Corporate Risk Register  
Appendix E – Corporate Plan measure - Amendments





Priority	Key Aim		Outcome	Ref	How success will be measured	Q4 Jan 20 Mar 20 Outturn	Q1: Apr-Jun	Q2: Apr-Sept	Q3: Apr-Dec	Q4: Apr-Mar	Q1: Apr-Jun	Q2: Apr-Sept	Q3: Apr-Dec	Q4: Apr-Dec	Annual Target 21-22	Plan Target 2020 2024	Head of Service	Strategic Lead	Committee		
Our Environment	Keeping a clean, green District for future generations	E1. Improve the environment of the District	E1.1 Reduce waste and increase composting and recycling	E1.1A	Household waste collected per head of population	Cumulative (Apr-Mar) 404 kgs Q4 (Dec-Mar) 90kgs	126kgs	250 kgs	355kgs	460kgs	123kgs	245kgs	324kgs	416kgs	Sustain Current levels	Sustain during Y1 and Y2. See a downward trend in Yrs3 and 4	Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	E&DS		
				E1.1B	% of collected waste recycled and composted	Cumulative (Apr-Mar) 45% Q4 (Jan-Mar)39%	53%	52%	49%	47%	50%	50%	48%*	46%	>45%	Sustain during Y1 and Y2. See an upward trend in Yrs. 3 and 4	Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	E&DS		
			E1.2 Reduce fly tipping and litter through education, engagement and zero tolerance enforcement action where appropriate	E1.2A	Number of fly tipping incidents	714 (total figure for 2019/20)	260	528	732	1003	211	366	484	604	Downward trend as a 4-year mean <764	Downward trend over 4 years	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	E&DS		
				E1.2B	Improve the quality of the District through the Local Environmental Quality Survey	The first survey was completed in January 2020 the result was 89.67% above grade C+. Committee report being prepared. Some service Pls developed to assist overall performance.	Report in Q4	Report in Q4	Report in Q1 21/22	Report in Q1 21/22	94.74% (Grade C or above)	94.74% (Grade C or above)	94.74% above grade C+	93.79% of streets meet grade B or higher	>95% (Grade C or above)	95% at Grade B or above	Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	E&DS		
			E1.3 Enhance biodiversity across the District	E1.3A	% of eligible new homes and commercial developments to achieve net gain in Biodiversity by a minimum of 10% compared to the sites pre development baseline.	Not possible to provide as outputs not held in software until April 2020. Monitoring underway and baseline data to be provided Q1 and Q2.	First Report due December 2020. No qualifying decisions in Q1.	66.7%	66.7%	66.7%	66.7%	66.7%	66.7%	66.7%	85% (4-year target)	85%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS		
			E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030	E2.1A	Reduce South Derbyshire District Council carbon emissions	No update required for Q4. First update to be provided Q1 2020-21.	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Produce and implement a Head of Service Q4 Climate and Environment report that tracks performance against quantified targets and outturns	Achievement of Actions contained in the South Derbyshire Climate and Environment Action Plan 2020-24 (C&EAP)	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	E&DS	
		E2.2 Work with residents, businesses and partners to reduce their carbon footprint		E2.2A	% of new homes to meet water efficiency targets as set out in the Part G optional standard of 110 litres of potable water usage per person per day	Baseline figure of 50% based on 18 qualifying decisions in Q4.	78%	89%	100%	100%	70.5%	79.3%	86%	75.6%	85%	85%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS		
		E3. Enhance the attractiveness of South Derbyshire	E3.1 Enhance the appeal of Swadlincote town centre as a place to visit	E3.1A	Increase Swadlincote Town Centre visitor satisfaction	49% of respondents would recommend Swadlincote Town Centre - May 2019. No update required for Q4. First update to be provided Q2 2020-21	Reported Annually in Q3	Reported Annually in Q3	55%	55%	Reported Annually in Q3	Reported Annually in Q3	60%	Reported Annually in Q3	58%	National small towns average 72%. Target to be above the National average by 2023/24	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M		
				E3.2 Improve public spaces to create an environment for people to enjoy	E3.2A	The number of Green Flag Awards for South Derbyshire parks	2	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved 3 Green Flag Awards in 2021/22	Four Year Target - 4	Increase from two green flag park awards to four by 2024	Head of Cultural and Community Services	Allison Thomas, Strategic Director, Service Delivery	H&CS	
			E3.2B		Proportion of good quality housing development schemes	92%	Reported Annually in Q4	Reported Annually in Q4	Reported Annually in Q4	Out turn unavailable	Data unavailable	Reported Annually in Q4	Reported Annually in Q4.	Out turn unavailable	90%	% of schemes which score high	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS		
		Our People	ies 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	Number of new and existing Community Groups supported	36	28	66	113	153	24	65	112	160	Proxy	Year 1-2 (Proxy)- collate baseline data. Year 3-4 we will show an increase on the average over years 1 and 2	Head of Cultural and Community Services	Allison Thomas, Strategic Director, Service Delivery	H&CS
						P1.2A	Number of ASB interventions by type	2,893 ASB reports	Minimal	Minimal	Minimal	Minimal	Moderate	Moderate	Moderate	Moderate	'Moderate' or 'High'	'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	Number of households prevented from Homelessness	103 cases	64 cases	127 cases	203 cases	265 cases	85 cases	164 cases	233 cases	261 cases	Proxy	Proxy Measure to show service activity	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery	H&CS		
				P2.1B	Continue to undertake interventions per year to keep families out of fuel poverty	Numbers of interventions in 2019/20 were not recorded	111	216	247	276	30	102	172	210	210 interventions	300 interventions (2020-21) Target to be reviewed thereafter.	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	E&DS		
	P2.2 Promote health and wellbeing across the District			P2.2A	Deliver the objectives identified in the South Derbyshire Health & Wellbeing Group	Not applicable for Q4	Action plan developed and adopted	Ongoing delivery of the action plan by partners	Ongoing delivery of the action plan by partners	Ongoing delivery of plan	Draft action plan to be ratified	Action Plan adopted at SDP Co ordinating Group and Board Meeting	100% of actions delivered	Delivery of Health and Wellbeing Action Plan over 2021-22	100% of actions delivered	100% of actions identified delivered	Head of Cultural and Community Services	Allison Thomas, Strategic Director, Service Delivery	H&CS		
	P2.3 Improve the condition of housing stock and public buildings.			P2.3A	Deliver the Planned Maintenance Housing programme over four years	£2,717,193.80	35% (£ 594,406)	88.95% (£ 1,188,813)	95.6% (£ 1,783,219)	114.10% (£ 2,377,625)	111.5% (£662,477.87)	105.6% (£1,255,878.1	77.5% (£1,841,719.16)	89.1% (£2,116,365.65)	100% against the annual plan 2020-21	100% against the annual plan	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery	H&CS		
				P2.3B	Develop and deliver the Public Buildings programme over four years	Project Plan for 2020-21 developed	Software tested and calibrated	Condition surveys on the five largest assets have	Carry out further surveys on 12 more of the Public	Carry out further surveys on 12 more of the Public	9.1% (11 surveys)	16% (22 surveys)	22.5% (33 surveys)	30% (44 surveys)	30% of surveys to be undertaken.	100% of surveys to be undertaken	Steve Baker, Head of Corporate Property	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M		
				P2.3C	Average time taken to re-let Council homes	Q4 157 days YTD 122 days	206 days average	209 days average	192 days average	200 days average	190 days average	174 days average	160 days	156 days	Median Quartile Performance (Benchmark via Housemark)	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	Deliver the objectives identified in the South Derbyshire Partnership Social Mobility Action Plan	Ranked >311 in the Social Mobility Commission's Social Mobility Index	Reported in Q4	Reported in Q4	Reported in Q4	Research and data analysis	Reported in Q4	Research and Data analysis	Preparation of Action Plan	Supporting Aspirations Action Plan adopted.	Develop the Social Mobility Action Plan	Upward Trend	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			Increase the number of customers who interact digitally as a first choice	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).	Total: 4,474	Total: 10,174	Total: 16,103	Total: 22,242	Total: 5,301	Total: 10,491	Total: 15,379	Total: 24,405	>22,242 (upward trend year on year)	Upward Trend	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M			

e	Working with communiti	P3. Deliver Excellent Services	P3.2 Have in place methods of communication that enables customers to provide and receive information.	P3.2A	Reduce face-to-face contact to allow more time to support those customers who need additional support	2,463 enquiries dealt with at Customer Services Desk. Visitors to office 4,490. Please note this was up to 20 March 2020, when offices closed due to Covid 19. Quarter 4 figures.	No visitors due to Covid-19	No visitors due to Covid-19	No visitors due to Covid-19	0	0	0	0	744 self serve and 115 face to face	Downward trend (based on 2019 pre-Covid-19)	Downward trend in Face to Face interactions	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
			P3.3 Ensuring technology enables us to effectively connect with our communities.	P3.3A	Number of customer telephone calls answered by Customer Service	Total Calls 26,280 (21,350 calls handled & 4,930 automated call payments). Quarter 4 figures.	Total: 22,387	Total: 44,701	Total: 69,812	Total: 98,099	Total: 26,756	Total: 51,866	Total: 74,981	Total: 99,165	Downward trend <95,896	Downward Trend	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
				P3.3B	Increase digital engagement (Twitter, Instagram, Facebook)	Total FACEBOOK fans: 22,440, total TWITTER followers: 11,448, No Instagram account yet, total ALL SOCIAL MEDIA fans: 33,888. Social Media queries: 287	34,340	39,924	42,723	43,850	44,989	46,853	48,409	49,181	upward trend	Upward Trend	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
			P3.4 Investing in our workforce	P3.4A	Increase the level of staff engagement	No Q4 Update. First Staff survey to take place in 20/21.	Reported annually in Q4	Reported annually in Q4	Survey postponed until 21-22	Survey postponed until 21-22	Survey postponed until 22-23	Survey postponed until 22-23	254 staff attended staff briefing sessions in September 2021	Target not achieved	Annual Increase in the % of Staff completing the survey	Annual Increase in the % of Staff completing the survey	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
				P3.4B	Number of apprenticeships	4 (1.2% of head count)	4 (1.2% of head count)	4 (1.2% of head count)	5 (1.5% of head count)	5 (1.5% of head count)	3 (0.9% of head count)	6 (1.84% of head count)	6 (1.84% of head count)	6 (1.84% of head count)	>2.3%	>2.3% of head count	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
				P3.4C	Average number of staff days lost due to sickness	3.58	3.68	8.01	11.6	12.93	2.11	4.79	7.55	10.28	Downward trend	Downward Trend	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
				P3.4D	% of employees that consider that the Council has a positive health and safety culture	No Q4 update for 19/20. First Staff survey to take place in 20/21.	Reported annually in Q4	Reported annually in Q4	Reported annually in Q4	Postponed until early 22/23	Postponed until early 22/23	Postponed until early 22/23	Postponed until early 22-23	Postponed until early 22-23	No annual target	Upward Trend	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
	Our Future	F1. Develop skills and careers	F1.1 Attract and retain skilled jobs in the District	F1.1A	Increase the number of employee jobs in South Derbyshire	32,000	Reported in Q4	Reported in Q4	Reported in Q4	32,000 Impacted by Covid-19	Reported in Q4	Reported in Q4	Reported in Q4	31,000 Impacted by Covid-19	>32,000	Upward Trend	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
			F2. Support economic growth and infrastructure	F2.1A	Annual net growth in new commercial floorspace (sqm)	2,885 sqm	Reported in Q4	Reported in Q4	Reported in Q4	4,140 sqm	Reported in Q4	Reported in Q4	Reported in Q4	1,665 sqm	net annual growth in commercial floorspace of 12,269.5 sqm	Upward Trend	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
				F2.1B	Total Rateable Value of businesses in the District	£67,486,786	£67,528,690	£67,316,577	£67,379,221	£67,341,926	£67,150,426	£67,133,764	£67,199,282	£67,234,722	>£67,486,786	Upward Trend	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
				F2.2A	Speed of decision on discharging conditions on housing applications	80%	100%	100%	100%	100%	93.7%	71.8%	47.9%	60.9%	90% within 8-13 weeks or as agreed with the applicant	90% within 8-13 weeks or as agreed with the applicant	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
				F2.2B	% of planning applications determined within the statutory period	93%	94%	99%	98%	98%	91%	93.1%	93%	90.50%	>90%	>90%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
				F2.3A	Secure new facilities and contributions through Section106 to mitigate impacts of development. Achieve all necessary highway, education, healthcare, and recreation contributions	No Q4 update for 19/20. New indicator, data will be collected from April 2020 onwards as retrospective data is not possible to collect.	Reported annually in Q4	Reported annually in Q4	Reported annually in Q4	94%	Reported annually in Q4	Reported annually in Q4	Reported annually in Quarter 4.	100%	>90%	>90%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
		F3. Transforming the Council	F3.1 Provide modern ways of working that support the Council to deliver services to meet changing needs.	F3.1A	Deliver against the Transformation Action Plan	No Q4 update for 19/20. Transformation plan to report from Q1 onwards	On target	On target	On target	On target	On target	Quarterly target not achieved	Continue to deliver the annual transformation plan including the emerging Future Service Delivery	85%	Deliver 100% against action plan	Deliver 100% against action plan	Anthony Baxter, Head of Business Change and ICT	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
			F3.2 Source appropriate commercial investment opportunities for the Council	F3.2A	Develop our approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities	Preliminary discussion between Operational Services and Finance have taken place, working group and action plan not yet established	On target	On target	On target	On target	Quarterly outcome not achieved	Quarterly outcome not achieved	No change from last quarter	No change from last quarter	Deliver 100% against action plan	Y1 – Form a working group & Action Plan Y2 – deliver against action plan and sustain an upward trend in revenue	Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	F&M



# Corporate Plan 2020-2024

## Performance Measure Report

### Finance and Management Committee

**Team: Organisational Development and Performance**

**Date: April 2022**

Page 81 of 151



Our Environment | Our People | Our Future

[www.southderbyshire.gov.uk](http://www.southderbyshire.gov.uk)

# 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
- 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					
E3.1 Enhance the appeal of Swadlincote town centre as a place to visit					
Measure and Reference	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 of 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%.				
2019/20 Baseline Data	49% of respondents would recommend Swadlincote Town Centre - May 2019				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Upward Trend	Reported Annually in Q3	Reported Annually in Q3	55%	55%
2021/22	58%	Reported Annually in Q3	Reported Annually in Q3	60%	Reported annually in Q3
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
The marketing and events campaign has been continued through to the end of March to encourage residents and visitors to use the town centre safely. This has included events in January and March, social media and press promotion, new print and children’s activities. The activities included an event to celebrate the conclusion of The Snowman and The Snowdog sculpture trail, a family event based around The Gruffalo character and the publication of a town map for Melbourne.			A number of areas to focus upon in sustaining improvements have been identified, including the need to make further physical improvements to the town centre and a desire to see more events. Activities are planned to address these issues.		



Priority: Our Future					
F1.1 Attract and retain skilled jobs in the District					
Measure and Reference	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 of this Indicator	In 2018, there were 32,000 Employee Jobs in South Derbyshire, having grown from 30,000 in 2015. Data for employment is taken from the Office of National Statistics (ONS) Business Register and Employment Survey				
2019/20 Baseline Data	In 2015 there were 30,000 employee jobs which increased to 32,000 in 2018				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	>25% (implementation of the actions contained within the plan)	Reported in Q4	Reported in Q4	Reported in Q4	32,000 Impacted by Covid-19
2021/22	>25% (implementation of the actions contained within the plan)	Reported in Q4	Reported in Q4	Reported in Q4	31,000 Impacted by Covid-19
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
A range of activities have been undertaken to mitigate the negative impacts of the pandemic including: the Covid business support grant programmes that have distributed millions of pounds to affected smaller businesses and the Welcome Back Fund programme which has delivered marketing and events to encourage visitors safely back into the town centres.			The Government's Covid business support programmes will continue to be delivered in 2022/23. A new Economic Development Strategy will be brought forward to support the recovery from the pandemic.		



Priority: Our Future					
F2.1 Encourage and support business development and new investment in the District					
Measure and Reference	F2.1A Annual net growth in new 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 of 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.				
2019/20 Baseline Data	2885 sqm				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	12,269.5 sqm	Reported in Q4	Reported in Q4	Reported in Q4	4,140 sqm
2021/22	Upward Trend	Reported in Q4	Reported in Q4	Reported in Q4	1,665 sqm
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
All planning applications involving an employment floorspace (Use Class E(g), B2 and B8) gain or loss have been recorded and application sites visited to monitor implementation. In 2021/22 1709 sqm of new floorspace was completed and 44 sqm was lost to other uses. Year on year net annual growth in employment floorspace follows a pattern of peaks and troughs reflecting the investment decisions of businesses and developers.			Sites under construction at the time of the 2021/22 survey are anticipated to deliver floorspace growth in excess of 70000 sqm for 2022/23 and the recent completion of the Woodville Regeneration Route is expected to unlock land in that part of the District for employment development over coming years.		



Priority: Our Future					
F2.1 Encourage and support business development and new investment in the District					
Measure and Reference	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 of 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.				
2019/20 Baseline Data	Q4 - £67,486,786.				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	>£67,486,786	£67,528,690	£67,316,577	£67,379,221	£67,341,926
2021/22	>£67,486,786	£67,150,426	£67,133,764	£67,199,282.	£67,234,722
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
This is an increase on previous quarter and on year overall but has not met the target.			Rateable Values (RV) are determined by the Valuation Office Agency (VOA) and not South Derbyshire District Council. As such the Council has no control and Rateable Values can go down if a business owner appeals/challenges to the VOA that their RV is too high. Whilst the RV for some businesses can increase depending on reviews such as quarries, in general the increase will come from our dedicated inspector who checks for any newly built businesses in order to issue a completion notice and bring them into the Rating List quickly, or notices changes to existing business properties which could increase their Rateable Value, such as an extension to the work premises whilst he is undertaking other types of inspection works.		





Priority: Our Future					
F3.1 Provide modern ways of working that support the Council to deliver services to meet changing needs.					
Measure and Reference	F3.1A Deliver against the Transformation Action Plan		Committee	F&M	
Definition	In order to deliver services to meet the needs of the organisation, the Council needs a robust plan to identify areas of improvement, evaluate and benchmark a target operating model and map a route to achieving our ambitions		Why this is Important	The Transformation Plan provides a focal point for major change in the organisation, evaluating conflicting priorities, allocating resources, escalating problem and above all else, manage core programmes of work by documenting progress.	
What Good Looks Like	Each year the Head of Business Change, ICT & Digital will present a workplan for adoption, outlining projects, milestones and resources needed to achieve the objectives set by the Corporate Plan.				
History of this Indicator	The Council is committed to improving outcomes and outputs for its stakeholders as is evident in the Corporate Plan.				
2019/20 Baseline Data	Not applicable				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Deliver 100% against action plan	On target	On target	On target	On target
2021/22	Deliver 100% against action plan	On target	Quarterly target not achieved	Continue to deliver the annual transformation plan including the emerging Future Service Delivery programme	85%
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
Whilst many outputs and objectives outlined in projects have been delivered in this year's transformation plan, a few remain outstanding. These include two projects in the Service area of Operations which were placed on hold after the passing of the Head of Service (both around 90% complete), one in Housing, where delays from the supplier have led to a less advance timeline than anticipated and two projects in Customer Services which have been tactically delayed due to resource being used to deal with the Covid-19 response.			The target of 100% delivery is ambitious and will remain the high bar we set for ourselves, 85% delivery is not a failure, especially give the pandemic and responsive work conducted this year relating to future service delivery. The two projects in Operational Services will be delayed until the new Head of Service is in post. The project in Housing is continuing under a revised timeline from the supplier with testing of the new solution taking place in April 22 and the projects for Customer Services will form part of a refreshed and more concise transformation work programme for the next reporting year.		





Priority: Our Future					
F3.2 Source appropriate commercial investment opportunities for the Council					
Measure and Reference	F3.2A Develop our approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities		Committee	F&M	
Definition	Using Council assets wisely, trading services with others across the public and private sectors and selling commodities to generate income.		Why this is Important	As funding shrinks exploring new ways to maximise our income is essential, in order to protect valuable frontline services and ensure positive outcomes for our local communities.	
What Good Looks Like	Year 1 to form a working group and define the action plan Year 2 to 4 deliver 100% against the action plan and sustain an upward trend in income generation				
History of this Indicator	New indicator				
2019/20 Baseline Data	Baseline data to be collated during 20-21				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Year 1 to form a working group and define the action plan	On target	On target	On target	On target
2021/22	deliver 100% against the action plan and sustain an upward trend in income generation	Quarterly outcome not achieved	Quarterly outcome not achieved	No change from last quarter	No change from last quarter
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
As the Council has responded to the Covid-19 pandemic its resources, especially operational, have been deployed fully on maintaining services. The opportunity to capitalise on commercial activities remains, however the exact specification of services will have evolved over the last two years.			A new Head of Service will be recruited in the coming months and the focus of the role will place more emphasis on exploring the commercial opportunities in a steadier environment.		



Priority: Our People					
P2.3 Improve the condition of housing stock and public buildings.					
Measure and Reference	P2.3B Develop and deliver the Public Buildings programme over four years		Committee	F&M	
Definition	The purpose of the Performance Indicator is to measure progress in the completion of condition surveys and a Planned Maintenance Programme over the term of the Corporate Plan.		Why this is Important	Completion of Public Buildings condition surveys and a planned maintenance programme will ensure the Council's buildings are fit for purpose, with repairs undertaken in a proactive, efficient and prioritised manner.	
What Good Looks Like	The portfolio contains 149 Public Building Assets. 100 % of the portfolio will be surveyed over the life of the Corporate Plan				
History of this Indicator	No historical monitoring of this indicator				
2019/20 Baseline Data	Not applicable				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	25% of assets to be surveyed and the planned maintenance programme for phase one to be created	Software tested and calibrated	Condition surveys on the five largest assets have been completed	Carry out further surveys on 12 more of the Public Buildings portfolio.	Carry out further surveys on 12 more of the Public Buildings portfolio.
2021/22	30% of surveys to be undertaken.	9.1% (11 Surveys)	16% (22 Surveys)	22.5% (33 Surveys)	30% (44 surveys)
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
11 Surveys completed this quarter, with a total of 44 surveys completed during the year.			Ensuring a range of size and use buildings are being surveyed to tackle the increased use buildings are now experiencing due to lockdown restrictions being relaxed.		



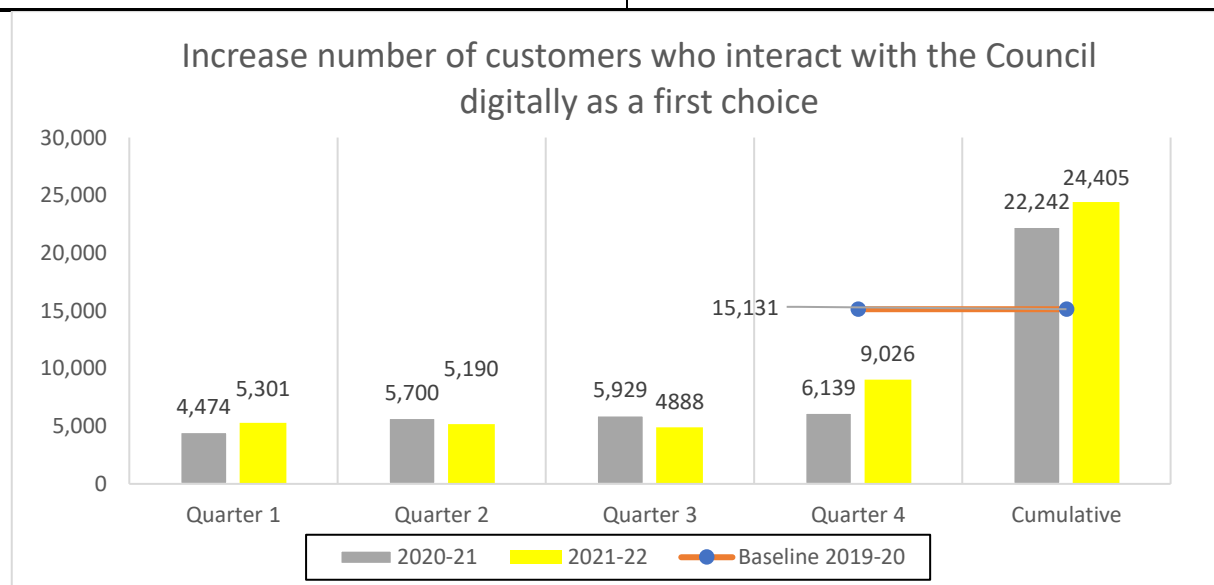
Priority: Our People					
P2.4 Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education.					
Measure and Reference	P2.4A Deliver the objectives identified in the South Derbyshire Partnership Social Mobility Action Plan.		Committee	F&M	
Definition	Delivery against the key themes identified in the South Derbyshire Partnership’s Social Mobility Action Plan, as appropriate to the Council.		Why this is Important	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	Develop the South Derbyshire Partnership Action Plan and deliver against the plan to help improve social mobility for disadvantaged young people in South Derbyshire.				
History of this Indicator	South Derbyshire has performed poorly on a number of indicators of Social Mobility for disadvantaged young people in recent years.				
2019/20 Baseline Data	The Social Mobility Commission's Social Mobility Index ranked South Derbyshire 311/324 local authority in 2017				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Ranked >311 on the Social Mobility Index	Reported in Q4	Reported in Q4	Reported in Q4	Research and data analysis
2021/22	Develop the Social Mobility Action Plan	Reported in Q4	Research and Data analysis	Preparation of Action Plan	Supporting Aspirations Action Plan adopted.
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
Work to research and prepare the action plan was completed and the plan adopted in February 2022.			Delivery of the Supporting Aspirations Action Plan will commence in 2022/23.		



## Priority: Our People

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

Measure and Reference	P3.1A Increase the number of customers who interact digitally as a first choice	Committee	F&M		
Definition	Increase number of customers who interact/raise service requests with the Council using online forms, web chat, and integrated social media, versus alternative methods (phone, face-to-face etc).	Why this is Important	The Council has an ambition to enable online interaction, to reduce the cost of service transaction and increase customer satisfaction. This will provide more time to support those who need additional support by telephone or face-to-face.		
What Good Looks Like	Increased number of customers who choose to raise service requests digitally with the Council – whether through the Council’s Customer Relationship Management (CRM) platform, web chat, integrated social media or supporting digital systems (such as council tax, planning and housing systems).				
History of this Indicator	The Council has not yet adopted a centralised digital platform to enable true online interactions, however, has been adopting improved forms and new forms to boost digital interactions until a new CRM is in place.				
2019/20 Baseline Data	During 2019/20 there were 1,282 council tax and digital forms submitted, 12,343 general website forms via the website, 287 social media enquiries and 1,219 COVID-19 Business Rates Grant Applications				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Upward Trend	Total: 4,474	Total: 10,174	Total: 16,103	Total: 22,242
2021/22	>22,242 (upward trend year on year)	Total: 5,301	Total: 10,491	Total: 15,379	Total: 24,405
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
The number of residents and businesses choosing to interact with the Council digitally as a first choice has continued to increase during 2021/2022, with over 2,000 more forms submitted than the previous year.			The Council aims to encourage more people to interact digitally as a first choice through the adoption of a planned CRM system, new and improved online forms, and a marketing campaign to raise awareness of the Council’s online offer. This will be progressed during 2022/2023.		



## Priority: Our People

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

Measure and Reference	P3.2A Reduce face-to-face contact to allow more time to support those customers who need additional support		Committee	F&M	
Definition	Decrease the number of face-to-face interactions, by offering enhanced alternative methods of contact (phone and online) to enable the Council to provide a better service to those customers who need additional support.		Why this is Important	The Council has an ambition to enable online interaction and to enhance telephone support services available. This will enable the Council to better support those customers who need more personalised support face-to- face.	
What Good Looks Like	To see a downward trend in the number of face-to-face customers through Customer Services.				
History of this Indicator	The Council has already seen a decrease in numbers of face-to-face visitors since the introduction of the Council's website, which provides answers to a variety of basic queries and the payment kiosk, which supports self-service payments.				
2019/20 Baseline Data	31,986 face to face enquiries (2018/2019) Q4 (Jan-Mar) 6,953 (2,463 enquiries dealt with at Customer Services Desk. Visitors to office 4,490)				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Downward Trend	No visitors due to Covid-19	No visitors due to Covid-19	No visitors due to Covid-19	0
2021/22	Downward trend (based on 2019 pre-Covid-19)	0	0	0	859
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
<p>The new customer service access point opened in Q4 2021/2022. Since the Council opened its Customer Access Point it has served approximately 14 customers a day, compared to 150 customers a day pre-COVID. When customers arrive at the Customer Access Point, they press a buzzer which is immediately answered by customer services. If they need face-to-face support, an advisor immediately goes out to support them. Or, if they just need quick advice (for example 'pop the post in the letter box'), this is provided via the buzzer. In Q4 115 customers required face to face support and 744 required advice delivered via the buzzer.</p> <p>The doors to the access point have had to be closed at points during the quarter, due to damage caused by winter storms. The doors are due to be replaced in April with fully accessible doors, which is when the face-to-face trial, including active customer consultation, will begin in earnest. This will also coincide with warmer</p>			<p>The face-to-face trial will continue and statistics and customer feedback will be gathered to inform longer-term service provision.</p>		



weather, when more people tend to seek face-to-face support, so the full customer demand can be robustly monitored and the Council can determine the best way forward for face-to-face support in the long-term based on robust usage data.	
---	--



## Priority: Our People

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

Measure and Reference	P3.3A Number of customer telephone calls answered by Customer Service		Committee	F&M	
Definition	The Council has an ambition to handle an increased number/variety of customer calls at first point of contact, vs transferring to back-office teams. Initially this will result in an increase of calls into the contact centre, which will reduce over time, in parallel with the introduction of increased online tools.		Why this is Important	The Council has an ambition to enable customers who wish to interact online with the council to do so, and better support those customers who need more personalised support by phone or face to face.	
What Good Looks Like	Initially an increase in numbers of calls/variety of calls into the contact centre is anticipated, followed by a decrease in overall calls, following the introduction and roll out of digital tools.				
History of this Indicator	The Council has already seen a decrease in numbers of telephone calls following the introduction of the Council's website which provides answers to a variety of basic queries and some online forms.				
2019/20 Baseline Data	95,896 telephone calls received (2019/20). 76,804 calls handled & 19,092 automated call payments.				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Downward trend	Total: 22,387	Total: 44,701	Total: 69,812	Total: 98,099
2021/22	Downward trend	Total: 26,756	Total: 51,866	Total: 74,981	Total: 99,165
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
The number of customers calling the contact centre increased from 20/21 – 22/22 by over 20,000. The number of calls handled by the contact centre also increased from 98,099 to 99,165, with a growing number of customers abandoning calls – leading to them calling back another time or emailing customer services. This is due to a variety of factors, including the changing profile of customer needs in response to the worsening economic climate. This has resulted in the average call lengths increasing from 3.41 seconds in 20/21 to 4.06 seconds in 21/22, with an average handling time in January - March 2022 of 4.24 (compared to 3.37 in Jan – March 2021). The average call length is increasing as customers are presenting with more complex needs and need more detailed support and guidance across a wider range of issues, particularly financial issues. As contact centre staff are spending longer on each call and associated wrap up (which is additional time spent off the phone delivering the administration relating to a call) this has resulted in the average speed of answer also increasing from			The customer services team are working with the IT team to deliver improvements in quarter 1 of 22/23 that will see customers being informed of their position in the queue, the average wait time and also being given the facility to request a call back at busier times. This will help to better distribute the calls across the week, and result in less people calling the contact centre repeatedly/abandoning calls. A review of call handling resource is also underway that will take into consideration future requirements on the team (such as the energy rebate) and cross working between revenues, benefits and customer services. A report will be brought to committee in June 2022 to ensure the contact centre is adequately resourced to achieve the standards the Council wishes to deliver to its customers. Work to look at the CRM project as part of the transformation plan will also be refocussed on during quarter 1 22/23 which will aim to encourage more residents online as a first point of contact,		





44s in 20/21 to 2 minutes 23 seconds in 21/22. The team have also been handling increased calls/workload in relation to COVID related initiatives – from business grants to test and trace (many of these calls are outbound and not captured in the call centre stats).	thereby reducing pressure on the contact centre.
--	--





## Priority: Our People

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

Measure and Reference	P3.3B Increase digital engagement (Twitter, Instagram, Facebook)	Committee	F&M		
Definition	To increase the volume and quality of social media interaction with residents and customers on all Council social media platforms.	Why this is Important	Social media captures customers who are already digitally engaged/aware and more likely to engage with the Council digitally and acts as a good springboard to digital service delivery.		
What Good Looks Like	Increase number of proactive social media engagement from the Council through the Communications team, result in an increased number of engaged citizens.				
History of this Indicator	The engagement rate, sentiment and follower/fan base on our social media accounts has significantly evolved since 2017. The creation of the central Facebook page in 2017 and a more strategic approach – more residents are now choosing this method.				
2019/20 Baseline Data	Number of Facebook (central and departmental) fans and Twitter (central and departmental) followers.33,888. Commentary of the nature of these queries (this is already included in the monthly social media dashboard reports)				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Upward Trend	34,340	39,924	42,723	43,850
2021/22	Upward Trend	44,989	46,853	48,409	49,181

#### Performance Overview - Quarterly Update

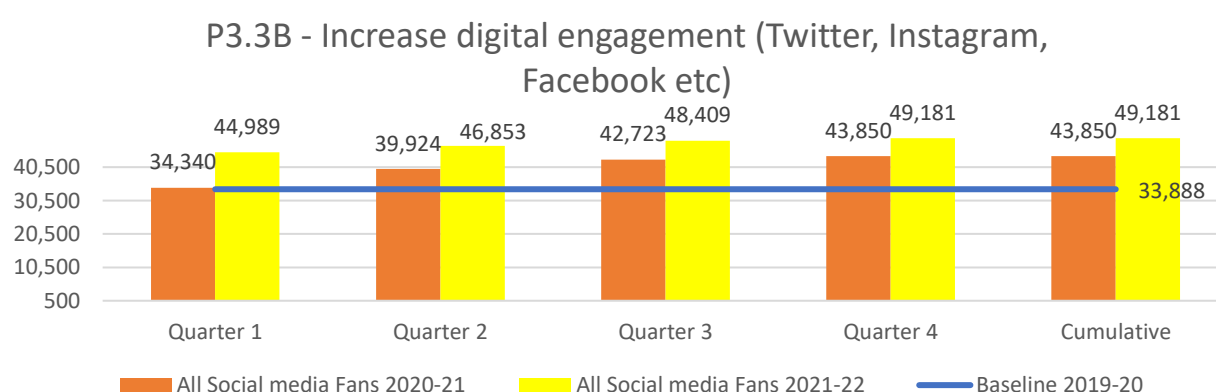
#### Actions to sustain or improve performance

Across all Facebook accounts, the end of quarter four saw a total of 36,336 likes/followers. This is an increase of 726 on quarter three. Across all Twitter accounts, the end of quarter four saw a total of 12,845 followers. This is an increase of 46 on quarter four.

The increase of followers can be explained by the farewell to the Snowman event on 16 January, engagement over Council Tax bills and £150 energy rebate.

Q4 also saw 122 enquiries received via social media channels: 97 Facebook enquiries and 25 Twitter enquiries.

To continue to provide engaging content on social media channels.



Priority: Our People					
P3.4 Investing in our workforce					
Measure and Reference	P3.4A Increase the level of staff engagement		Committee	F&M	
Definition	Employee engagement is a combination of commitment to the organisation and its values and a willingness to help colleagues. Employee engagement also focuses on mutual gains in employment relationships, seeking the good of employees (well-being, job satisfaction and so on) and the good of the organisation they work for (performance, motivation, and commitment)		Why this is Important	Employee engagement is a workplace approach resulting in the right conditions for all staff to give of their best each day, committed to the Council's Corporate Plan and values. An engaged workforce supports the achievement of our key priorities.	
What Good Looks Like	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.				
History of this Indicator	New indicator – No recent history available				
2019/20 Baseline Data	New Indicator - first survey to take place in 2020				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	No target for year 1	Reported annually in Q4	Reported annually in Q4	Survey postponed until 21-22	Survey postponed 22-23
2021/22	Annual Increase in the % of Staff completing the survey	Survey postponed 22-23	Survey postponed 22-23	254 staff attended staff briefing sessions in September 2021	Target not achieved
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
The Staff survey has not been completed during 21-22 due to the development of the Flexible Working Policy. Seventeen staff engagement sessions took place during January and February 2022 with 232 staff in attendance, in total 34 sessions have been held with 486 staff during the consultation process.			The Covid-19 pandemic changed the way people work, as a Council we had to adapt to that change which has resulted in the consultation to make significant changes to the Flexible Working Policy. Until the full staff survey is launched the Council will undertake a poll survey with employees to ascertain how well the Council has engaged with them and if they feel well informed on the strategic direction of the Council.		



## Priority: Our People

### P3.4 Investing in our workforce

Performance Overview - Quarterly Update						
Measure and Reference	P3.4B Number of apprenticeships and expenditure against the apprenticeship levy		Committee	F&M		
Definition	The number of apprenticeships posts or expenditure against the apprenticeship levy is defined as the number of posts established for apprentices or where existing employees can access funding from the apprenticeship levy. This will be a numerical outcome showing a positive increase trend from the previous year.		Why this is Important	To invest in the Council's current and future workforce through the provision of entry level posts and access to further academic qualifications that will support succession planning and build resilience across the Council.		
What Good Looks Like	The purpose of this PI is to see an increased trend over four years leading to full expenditure of the Apprenticeship Levy for a financial year (April – March each year).					
History of this Indicator	In the last financial year (April 2019 to March 2020), we spent approximately 34% of our levy funds (total input into the levy was £27,479, spend was £9,263.11).					
2019/20 Baseline Data	1.2% (4 apprentices)					
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
2020/21	>2.3% of head count	4 (1.2% of head count)	4 (1.2% of head count)	5 (1.5% of head count)	5 (1.5% of head count)	
2021/22	>2.3%	3 (0.9% of head count)	6 (1.84% of head count)	6 (1.84% of head count)	6 (1.84% of head count)	
Performance Overview - Quarterly Update			Actions to sustain or improve performance			
PDR returns are currently at 79% with the Learning and Development Officer contacting colleagues and managers about potential apprenticeship opportunities.			PDRs being used to identify apprenticeship opportunities for existing colleagues. Continuance of bi-monthly reminders as to how to use apprenticeships in the Learning and Development Newsletter. Liaising with colleges to look at alternative ways of using levy funding and looking at the viability of T-Level qualifications. (i.e., Derby College have provided information on management apprenticeships).			
A Business Administrator Apprentice (Housing) has been selected and will start in role on the 25th of April.			Approval been given to commence recruitment for a further Kickstart placement to be offered but not completed due to the ending of the scheme and no suitable candidates put forward.			
Total spend in financial year 2021-2022: £17,410						
• Quarter four spend: £5,172.57						
• Quarter three spend: £4,936.26						
Total expired levy funds in financial year 2021-2022: £13,442.54						
• Quarter four expired: £2,386.63						
• Quarter three expired: £2,549						
Projected levy available April 2022 to April 2023: £37,281 (N.B. this is an estimate and could fluctuate as levy input is dependent on PAYE data). Our total fund available including the carried over fund from last year is £66,999.						



Priority: Our People					
P3.4 Investing in our workforce					
Measure and Reference	P3.4C Average number of staff days lost due to sickness		Committee	F&M	
Definition	The measure is designed to monitor the levels of employee absence from work due to ill-health. The target of eight days is in line with targets/performance nationally.		Why this is Important	Reducing the number of absences will provide an indication of the health and wellbeing of the workforce and reduce the impact on service delivery, resulting in savings arising from the payment of Occupational and Statutory Sick Pay and any secondary costs	
What Good Looks Like	To see a downward trend in the average number of working days lost per employee over four years and be in line with the rates for comparable sized district/borough Councils.				
History of this Indicator	This indicator has formed part of the corporate performance indicator set for a number of years. (2018/19 -11.38, 2017/18 -11.63)				
2019/20 Baseline Data	2018/19 - 11.38 days 2019/20 10.65 days				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Downward Trend	3.68	8.01	11.6	12.93
2021/22	Downward Trend	2.11	4.79	7.55	10.28
Performance Overview - Quarterly Update		Actions to sustain or improve performance			
<p>The fourth quarter outturn figure is lower than the previous quarter (2.74 for quarter 4 and 2.89 at quarter 3). The end of year outturn figure is 20% lower than the previous year.</p> <p>The number of employees on long term sick has fluctuated over the quarter with actions taken to enable employees to return to work as soon as possible, this includes two long term cases.</p> <p>The number of short-term absences has exceeded the number of days lost to long term absence which is attributed to the continued impact of COVID and the more infectious strain (Omicron).</p> <p>All cases are being managed in line with the Attendance Management Procedure and each case has a dedicated HR Officer supporting the Manager. Monthly reports on levels of absences, reasons and trends are completed and provided to Leadership Team.</p>		<p>With the support provided by HR, the cases of long-term absences and a review of repeated short terms absences are being managed in line with the Attendance Management Procedure (AMP).</p> <p>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.</p> <p>Health and wellbeing interventions will also continue to be made available to staff. This will include the continued promotion of support for mental health conditions through training, videos and materials; raising awareness of the importance of physical health and reminding all employees to seek support should they need it.</p> <p>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.</p> <p>Work will continue on progressing new ways of flexible working that will enable services to continue to be delivered remotely where possible subject to meeting the needs of customers. The impact on levels of employee attendance is expected to be positive and this will be kept under review.</p>			



## Priority: Our People

### P3.4 Investing in our workforce

Measure and Reference	P3.4D % of employees that consider that the Council has a positive health and safety culture		Committee	F&M	
Definition	The number of employees that have indicated that the Council has a positive approach to the management of health and safety in the workplace. This will be taken from the annual employee survey and will be expressed as a % of the overall responses.		Why this is Important	The Council has statutory duties under the Health and Safety at Work Act 1974 to ensure the health and safety of the workforce. This measure will indicate how well the statutory duties and other non-statutory activities are being implemented.	
What Good Looks Like	The purpose of this PI is to see an increased trend over four years to indicate the robustness of the Council's Health and Safety Management Framework. Retention of industry recognition of the health and safety management framework – RoSPA Health and Safety Awards.				
History of this Indicator	New indicator – No previous history available				
2019/20 Baseline Data	New Indicator - No baseline data				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Upward Trend	Reported annually in Q4	Reported annually in Q4	Reported annually in Q4	Postponed until early 22/23
2021/22		Postponed until early 22/23	Postponed until early 22/23	Postponed until early 22-23	Postponed until early 22-23
Performance Overview - Quarterly Update				Actions to sustain or improve performance	
The roll out of the Solo Protect device has been completed during quarter 4 with 73 devices being issued to staff who undertake lone working as part of their normal duties. This has been supported with training in the use of the device, the completion of declarations regarding its use and monitoring data on the use of devices will be reported to the Health and Safety Committee.  Support is continuing to be provided in relation to the Council's response to COVID and the implementation of a new flexible working policy. During quarter 4, a review of the office accommodation has been completed with Property Services to enable increased occupancy levels with the Civic Offices, the removal of a number of control measures such as the one-way system and the development of a revised corporate risk assessment.  Training has continued to be provided for staff. This has included mandatory health and safety awareness for managers (88% attended) and employees (71% completed,) toolbox talks for front line workers in manual				The employee survey has been postponed until early 2022/23.  The Health and Safety Action Plan for 2022/23 has been presented to the Health and Safety Committee at its meeting held on 13 April 2022 and is then reviewed quarterly by the Health and Safety Committee. Additional support is to be provided through workplace inspections and audits to higher risk services areas.	



handling, reversing assistant, spill kit training and asbestos awareness in addition to the development of eLearning health and safety resources. Training for Elected Members is scheduled for the first quarter 2022/23.	
--	--





## Quarter 4, 2021-2022 Chief Executive Risk Register

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Operational Financial Knowledge management & Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
CE1	Economic development partnerships	Failure of economic development partnerships	Leading to an adverse impact on businesses and local economy	Partnership	2	2	4	<ul style="list-style-type: none"> <li>Proactive engagement in partnerships and with individual partners.</li> <li>Commitment of officer time and resources to partnership activities.</li> </ul>	1	2	2	<ul style="list-style-type: none"> <li>Monitoring of projects and performance.</li> </ul>	No change in Q4.	Economic Development and Growth
CE2	South Derbyshire Partnership working	Failure of the South Derbyshire Partnership	Leading to non-delivery of the community's vision and priorities set out in the Community Strategy	Partnership / Strategic	2	3	6	<ul style="list-style-type: none"> <li>Proactive support for partnership.</li> <li>Commitment of officer time and resources to partnership facilitation.</li> <li>Engagement of partners in policy making and project design and delivery.</li> </ul>	1	3	3	<ul style="list-style-type: none"> <li>Monitoring of projects and performance by Strategic Co-ordinating Group.</li> </ul>	No change in Q4.	Economic Development and Growth
CE3	Transfer of responsibility for visitor information provision from Sharpe's Pottery Heritage and Arts Trust to the Council	Interruption of service delivery whilst transferring services to the Council	Leading to associated risk of service disruption	Operational	2	2	4	<ul style="list-style-type: none"> <li>Commitment of officer time and resources.</li> <li>Transformation Project is underway.</li> </ul>	1	2	2	<ul style="list-style-type: none"> <li>Monitoring of progress through Transformation Project Team arrangements.</li> </ul>	No change in Q4.	Economic Development and Growth
CE4	Effectively manage the election process and canvassing.	Failure of joined up Council approach	Leading to a failed election process	Strategic	2	2	4	<ul style="list-style-type: none"> <li>Elections Project Team in place and meets as necessary with representatives from all services involved.</li> <li>Arrangements in place for an Election to be called at short notice.</li> <li>Arrangements in place for Referenda/By-Elections to be called.</li> </ul>	1	2	2	<ul style="list-style-type: none"> <li>Monitoring of service delivery under review consistently</li> </ul>	No change in Q4	Legal and Democratic Services

## Quarter 4, 2021-2022 Corporate Risk Register

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
CR1	Universal Credit (UC)	Ongoing changes to the welfare system and Universal Credit impact on resources in Benefits and Customer Services.	Resources allocated to the team are not in line with workload demands.	Financial and Resource	4	1	4	<ul style="list-style-type: none"> <li>The Local Council Tax Reduction Scheme is being redesigned to improve the customer experience and make it easier/more efficient to administer. A new scheme was adopted by the Council in February 2022.</li> <li>A service review will ensure the team is flexible and can adapt to changes in workload in future years.</li> <li>Following a major system upgrade, improved document management functions, the introduction of a linked CRM system and automation are being explored to increase productivity within the team and improve interaction with customers.</li> </ul>	2	1	2	Continually monitor the workload and resources allocated to the team.	No change in Q4.	Head of Customer Services
CR2	Fraudulent activities	The possibility of fraud being undetected.	National studies show fraud leads to a significant loss of resources within the Public Sector as a whole.	Financial and Reputational	4	3	12	<ul style="list-style-type: none"> <li>The Council has a Shared Service Arrangement with Derby City Council which supports the delivery of the Council's Anti-Fraud &amp; Corruption Plan, which aims to introduce stronger anti-fraud processes across council tax, business rates, benefits, Right to Buy, social housing, supported accommodation and wider service areas. The unit also delivers fraud awareness training across the Council.</li> <li>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.</li> <li>Single Person Discount checks on Council Tax are also regularly undertaken.</li> </ul>	2	2	4	<ul style="list-style-type: none"> <li>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.</li> <li>Authorities are being asked to be extra vigilant due to the potential for fraud to increase during Covid-19.</li> </ul>	No change in Q4.	Head of Customer Services
CR3	Procurement Services	Limited resources to enable good quality advice and support for Services.	The Council does not have its own procurement department	Resource	3	3	9	<ul style="list-style-type: none"> <li>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.</li> </ul>	1	3	3	Continue to review the SLA with the Lead Partner.	No change in Q4.	Corporate Resources, Strategic Director



REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
CR4	Public Building	Ensuring public buildings are safe and have adequate repair budgets to ensure they remain fit for purpose.	Funding available within the budget provisions to deliver the planned maintenance programme	Financial and Compliance	2	3	6	<ul style="list-style-type: none"> <li>The additional repairs reserve has addressed the risk in the short term</li> <li>Condition surveys are being undertaken with a view to preparing a planned maintenance programme and comparing estimated costs against available budgets.</li> <li>The safety measures identified within the Covid-19 risk assessments will be implemented before any closed Council building is re-opened to the public.</li> </ul>	2	2	4	<ul style="list-style-type: none"> <li>Continually monitor and review the repair budgets to ensure adequate funding is available for the Planned Maintenance Programme going forward.</li> </ul>	No change in Q4	Head of Corporate Property
CR7	Payroll Service	There is no additional capacity or expertise within the team to cope with any down time	Employees and members not receiving payments due is significant	Resource	4	4	16	<ul style="list-style-type: none"> <li>A report was approved in August 2021 for the approval to look into a new system or provide additional resources.</li> <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>	1	2	3	Review Finance structure	No change in Q4	Head of Finance
CR9	Transformation Compliance	Committing to already allocated resources or finances of projects outside the annual work programme for ICT and Business Change	The Council has signed up to a Transformation Roadmap which would be adversely affected and not delivered therefore failing the corporate plan target.	Strategic	4	2	8	<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 projects.</li> <li>Key TSG members feeding back any discussions or ongoing work relating to unauthorised projects as soon as possible.</li> </ul>	3	2	6		No change in Q4.	Head of Business Change, ICT, Digital

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
CR10	Banking and Counterparty Limits	Authorised signatories being unavailable, Internet failure resulting in no access to the bank accounts.	Result in a breach of the approved counterparty limits set by the Council	Resource	4	3	12	<ul style="list-style-type: none"> <li>Annual leave and meetings of both approvers and administrative functions are monitored by the team to ensure any potential risks are mitigated.</li> <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> <li>The risk of the Internet failure is mitigated through risk CR23</li> </ul>	1	1	1		No change in Q4	Head of Finance
CR11	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.	Impacts of Customer accounts and financial statements not being up to date with cash paid and the FMS not including all assets and liabilities resulting in potential qualification of the Financial Statements	Compliance and reputational	2	3	6	<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 Helpdesk.</li> <li>An upgrade to the Academy system has taken place.</li> </ul>	1	1	2		No change in Q4	Head of Finance

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
CR12	Government Funding - a reduction in core funding	As a growth area, the Council's proportion of core funding is heavily reliant on the New Homes Bonus (NHB) and Business Rates and this has started to reduce.	The Council's core funding has been reduced by £418,000 between 2021/22 to 2022/23.  If this trend continues, following a review of the funding system by the Government, then the Council will need to review its income and expenditure ahead of 2025/26.	Financial	4	3	12	<b>Financial Planning</b> <ul style="list-style-type: none"> <li>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.</li> <li>The Medium-Term Financial Plan (MTFP) is regularly reviewed, updated, and reported to the Finance and Management Committee on a quarterly basis.</li> </ul> <b>Current Financial Position</b> <ul style="list-style-type: none"> <li>Overall, the General Fund currently shows a healthy position due to the level of reserves, although the medium-term projection forecasts an increasing deficit in future years as it highlights increasing expenditure to meet the population growth, but a reduction in core funding.</li> <li>Projected budget deficits could be financed from reserves if required, although this would become unsustainable after 2024/25.</li> <li>The impact of Covid-19 on the short-term financial position is being kept under review; temporary increases in expenditure and loss of income are being met from additional Government funding received.</li> <li>The Council has approved that no new revenue spending, over and above that approved by the Council in February 2022, is committed until the medium-term situation becomes clearer following a review of the funding system by the Government.</li> </ul>	4	3	12	The Medium-Term Financial Plan is being kept under review and reported to the Finance and Management Committee on a quarterly basis.	No change in Q4	Strategic Director, Corporate Resources
CR13	The Economy - the impact of the national economic situation locally.	Rising inflation and a gap in the supply of materials, services, and labour.	Rising costs, the availability of materials and pressure on recruitment and retention.	Financial	4	3	12	<b>Support for Local Businesses</b> <ul style="list-style-type: none"> <li>The Government has provided various funding and support for local businesses and residents to help them overcome the impact of Covid-19.</li> </ul> <b>Regeneration</b> <ul style="list-style-type: none"> <li>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.</li> </ul>	3	3	9	Keep under review through quarterly reporting.	No change in Q4	Strategic Director, Corporate Resources

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
								<ul style="list-style-type: none"> <li>The Finance and Management Committee approved a new capital investment programme of approximately £4 million on 8 October 2020 which is providing resources for investment in regeneration and community projects.</li> </ul> <p><b>Treasury Management</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>Apart from debt associated with its Council Housing, the Council is debt free. Regarding the HRA debt, this is now all fixed interest rates and is affordable within the Housing Revenue Account's financial plan.</li> </ul> <p><b>Base Budget</b></p> <ul style="list-style-type: none"> <li>The Council's Budget for 2022/23 has included provision for increasing prices on fuel utilities and materials.</li> </ul>						
CR14	Technology, Data and Security – keeping pace with developments in IT, together with the management and security of data	There is a potential security risk for running outdated or unsupported systems  Employees not following due process in relation to IT and data security	There is potential to lose operational data and for reputational damage, together with possible fines, should a data breach occur.	Strategic	4	4	16	<p><b>IT Upgrades and Development</b></p> <ul style="list-style-type: none"> <li>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.</li> </ul> <p><b>Security of Systems</b></p> <ul style="list-style-type: none"> <li>The Council is currently compliant with the Government's Public Services Network requirements.</li> <li>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.</li> <li>Due to potential virus attacks, measures are in place to restrict Internet access and to control the use of mobile devices.</li> <li>Continually updated and patched digital estate including firewall servers and antivirus</li> </ul> <p><b>Security of Data</b></p>	3	3	9	Induction process for all new starters as part of the employee lifecycle	No change in Q4.	Head of Business Change, ICT, Digital

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
								<ul style="list-style-type: none"> <li>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.</li> <li>The Council's Data Protection Officer has direct access to the Leadership Team on matters concerning Information Governance.</li> <li>Whilst staff have been working remotely communications have been sent to remind of the dangers of cyber-attacks. The security in place is the same for end users regardless of location therefore hardware and software need no special arrangements in response to COVID working practices, however staff are the first, last, strongest, and weakest chain in our defences. A mandatory Cyber Security e-learning package must be completed annually. A number of procedures and policies are also in place that mandate more secure ways of working such as no use of personal email addresses and devices, information classification and encryption.</li> <li>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.</li> </ul>						
CR16	Business Continuity	Flu Pandemic Fuel Shortage Loss of Buildings ICT Failure	Loss of Service provision	Operational	3	4	12	<ul style="list-style-type: none"> <li>Some aspects of this risk can be transferred as business interruption cover is in place as part of the Council's Property Insurance Policy.</li> <li>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.</li> <li>COVID risk assessments and action plans are in place and resources made available to provide employees with the equipment to work from home wherever possible as well as access to resources to support their physical and mental health and wellbeing.</li> <li>The Council continues to deliver all of its services. 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.</li> </ul>	4	2	8	Consultation with staff on Flexible Working Policy taking place. Consultation with residents regarding access to services also in process. Accommodation review to be undertaken.	Mitigating action updated for Q4.	Strategic Director, Corporate Resources



REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
								<ul style="list-style-type: none"> <li>A new Flexible Working Policy is currently being implemented.</li> </ul>						
CR17	Capacity and Resilience	Service demand and loss of skills	Recruitment, retention and development of the workforce and dealing with additional demand for services due to Growth.	Operational	3	3	9	<ul style="list-style-type: none"> <li>Resources set-aside in the MTFP in growth provisions and training budgets to expand service provision and develop the workforce.</li> <li>Since 2018, several major services across the Council have been restructured to strengthen service provision and improve capacity.</li> <li>Proposed restructures in Community and Cultural Services and Housing have recently been approved and implemented to increase capacity and resilience.</li> <li>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.</li> <li>The management restructure also combined resources to create centralised Business Change and Policy teams to support business transformation across the Council.</li> </ul>	2	2	4	The proposed Flexible Working Policy takes in to account the risk associated with ensuring capacity and resilience in the delivery of services and retention of the workforce.	No change in Q4.	Strategic Director, Corporate Resources
CR18	Terrorism and potentially violent situations	As a public body there is a potential for the Council and its workforce to become a target.	From time to time, members of the workforce do face individual threats while undertaking their duties	Operational	3	4	12	<ul style="list-style-type: none"> <li>Lone working systems in place including a 'Solo-Protect' warning and call for assistance system.</li> <li>A Potentially Violent Persons Policy and Risk Register are in place.</li> <li>Alarms and warning system in place in the Civic Offices.</li> </ul>	3	3	9	Monitoring and review of systems in place; learn from incidents and near misses.	No change in Q4.	Strategic Director, Corporate Resources

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
CR19	Statute and Regulation	Failure to meet requirements.	There is no recent evidence to suggest any significant issues; the impact would depend on the nature of the failure.	Compliance	2	3	6	<ul style="list-style-type: none"> <li>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.</li> </ul> <p><b>Note:</b> 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.</p>	1	3	3	Keep under review. Continue training and awareness for staff.	No change in Q4.	Strategic Director, Corporate Resources
CR20	Health and Safety	the potential to contravene regulations through bad practice.	Serious harm through accidents and near misses	Compliance	4	4	16	<ul style="list-style-type: none"> <li>The Council employs a corporate Health and Safety Officer.</li> <li>All employees are provided with the relevant training and PPE required for their role.</li> <li>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.</li> <li>Accidents and near misses are logged, reported and reviewed corporately and any major incidents are investigated to review procedures.</li> <li>Risk assessments are regularly undertaken, and procedures updated when necessary.</li> </ul>	3	2	6	Monitoring and review of accidents and near misses.	No change in Q4.	Head of Organisational Development & Performance
CR21	Managing the environmental impact of incidents across the District	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	Impacts on environment and economy; increased risk of major events: potential for litigation; reputational damage	Strategic	2	3	6	<ul style="list-style-type: none"> <li>The Council has plans in place through Emergency Planning to manage the environmental impact of any incidents across the District.</li> <li>The Council is accredited to the prestigious international ISO 14001 standard for Environmental Management.</li> <li>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 below</b>)</li> </ul>	2	2	4		No change in Q4.	Head of Environmental Services
CR22	Climate Emergency	The failure of the Council to achieve carbon neutrality for its operations by 2030 and carbon neutrality for the District by 2050.	Impacts on environment and economy; increased risk of major events: potential for litigation; reputational damage	Strategic	4	3	12	<ul style="list-style-type: none"> <li>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>.</li> <li>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. Whist the action plan</li> </ul>	4	3	12	<p>Annual monitoring and review of the Climate and Environment Action Plan</p> <p>Actively seeking external funding.</p>	No change in Q4	Head of Environmental Services

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
								<p>has been agreed it does contain several actions where funding has not been committed.</p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>						
CR23	<b>Internet Connection</b>	The effects of the internet connection becoming unavailable for a length of time would be a major incident.	<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>	Strategic	2	4	8	<ul style="list-style-type: none"> <li>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 lines are coming from different exchanges so both would have to be out of service for a total loss of connection.</li> <li>There are options to make some services available over alternative connections, be that personal or business, if needed.</li> <li>Smartphone users can use the mobile data connection to access outlook and teams etc</li> </ul>	2	3	6		No change in Q4	Head of Business Change, ICT, Digital
CR24	<b>Technical Resource</b>	The Council relies on a small pool of technical specialists and support operatives to keep the organisation operational	<p>Availability of resource to conduct and support Council meetings</p> <p>Availability of resource to support day to day operations and projects.</p>		3	3	9	<ul style="list-style-type: none"> <li>The COVID-19 Fund is being used to finance an agency resource. The introduction of the post has offered relief for first line calls and Committee meetings.</li> <li>The agency resource is more expensive than an established post and is not a permanent solution.</li> </ul>	3	2	6	<p>ICT structure will be reviewed in-line with corporate employment and operating model</p> <p>Continually review and monitor support tickets</p>	No change in Q4.	Head of Business Change, ICT, Digital



REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
CR26	Supply Chain	<p>EU shortage of materials to manufacture coloured plastic</p> <p>National shortage of agency drivers to undertake HGV driving.</p> <p>There is fast becoming a global shortage of microchips and some vehicle manufacturers have suspended production of new vehicles,</p>	<p>The Council may not be able to supply new brown and green bins for at least 3 months.</p> <p>A cancellation of driver testing during lockdown has led to a shortage of newly qualified drivers and changes to IRS rules have led many agency drivers to take permanent positions.</p> <p>Could potentially impact fleet purchases and the supply of computer equipment.</p>		4	3	12	<ul style="list-style-type: none"> <li>• <b>EU shortage of materials to manufacture plastic:</b> Current stocks are diminishing but should last a few more weeks. Orders have been placed for both brown and green bins and should be first in line when material supplies pick up. Additional black bins have been ordered and will be supplied with different coloured lids. Manufacturers have advised that they can provide the lids in different colours.</li> <li>• <b>National shortage of HGV drivers/production of new vehicles:</b> Currently discussing with all employees, the opportunity to be trained to drive HGV's and awaiting volunteers to come forward to be put through their test. There are also three drivers not employed on Waste Services who can be utilised in an emergency. Four drivers have been recruited into vacant posts. There are a further three vacant driver posts and will be looking to recruit into these posts as soon as possible,</li> <li>• <b>Global shortage of microchips:</b> No immediate concerns over purchase of new vehicles, if situation deteriorates then the Team will look to source ex-demonstrator vehicles or nearly new/used vehicles. Short-term hire will also be considered where appropriate</li> <li>• The shortage of semiconductors, a key component part in almost all modern electronics, is having a large effect on production of many products. Cars and computer equipment are high profile products to suffer supply chain problems. The only way to combat this problem in relation to purchase of new equipment is to order early and allow up to six months for delivery. Where practical and financially viable orders can be made before the need arises. A good example could be purchase of a new laptop after members approve the post rather than after the candidate has accepted the post and will be starting in a matter of weeks.</li> <li>• NOVUS and other contractors have been able to secure alternative supplies/products. The shortage of materials has now translated into an increase in materials prices of between 20-25%. This will likely be reflected in having to renegotiate rates for some repair and maintenance works.</li> </ul>	4	3	12	<p>Currently looking at HGV apprenticeships</p> <p>Management is in constant discussions with local agency driver suppliers to secure additional cover.</p> <p>Renegotiation of programmes/rates for major improvement schemes.</p>	<p>Updated mitigating actions for National shortage of HGV drivers. (Operational Services)</p> <p>No change in Q4 (ICT)</p> <p>Updated Mitigating actions and further actions in Q4 (Housing)</p>	<p>Head of Operational Services</p> <p>Head of Business Change, ICT, Digital</p> <p>Head of Housing</p>

Risk Matrix Template

The table below outlines how the impact and likelihood of the risk is scored using the threshold and description as guidance.

Impact	Very High (4)	4	8	12	16	<div>12-16</div> <div>6-9</div> <div>1 - 4</div>	Significant Risk	Medium Risk	Low Risk
	High (3)	3	6	9	12				
	Medium (2)	2	4	6	8				
	Low (1)	1	2	3	4				
		Remote (1)	Possible (2)	Probable (3)	Highly Probable (4)				
		Likelihood							

Impact	Thresholds and Description
1 – Low	Limited impact on service objectives if any, section objectives unlikely to be met, financial loss less than £10,000, no media attention
2 – Medium	Slight delay in achievement of service objectives, minor injuries, financial loss over £50,000, adverse local media attention, breaches of local procedures
3 – High	Significant threat to Council objectives. Non-statutory duties not achieved, permanent injury, financial loss over £100,000, negative national media attention, litigation expected, serious issues raised through inspection, breakdown of confidence of partners.
4 – Very high	Objectives cannot be delivered. Statutory duties not achieved, death, financial loss over £500,000, adverse national media attention, litigation almost certain, prosecutions, breaches of law, inspection highlights inadequate service, Council unable to work with partner organisation
Likelihood	Thresholds and Description
1 – Remote	May occur only in exceptional circumstances (e.g. once in 10 years)
2 – Possible	Unlikely to occur but could at some time (e.g. once in three years)
3 – Probable (in two years)	Fairly likely to occur at some time or under certain circumstances (e.g. once in two years)

4 – Highly probable (in 12 months)

Will probably occur at some time or in most circumstances (e.g. once in 12 months)

## Corporate Risk Matrix

The below table summarises the risk likelihood and impact for risks after controls have been put in place to mitigate the risk.

<b>Impact</b>	<b>Very High (4)</b>				
	<b>High (3)</b>	CR3, CR19	CR23	CR13, CR14, CR18	CR12, CR22, CR26
	<b>Medium (2)</b>	CR7, CR8,	CR2, CR4, CR17, CR21	CR9, CR20, CR24	CR16
	<b>Low (1)</b>	CR10, CR11, CR15	CR1		
		<b>Remote (1)</b>	<b>Possible (2)</b>	<b>Probable (3)</b>	<b>Highly Probable (4)</b>
		<b>Likelihood</b>			

CR1	Universal Credit (UC)	Ongoing changes to the welfare system and Universal Credit impact on resources in Benefits and Customer Services.
CR2	Fraudulent activities	The possibility of fraud being undetected.
CR3	Procurement Services	Limited resources to enable good quality advice and support for Services.
CR4	Public Building	Ensuring public buildings are safe and have adequate repair budgets to ensure they remain fit for purpose.
CR7	Payroll Service	There is no additional capacity or expertise within the team to cope with any down time so the risk of.
CR8	Payroll Software Contract Expiry	The contract expires in March 2022
CR9	Transformation Compliance	Committing to already allocated resources or finances of projects outside the annual work programme for ICT and Business Change
CR10	Banking and Counterparty Limits	Authorised signatories being unavailable, Internet failure resulting in no access to the bank accounts.

CR11	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.
CR12	Government Funding	A reduction in core funding
CR13	The Economy	The impact of the national economic situation locally.
CR14	Technology, Data and Security - keeping pace with developments in IT, together with the management and security of data	There is a potential security risk for running outdated or unsupported systems. Employees not following due process in relation to IT and data security
CR15	Technology and Data – quality of performance data.	Inaccurate monitoring and reporting of performance data
CR16	Business Continuity	Flu Pandemic, Fuel Shortage, Loss of Buildings, ICT Failure
CR17	Capacity and Resilience	Service demand and loss of skills
CR18	Terrorism and potentially violent situations	As a public body there is a potential for the Council and its workforce to become a target.
CR19	Statute and Regulation	Failure to meet requirements.
CR20	Health and Safety	the potential to contravene regulations through bad practice.
CR21	Managing the environmental impact of incidents across the District	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
CR22	Climate Emergency	The failure of the Council to achieve carbon neutrality for its operations by 2030 and carbon neutrality for the District by 2050.
CR23	Internet Connection	The effects of the internet connection becoming unavailable for a length of time would be a major incident.
CR24	Technical Resource	The Council relies on a small pool of technical specialists and support operatives to keep the organisation operational
CR26	Supply Chain	EU shortage of materials to manufacture coloured plastic National shortage of agency drivers to undertake HGV driving. There is fast becoming a global shortage of microchips and some vehicle manufacturers have suspended production of new vehicles,

## Appendix E

Priority: Our People					
P3.4 Investing in our workforce					
Measure and Reference	P3.4A Increase the level of staff engagement	Committee	F&M		
Definition	Employee engagement is a combination of commitment to the organisation and its values and a willingness to help colleagues. Employee engagement also focuses on mutual gains in employment relationships, seeking the good of employees (well-being, job satisfaction and so on) and the good of the organisation they work for (performance, motivation, and commitment)	Why this is Important	Employee engagement is a workplace approach resulting in the right conditions for all staff to give their best each day, committed to the Council's Corporate Plan and values. An engaged workforce supports the achievement of our key priorities.		
What Good Looks Like	This measure will be based on the number of staff who feel the Council has engaged with them throughout the year to support the Council's Corporate priorities and key aims.  Engagement activity will include briefing sessions, employee forum, staff surveys and any type of Corporate consultation undertaken that has a direct impact on the workforce.				
History of this Indicator	New indicator – No recent history available				
2019/20 Baseline Data	New Indicator - first survey to take place in 2020				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	No target for year 1.	Reported annually in Q4	Reported annually in Q4	Survey postponed until 21-22	Survey postponed 22-23
2021/22	Annual Increase in the % of Staff completing the survey.	Survey postponed 22-23	Survey postponed 22-23	254 staff attended staff briefing sessions in September 2021	Target not achieved
2022/23	Establish baseline data.	Establish baseline data.	Establish baseline data.	Establish baseline data.	Establish baseline data.
2023/24	Annual increase in the number of staff who feel engaged with.	Reported annually in Q4	Reported annually in Q4	Reported annually in Q4	

Priority: Our People

P3.4 Investing in our workforce					
Measure and Reference	P3.4D The Council has a health and safety culture.		Committee	F&M	
Definition	The Council will monitor and report on the following three key measures:  1: The Council will have an up-to-date Health & Safety Policy.  <b>Target:</b> The policy will be reviewed every three years or sooner if legislation requires.  2: Delivery of mandatory Health & Safety Training.  <b>Target:</b> Upward trend in delivery of training.		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	Both measures will need to be achieved at the end of the financial year to demonstrate the measure has been successful.				
History of this Indicator	New indicator – No previous history available				
2019/20 Baseline Data	New Indicator - No baseline data				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Upward Trend	Reported annually in Q4	Reported annually in Q4	Reported annually in Q4	Postponed until early 22/23
2021/22	Upward Trend	Postponed until early 22/23	Postponed until early 22/23	Postponed until early 22-23	Postponed until early 22-23
2022/23	Establish baseline data	Establish baseline data	Establish baseline data	Establish baseline data	Establish baseline data
2023/24	Achieve both of the measures outlined in the definition.	Reported annually in Q4	Reported annually in Q4	Reported annually in Q4	

<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 8</b>
<b>DATE OF MEETING:</b>	<b>9 JUNE 2022</b>	<b>CATEGORY: RECOMMENDED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR - SERVICE DELIVERY</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>IAN GEE – Tel 07472310737 <a href="mailto:ian.gee@southderbyshire.gov.uk">ian.gee@southderbyshire.gov.uk</a></b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>RECRUITMENT OF ACTIVE SCHOOLS' PARTNERSHIP (ASP) BIKEABILITY INSTRUCTOR</b>	
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM08</b>

---

## **1. Recommendations**

- 1.1 That the Committee approves a new post of an Active Schools' Partnership (ASP) Bikeability Instructor, within the Active Communities and Health Team to support the delivery of the South Derbyshire ASP's (SDASP) Bikeability programme.
- 1.2 That the new post will be on a fixed term contract commencing from 1 September 2022 until 23 July 2023 for 30 hours per week.
- 1.3 That the grade of the post will be Scale 3, subject to job evaluation in line with the Council's scheme.
- 1.4 That the Committee approves that the Strategic Director (Service Delivery) has delegated authority to recruit additional ASP Bikeability Instructors on similar terms and conditions of employment subject to available funding and increased service demand for the SDASP Bikeability programme.
- 1.5 That the Committee approves that the Strategic Director (Service Delivery) has delegated authority to extend the contracts of existing ASP Bikeability Instructors subject to continued and/or growing service demand of the SDASP Bikeability programme and funding being secured.
- 1.6 That a further report is submitted to both Housing and Community Services and Finance and Management Committees for any extensions to employment contracts that exceed two years so the position in relation to additional payments and subsequent liabilities are considered.

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

- 2.1 Following approval by Housing and Community Services Committee on 1 June, to seek the Committee's approval to establish a new post of ASP Bikeability Instructor on a fixed-term contract to support the delivery of the SDASP Bikeability programme. Subject to approval, it is anticipated that the role will commence from 1 September 2022 and for the remainder of 2022/23 academic year (ending 23 July 2023).
- 2.2 To seek the Committee's approval to giving the Strategic Director (Service Delivery) delegated authority to recruit additional ASP Bikeability Instructors on similar terms and conditions of employment subject to available funding and increased service demand for the SDASP Bikeability programme.
- 2.3 To seek the Committee's approval to giving the Strategic Director (Service Delivery) delegated authority for the post(s) to be extended for further academic year(s), subject to continued and/or growing service demand and funding being secured and subject to the successes of the programme being showcased and the outcomes publicised.

## **3. Detail**

- 3.1 Since 2012, the Council has a strong and successful track record hosting the SDASP. There are several shared benefits in relation to the provision of play, physical activity, leisure and/or sport activities for school aged children across the District. This service is well regarded and valued by local schools and positively promotes healthy, active lifestyles, along with life skills that can be taken into adulthood.
- 3.2 The ASP is a not-for-profit Partnership and any investment made with the Partnership goes directly on service delivery and the infrastructure of physical education, school sport and physical activity (PESSPA) within South Derbyshire.
- 3.3 All Infant, Junior and Primary schools nationally receive PE and School Sport premium funding on an annual basis. The amount of funding given to each school is £16,000 plus £10 per pupil on roll in years one to six. In South Derbyshire, the average amount of premium received by each school per year is around £17,500.
- 3.4 Schools are expected to see an improvement against the following five key indicators:
  - 1. The engagement of all pupils in regular physical activity (30 minutes a day) – kick starting healthy active lifestyles
  - 2. The profile of PE and sport being raised across the school as a tool for whole school improvement
  - 3. Increased confidence, knowledge and skills of all staff in teaching PE and sport
  - 4. Broader experience of a range of sports and activities offered to all pupils
  - 5. Increased participation in competitive sport.



- 3.5 The SDASP over the last couple of years has secured a significant increase in Bikeability funding from the Bikeability Trust to deliver a range of Bikeability programmes including Balanceability - Level 1, Level 2, Level 3 and Learn to Ride.
- 3.6 The level of funding over this two year period has risen by over 250% from £15,800 to £58,000 per year and this level of funding has been secured for the academic year 2022/23. It is expected that this level of funding will continue to show a positive trend and demonstrates the value of the programme alongside the contribution made by the Council to support the health and wellbeing of young people in the District.

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

- 4.1 The ASP Bikeability Instructor post will be a 30 hour a week (0.81 Full-Time equivalent (FTE), term-time only post, initially aligning with the academic year, running through to 21 July 2023.
- 4.2 The job evaluation process is currently ongoing for the proposed role of ASP Bikeability Instructor although when compared with similar job roles it is assumed that the role will be at Grade 3. Based on this grading, the full salary costs of the post will be £19,678 per annum.
- 4.3 There is no direct financial implications to the General Fund and all costs will be fully met through the external PE and School Sport Premium funding and/or the SDASP reserves.
- 4.4 Should the service demand not continue and/or grow, the contract will cease at the end of 2022/23 academic year.

#### **5. Corporate Implications**

##### **Employment Implications**

- 5.1 If the post(s) are in place for two years or more with the same postholder(s), this will provide for the right to a redundancy payment and if the employee(s) are members of the Local Government Pension Scheme and aged 55 or over they have an immediate entitlement to their pension that would both incur additional costs for the Council. It is recommended that a further report is submitted back to this Committee for any extensions to contracts that exceed two years so the position in relation to additional payments are considered.
- 5.2 The Fixed-Term (Prevention of Less Favourable Treatment) Regulations 2002 ensure that fixed-term employees are not treated less favourably than comparable permanent employees. The terms and conditions provided are in line with the NJC for Local Government Services and therefore the same as comparable permanent employees.
- 5.3 These Regulations also provide that the continued renewal of fixed-term contracts that result in four years continuous service for an employee should be on a

permanent contract unless it can be objectively justified to remain on a fixed-term basis. It is noted that these extensions are directly linked to funding arrangements in place and this is the justification provided for continuing a fixed-term contract basis. As noted above, the Council does employ those on fixed contracts on comparable employment terms and will provide redundancy payments at the end of the fixed-term contract for any employee with two years continuous service.

### **Legal Implications**

- 5.4 None directly arising from this report.

### **Corporate Plan Implications**

- 5.5 The proposals will support the Council to deliver services to the residents of South Derbyshire and fulfil projects across different themes of the Corporate Plan, in particular:

- P1.1 Support and celebrate volunteering, community groups and voluntary sector
- P2.2 Promote health and wellbeing across the District
- F1 Develop Skills and careers.

### **Risk Impact**

- 5.6 The Council is at risk of not delivering a key priority within its Corporate Plan to promote health and wellbeing across the District.

## **6. Community Impact**

### **Consultation**

- 6.5 The SDASP makes positive contributions to the Active South Derbyshire Physical Activity, Sport and Recreation Strategy which runs until the end of 2022. It also delivers across the key themes within the Sustainable Community Strategy – Children and Young People, Healthier Communities, Safer and Stronger Communities and Sustainable Development. These documents were developed in consultation with South Derbyshire residents and organisations.

### **Equality and Diversity Impact**

- 6.6 This service is offered and is available to all schools within the District and engages all school-aged participants. The Bikeability programme is fully inclusive and SDASP offers a range of adapted services and equipment to engage and cater for students with a variety of complex needs.

### **Social Value Impact**

- 6.7 Nationally, physical inactivity costs the economy millions of pounds per year. By supporting the District's least active population to get and stay active, it will work to improve an individual's / community's health and wellbeing and potentially reduce wider costs to society such as the NHS.

## **Environmental Sustainability**

- 6.8 Where appropriate, delivery of opportunities takes place within local communities to reduce the barrier of rural isolation but also to enable people to cycle and walk to opportunities locally, which will potentially reduce traffic congestion and pollution.

## **7. Conclusions**

- 7.1 The proposal for the creation of Bikeability Instructor(s) support the delivery of the SDASP Bikeability programme, will contribute to the future sustainability of the SDASP and the Council's Corporate Plan.

## **8 Background Papers**

- 8.1 None.

<b>REPORT TO:</b>	<b>FINANCE &amp; MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 9</b>
<b>DATE OF MEETING:</b>	<b>9 JUNE 2022</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (CORPORATE RESOURCES)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>ELIZABETH BARTON, <a href="mailto:elizabeth.barton@southderbyshire.gov.uk">elizabeth.barton@southderbyshire.gov.uk</a></b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>£150 ENERGY REBATE: DISCRETIONARY SCHEME</b>	
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM12</b>

## **1.0 Recommendations**

- 1.1 The Committee approves the proposed £150 Energy Rebate Discretionary Scheme Policy.

## **2.0 Purpose of the Report**

- 2.1 To notify Committee of the receipt of £5,886,750 Energy Rebate funding that will be split across a Main Scheme and a Discretionary Scheme as follows:

<b>Scheme</b>	<b>Value</b>
Main Scheme	£5,734,200
Discretionary Scheme	£152,550
<b>Total</b>	<b>£5,886,750</b>

- 2.2 To note that the Main Scheme funding will be spent in line with the national prescribed scheme, as detailed at [www.southderbyshire.gov.uk/energyrebate](http://www.southderbyshire.gov.uk/energyrebate)
- 2.3 To seek approval for the spend of the Discretionary Scheme funding in line with the policy detailed at Appendix A.

## **3.0 Executive Summary**

- 3.1 The government has announced a package of support known as the Energy Rebate to help households with rising energy bills in 2022. This package is worth £9.1bn nationally.
- 3.2 South Derbyshire District Council is responsible for administering two schemes under this package of support:
- A £150 non-repayable energy rebate for households in Council Tax bands A – D. This is referred to as the Main Scheme.

- A non-refundable payment for households that are not eligible under the Main Scheme and are facing severe hardship. This is referred to as the Discretionary Scheme.

#### **4.0 Detail**

- 4.1 The Main Scheme will be administered in direct accordance with the prescribed government guidelines, and as such a separate policy document has not been devised at a local council level.
- 4.2 The Main Scheme adheres to the following national rules and guidance: [Support for Energy Bills - The Council Tax Rebate 2022-23: Billing Authority Guidance Published 23 February 2022](#) and full details are listed at [www.southderbyshire.gov.uk/energyrebate](http://www.southderbyshire.gov.uk/energyrebate).
- 4.3 The government has provided local councils with some flexibility on how to deliver the Discretionary Scheme in each locality. In order to distribute the funding a draft policy document has been created for the Discretionary Scheme, which is detailed at Appendix 1.
- 4.4 The Discretionary Scheme funding provided will support up to 1,017 payments of £150, although the District Council does have some discretion over award amounts, so payment amounts, and number of payments could differ.
- 4.5 A £150 payment will first be automatically applied to individuals who were in occupation of a Band E – H property within South Derbyshire, where they were the liable taxpayer on 1 April 2022, and the property is their sole or main residence, and they:
  - Are in receipt of Council Tax Reduction, or
  - Are in receipt of a Disabled Band Reduction, or
  - Are exempt from Council Tax under class U due to a determination of being Severely Mentally Impaired in accordance with The Council Tax (Discount Disregards) Order 1992 (as amended), or
  - Are in receipt of a student exemption or student disregard, or
  - Are in receipt of a carers' disregard.
- 4.6 Customers who qualify under the criteria and pay their Council Tax by Direct Debit (and have made a payment since 1 April 2022) will receive payment directly into their bank account. All other customers will receive a credit to their Council Tax account.
- 4.7 Based on system analysis it is estimated that this will see £30,000 awarded to approximately 200 residents/households.
- 4.8 Once these awards have been made, the Council will also consider applications from residents, who are the liable taxpayer, and who moved into a Band A – H property after 1 April 2022 and before 31 October 2022, and have not previously been awarded a Energy Rebate payment, under either the Main or Discretionary Scheme, within or outside the district, and are:
  - In receipt of a Council Tax Reduction, or
  - In receipt of a Disabled Band Reduction, or

- Exempt from Council Tax under class U due to a determination of being Severely Mentally Impaired in accordance with The Council Tax (Discount Disregards) Order 1992 (as amended), or
- In receipt of a student exemption or student disregard, or
- In receipt of a carers' disregard, or
- Occupying a property due to fleeing from domestic violence, or
- A Care Leaver in accordance with The Children (Leaving Care) Act, or
- A registered Foster Carer, or
- Are in receipt of a Ukrainian £350 thank you payment, or
- Have a member of the household who is in receipt of a disability or age-related benefit such as:
  - Disability Living Allowance.
  - Personal Independence Payment.
  - Employment and Support Allowance.
  - Attendance Allowance.
  - Universal Credit with either limited capability for work or work-related activity elements.
  - Pension Credit, or
- Use medical equipment regularly that requires recharging, such as home dialysis machines, stairlifts, sleep apnoea machines etc. We may carry out a home visit in such circumstances and may require evidence.

4.9 The District Council will also consider applications, on a case-by-case basis, from the following:

- Landlords (Band E - H) whose tenants pay their energy bills within their rent and the landlord has not increased the rental charges since January 2022 onwards. Evidence will be requested.
- Tenants who live in a House in Multiple Occupation (any band) and are directly responsible for their energy bills. In such circumstances one payment per property (not payment per tenant) may be payable.

4.10 The government has made provision in its guidance to allow councils to award additional funding to people in extreme financial difficulty, even if they have already received a main scheme payment. As such, anyone who does not fit the criteria set out at 12, 13, 14 and 15 of the policy document but is facing significant financial difficulty, may approach the district council for their case to be considered.

4.11 In the case of **severe financial hardship**, the Council will carry out a detailed financial hardship analysis and request evidence to back up any claim. Such awards will only be considered in exceptional circumstances and will be individually authorised by the Council's Section 151 officer.

4.12 In cases where **exceptional medical hardship** is shown (for example the case of customers who use medical equipment that requires significant energy usage), the authority has the discretion to increase individual payments. In such circumstances the authority will require evidence of energy usage and home visits will take place regarding medical equipment, also to check whether the customers could be eligible for any other support. Higher awards will only be considered in exceptional circumstances and will be individually authorised by the Council's Section 151 officer.

- 4.13 Based on the remaining funds, this element of the scheme will support awards up to approx. 800 further residents/households at £150, or fewer if higher awards are approved. Applications will be assessed on a first-come first-served basis, and incomplete applications will not be accepted.
- 4.14 When the funding has been fully spent, no further awards will be made even if an applicant would have been eligible.
- 4.15 Should the Council receive a significantly higher number of applications at the beginning of the scheme than the fund can support, smaller awards may be considered. Decisions on smaller awards will be delegated to the Council's Section 151 Officer.
- 4.16 Applications, and all required evidence, must have been submitted no later than 31 October 2022. Any applications received after this date, or any applications that have outstanding evidence that is received after this date, will not be processed.
- 4.17 Where a customer has to apply for a rebate (vs an auto award – see 4.6), all payments will be made to the customer's Council Tax account.

## **5.0 Financial Implications**

- 5.1 The Council has been awarded £57,995 funding to support distribution of the Main and Discretionary Scheme.
- 5.2 The funding will be fully spent on the postage, system enhancements and online forms required to deliver both schemes. It will not cover the provision of additional staff to support the delivery of the schemes. As such, the schemes will have to be delivered within existing council resources by the customer services and revenues teams. This could have a knock-on effect on customer contact times and processing times across both service areas.

## **6.0 Corporate Implications**

### **Employment Implications**

- 6.1 None.

### **Legal Implications**

- 6.2 None.

### **Corporate Plan Implications**

- 6.3 The Energy Rebate will support residents to live healthier lives.

### **Risk Impact**

- 6.4 The Policy has been designed to negate any risks to the Council arising from the distribution of the Discretionary Scheme. The Main Scheme will be implemented in line with government guidelines, to negate any risk to the Council arising from its delivery.

## **7.0 Community Impact**

### **Consultation**

7.1 None required.

### **Equality and Diversity Impact**

7.2 None.

### **Social Value Impact**

6.5 The Energy Rebate will support residents to live healthier lives.

### **Environmental Sustainability**

7.3 Not applicable.

## **8.0 Conclusions**

8.1 The Energy Rebate is positive for local residents. It will however need to be delivered within existing Council resources at a time of existing high demand. As such, it is likely that the delivery of the schemes will have a knock-on effect on customer contact times and processing times within the council tax and revenues function.

## **9.0 Background Papers**

Appendix 1 – DRAFT: £150 Energy Rebate Discretionary Scheme.



# £150 Energy Rebate Discretionary Scheme Policy

**Service Area:** Customer Services

**Date:** May 2022



## Contents

Version control.....	3
Approvals .....	3
Scope of policy.....	4
Eligibility.....	4
Automatic awards (Bands E - H).....	5
Applications accepted (All bands) .....	5
Landlords, tenants in HMOs and exceptional circumstances.....	6
Payment amounts .....	7
Exclusions.....	7
How to apply .....	7
Payment method .....	9
Third party applications.....	9
Equalities .....	9
Appeals .....	9
Fraud .....	10
Sharing information .....	10
Amendments to the policy .....	10
Queries.....	11



## Version control

Version	Reason for review	Effective Date	Review date
1.0	Draft for Finance & Management Committee	TBC	TBC

## Approvals

Approved by (Committee/Leadership Team)	Date
Finance & Management Committee (TBC)	TBC
Final version – delegated to Section 151 Officer	TBC

This policy may be subject to change. Any changes will be published to [www.southderbyshire.gov.uk/energyrebate](http://www.southderbyshire.gov.uk/energyrebate). Changes will be subject to approval by the Council's Strategic Director (Corporate Services) in their role as the Section 151 Officer.

## Introduction

- The government has announced a package of support known as the Energy Rebate to help households with rising energy bills, worth £9.1b nationally in 2022-23.
- Schemes to be administered by Local Authorities, include:
  - A £150 non-repayable rebate for households in England in Council Tax bands A - D. This is known as the Council Tax Rebate and will be referred to as the **Main Scheme**.
  - A Discretionary Scheme fund of £144 million nationally has been provided. Council Tax Billing Authorities will provide support to households who are not eligible under the terms of the Main Scheme. This will be referred to as the **Discretionary Scheme**.
- South Derbyshire District Council is responsible for making payments/awards, under both the Main Scheme and Discretionary Scheme, to eligible residents. The Council has been allocated the following levels of funding:

Scheme	Value
Main Scheme	£5,734,200
Discretionary Scheme	£152,550
<b>Total</b>	<b>£5,886,750</b>

- The Main Scheme will be administered in direct accordance with the prescribed government guidelines, and as such a separate policy has not been devised at a local council level. The Main Scheme adheres to the following national rules and guidance: [Support for Energy Bills - The Council Tax Rebate 2022-23: Billing Authority Guidance Published 23 February 2022](#) and full details and frequently asked questions are listed at [www.southderbyshire.gov.uk/energyrebate](http://www.southderbyshire.gov.uk/energyrebate)
- The government has provided local councils with some flexibility on how to deliver the Discretionary Scheme in each locality. As such, this policy document covers the operation of the Discretionary Scheme.



## Scope of policy

6. The purpose of this policy is to specify how South Derbyshire District Council will administer the Discretionary Scheme awards of the Council Tax Rebate.
7. The Discretionary Scheme funding provided will support up to 1,017 payments of £150.
8. Customers who receive support under the Main Scheme will not be eligible to apply for additional support under the Discretionary Scheme, unless in exceptional circumstances (see 17 - 20).
9. As standard, support from the Discretionary Scheme is restricted to £150 per household but may be less (see page 6). Higher awards may be considered in exceptional circumstances (see 17 - 20).

## Eligibility

10. Councils can determine locally how best to make use of this funding to provide payments to other households who are energy bill payers not covered by the Main Scheme.
11. Within its guidelines ([Support for Energy Bills - The Council Tax Rebate 2022-23: Billing Authority Guidance Published 23 February 2022](#)), the Government has stipulated:
  - Support from the Discretionary Scheme does not have to be provided in relation to the position on 1 April 2022, but councils should take all reasonable steps to ensure they are not providing additional support to an individual from a household that has already received a payment under the Main Scheme. In exceptional circumstances, payments to households who have already received a payment under the main scheme may be permitted (see 17 - 20).
  - As standard, support from the Discretionary Scheme should consist of no more than £150 per household, but awards can be lower if applicant level exceeds funding available. In exceptional circumstances awards can be higher (see 17 - 19).
  - Discretionary support should not be offered to occupants of property in exemption class O, where the Ministry of Defence will provide cost of living support.
  - Allocations from the Discretionary Scheme fund should be spent by 30 November 2022. Any remaining funding will be required to be repaid to government.
  - No payments will be made in respect of unoccupied properties or second homes.



## Automatic awards (Bands E - H)

12. South Derbyshire District Council will make an automatic **£150 Discretionary Scheme Award** to individuals who were in occupation of a Band E - H property on the 1 April 2022 within South Derbyshire, where they are the liable taxpayer, and the property is their sole or main residence, and they:
- Are in receipt of Council Tax Reduction, or
  - Are in receipt of a Disabled Band Reduction, or
  - Are exempt from Council Tax under class U due to a determination of being Severely Mentally Impaired in accordance with The Council Tax (Discount Disregards) Order 1992 (as amended), or
  - Are in receipt of a student exemption or student disregard, or
  - Are in receipt of a carers' disregard.
13. Customers who qualify under the criteria and pay their Council Tax by Direct Debit (and have paid an instalment by direct debit) will receive payment directly into their bank account. All other customers will receive a credit to their Council Tax account.

Customers who were in occupation of their property on 1 April 2022 do not need to apply for the award. The award will be automatically paid into bank accounts/credited to council tax accounts between 1 July 2022 and 30 November 2022.

## Applications accepted (All bands)

14. The Council will also consider applications from residents in all bands, who are the liable taxpayer and moved in after 1 April 2022 and before 31 October 2022. Such households cannot have been previously eligible for a £150 Council Tax Rebate payment, under either the Main or Discretionary Scheme, within or outside the district (we will request the details of where you have moved from and contact your previous council), and must:
- Be in receipt of a Council Tax Reduction, or
  - Be in receipt of a Disabled Band Reduction, or
  - Be exempt from Council Tax under class U due to a determination of being Severely Mentally Impaired in accordance with The Council Tax (Discount Disregards) Order 1992 (as amended), or
  - Be in receipt of a student exemption or student disregard, or
  - Be in receipt of a carers' disregard, or
  - Have a member of the household who is in receipt of a disability or age-related benefit such as:
    - Disability Living Allowance.



- Personal Independence Payment.
  - Employment and Support Allowance.
  - Attendance Allowance.
  - Universal Credit with either limited capability for work or work-related activity elements.
  - Pension Credit, or
- Be occupying a property due to fleeing from domestic violence, or
  - Be a Care Leaver in accordance with The Children (Leaving Care) Act, or
  - Be a registered Foster Carer, or
  - Be in receipt of a Ukrainian £350 thank you payment, or
  - Use medical equipment regularly that requires recharging, such as home dialysis machines, stairlifts, sleep apnoea machines etc. We may carry out a home visit in such circumstances and may require evidence.

Awards are not guaranteed to all applications, regardless of eligibility. This is because the Discretionary Scheme funding is limited, and awards will be given on a first-come-first-served basis.

All awards where applications are made will be credited to council tax accounts. Payments to bank accounts will not be made.

## Landlords, tenants in HMOs and exceptional circumstances

- The District Council will also consider applications, on a case-by-case basis, from the following:
  - Landlords (Band E-H) whose tenants pay their energy bills within their rent and the landlord has not increased the rental charges since January 2022 onwards. Evidence will be requested.
  - Tenants who live in a House in Multiple Occupation (any band) and are directly responsible for their energy bills. In such circumstances one payment per property (not payment per tenant) may be payable.
  - Anyone who does not fit the criteria set out at 12, 13, 14 and 15, but is facing significant financial or medical hardship (see 18 & 19) may approach the district council for their case to be considered.
- All such applicants (as detailed in point 15 above) should not apply using the online form. Instead, they should email [energy.rebate@southderbyshire.gov.uk](mailto:energy.rebate@southderbyshire.gov.uk). No payment is guaranteed.



## Payment amounts

17. All grants will be £150 as standard.
18. In cases where **exceptional medical hardship** is shown (for example the case of customers who use medical equipment that requires significant energy usage), the authority has the discretion to increase individual payments. In such circumstances the authority will require evidence of energy usage and home visits will take place regarding medical equipment. Higher awards will only be considered in exceptional circumstances and will be individually authorised by the Council's Section 151 officer.
19. In the case of **severe financial hardship**, we will carry out a detailed financial hardship analysis and request evidence to back up any claim. Higher awards will only be considered in exceptional circumstances and will be individually authorised by the Council's Section 151 officer.
20. Should the Council receive a significantly higher number of applications than the fund can support, smaller awards may be considered. Decisions on smaller awards will be delegated to the Council's Section 151 Officer.

## Exclusions

21. The following are excluded from receiving Discretionary Scheme Award:
  - Any person who has already claimed under the Main Scheme - unless in exceptional circumstances (see 18 & 19).
  - Any person who does not reside in South Derbyshire.
  - Any individual suspected of fraud or manipulation of data with the express intention to receive a rebate payment.
  - Occupants of property in exemption class O, where the Ministry of Defence will provide cost of living support.
  - Owners of unoccupied properties or second homes.

## How to apply

22. Band E - H customers who were in occupation of their property on 1 April 2022 and meet the eligibility criteria stated at point 12 (see page 5) **do not need to apply**. Awards will automatically paid into bank accounts/council tax accounts between 1 July 2022 and 30 November 2022.
23. Customers (all bands) who meet the eligibility criteria as stated at point 14 (see page 5 & 6) will need to apply.





24. Apply online at [www.southderbyshire.gov.uk/discenergyrebate](http://www.southderbyshire.gov.uk/discenergyrebate). All applications and supporting evidence must have been received by South Derbyshire District Council by 31 October 2022. Any applications received after this date, or any applications that have outstanding evidence that is received after this date, will not be processed.
25. In addition to the application form, you will need to provide the following evidence, unless we already hold adequate information on file:
- Evidence you occupy the property - we will likely have this on file, unless you have not told us you have recently moved in, and one of the following:
    - Evidence you are in receipt of the Ukrainian £350 thank you payment (if applicable).
    - Evidence a member of your household is in receipt of a disability or age-related benefit - for example a letter from the DWP/Pension Service (if applicable).
    - Evidence you are a registered Foster Carer - for example a letter from your foster care agency or council (if applicable).
- Please contact us for advice if you are claiming due to:**
- Relocation due to domestic violence - please call 01283 595795 if you would like to claim a Discretionary Scheme Award as a result of relocation due to domestic violence and we will discuss your claim with you.
  - High energy consumption due to use of medical equipment - please call 01283 595795 if you would like to claim as a result of medical equipment and we will discuss your claim with you.
26. We can accept scanned and/or photographed evidence, provided it is clear and readable. Please upload evidence with your form. If that is not possible, please send applications and evidence, together with your application form number or council tax account number, to: [energy.rebate@southderbyshire.gov.uk](mailto:energy.rebate@southderbyshire.gov.uk) or send them to: **Energy Rebate Team, South Derbyshire District Council, Civic Way, Swadlincote, Derbyshire, DE11 0AH**. We are sorry but we cannot provide council tax account numbers over the phone - please see your latest council tax bill.
27. If you are sending confidential information, we would recommend you send them via egress (email - visit [www.egress.com](http://www.egress.com) to find out more) which secures emails end-to-end. If you are sending by post, we recommend you send evidence by recorded delivery. Alternatively, if you do not want to supply originals, please visit South Derbyshire District Council's new customer access point at **South Derbyshire District Council, Civic Way, Swadlincote, Derbyshire, DE11 0AH**. We will then scan and return your evidence to you.
28. If you need any help applying, please contact our customer services team on 01283 595795. Our telephone lines are open Mondays, Tuesdays and Thursdays between 8.45am and 5pm, Wednesdays between 9.30am and 5pm and Fridays between 8.45am and 4.30pm.
29. Please be aware our phone lines are very busy on Monday mornings (or Tuesday mornings after Bank Holidays). We recommend, if possible, you call later in the day/week as you may experience a longer wait at these times.
30. If you don't have access to a telephone, you can use the free telephone located at the Civic Offices.





31. Any exceptional circumstance applicants (see 15) should email [energy.rebate@southderbyshire.gov.uk](mailto:energy.rebate@southderbyshire.gov.uk) stating why they feel they should be considered for a payment/further payment.

## Payment method

32. Where a customer is eligible for an automatic award, customers who pay their Council Tax by Direct Debit (and have made a payment since 1 April 2022) will receive a £150 payment directly into their bank account. All other customers will receive a £150 credit to their Council Tax account.
33. Where customers are required to apply for the award, payment will be made to the customer's corresponding Council Tax account to offset future Council Tax payments to the value of up to £150.

## Third party applications

34. The Council recognises that some residents may need support from a third-party to apply.
35. Where a third-party applies for the rebate on behalf of an eligible resident, payment will only be made to the bank account details held on file (where a Direct Debit is in place) or to the Council Tax account (see 'payments' above).
36. Payment to third-party bank accounts will not be permitted.

## Equalities

37. The Council is committed to equality and fairness. Equality is about ensuring people are treated fairly and given fair chances.
38. It is also about ensuring that people receive fair outcomes in the standard of service they receive from the Council and equality of access to services.
39. This incorporates everyone, regardless of their race, gender, age, religion or belief, sexual orientation, marital or civil partnership status or disability in line with the principles set out in the Equalities Act 2010.

## Appeals

40. There is no right of appeal against any decision not to award a Discretionary Scheme Award. Applicants who are turned down will not be eligible because they do not meet the criteria under the terms of this scheme or adequate funds are not available. We will work with applicants to make sure they provide the necessary evidence to support a successful application, however if this evidence is not provided by **31 October 2022**, applications will not be processed, regardless of eligibility.



41. Equally, as the funding is limited, applications will be processed on a first-come first-served basis. Incomplete applications or applications that have not been provided with the required evidence (see 19), will not be considered received until all required information is received. If the funding has been fully spent before an applicant's complete application and evidence has been received, they will not be eligible for a Discretionary Scheme award and will have no right to appeal.

## Fraud

42. South Derbyshire District Council and the government will not tolerate any Council Taxpayer falsifying records or providing false evidence to gain access to payment under the Main or Discretionary Schemes.
43. A ratepayer who provides false information or makes false representation to benefit from a payment may be guilty of fraud under the Fraud Act 2006.
44. Any payments found to be made in error, or on the account of fraud, will be subject to clawback.

## Sharing information

45. In order to fulfil our obligations and award payments to eligible claimants it may be necessary to verify whether a claimant's bank accounts are open and belong to the person proposed.
46. The Council may also share claimant bank details with external partners such as the National Fraud Initiative (NFI) to help prevent fraud, which is allowed by law.
47. The Council may also share data with other councils, including Derbyshire County Council, and government departments, such as, but not limited to, the Department for Work and Pensions for the purposes of validating claims/evidence provided.
48. The Council may also share data internally for the purpose of fulfilling our obligations as a Local Authority, an example of which would be for the Revenues team to share the data with the Customer Services team.
49. For further information about how your personal information will be processed and stored, please visit [www.southderbyshire.gov.uk/privacy](http://www.southderbyshire.gov.uk/privacy) where you can see a full copy of our Customer Services, Revenues and Benefits and Housing Services privacy notices.
50. All data relating to all grant claims will be stored securely by the District Council for no more than six years.

## Amendments to the policy

51. This policy may be subject to change. Any changes will be published to [www.southderbyshire.gov.uk/discenergyrebate](http://www.southderbyshire.gov.uk/discenergyrebate). Changes will be subject to approval by the Council's Section 151 Officer.



## Queries

52. If you have any queries in relation to this policy, please email [energy.rebate@southderbyshire.gov.uk](mailto:energy.rebate@southderbyshire.gov.uk)

DRAFT



<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 10</b>
<b>DATE OF MEETING:</b>	<b>09 JUNE 2022</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 2022\Complaints and FOI report for 09 June 2022
<b>SUBJECT:</b>	<b>COMMENTS, COMPLIMENTS, COMPLAINTS &amp; FREEDOM OF INFORMATION REQUESTS 01 OCTOBER 2021 TO 31 MARCH 2022</b>	<b>REF: KS/SH</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM11</b>

---

## **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**

- 2.1 The report provides a summary of official comments, compliments, complaints and Freedom of Information (FOI) requests received by the Council for the period 1 October 2021 to 31 March 2022. Details of individual complaints and requests etc, can be found at:  
<https://www.southderbyshire.gov.uk/about-us/open-data-and-transparency>.

- 2.2 Figures for the corresponding period in 2020/21 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 Council services.
- 3.2 1 comment, 53 compliments and 70 complaints have been received between 1 October 2021 to 31 March 2022.
- 3.3 The number of complaints received in the first half of this financial year has increased compared to the corresponding period of 2020/21 and the number of compliments received has decreased.

- 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. A copy of the response letter sent to the complainant has been provided to Ward members from 01 June 2019.

### **Freedom of Information**

- 3.5 The Council is committed to making itself open. A large amount of information is already available to the public, through for example, the Council's website and at community centres and village halls, etc.

### **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.)
- 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:

[http://www.southderbyshire.gov.uk/council\\_and\\_democracy/data\\_protection\\_and\\_freedom\\_of\\_information/default.asp](http://www.southderbyshire.gov.uk/council_and_democracy/data_protection_and_freedom_of_information/default.asp)

- 3.7 A total of 150 Freedom of Information requests have been received from 1 October 2021 to 31 March 2022. This is a decrease of 166 over the corresponding period for 2020/21.

## **4.0 Detail**

### **Comments**

- 4.1 1 comment was received over the past six months. Any comments received are carefully considered and if appropriate, are investigated under the Complaints Procedure.

<b>Department</b>	<b>1 October 2020 – 31 March 2021</b>	<b>1 October 2021 – 31 March 2022</b>
Business Change and ICT/Operational & Environmental Services	0	1
<b>Total</b>	<b>0</b>	<b>1</b>

## Compliments

- 4.2 The table below compares the number of compliments received for the second half of 2021/2022 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 2020 – 31 March 2021	1 October 2021 – 31 March 2022
Customer Services	14*	14*
Housing Services	8*	14*
Cultural and Community Services	3*	2
Operational Services	24*	16*
Planning and Strategic Housing Services	12	6
Business Change and ICT	3	0
Corporate Resources	0	1
Chief Executive	1	0
<b>Total</b>	<b>65</b>	<b>53</b>

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

## Complaints

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

	1 October 2020 – 31 March 2021	1 October 2021 – 31 March 2022
Resolved at Stage 1	43	51
Stage 1 still ongoing	0	0
Resolved at Stage 2	7	16
Stage 2 still ongoing	0	0
Withdrawn	0	3
<b>Total received</b>	<b>50</b>	<b>70</b>

- 4.4 The 70 complaints received can be broken down as follows:

Department	1 October 2020 – 31 March 2021	1 October 2021 – 31 March 2022
Organisational Development and Performance	1	0
Corporate Property Services	1	0*
Customer Services	3	4*
Housing Services	21	23*
Cultural and Community Services	1	10
Operational Services	14	14*
Planning and Strategic Housing Services	5	13
Environmental Services	3	2*

Legal and Democratic Services	1	0
Economic Development and Growth	0	1
Business Change and ICT	0	1
Chief Executive	0	2
<b>Total</b>	<b>50</b>	<b>70</b>

\* This indicates where one complaint has referred to more than one service

- 4.5 The increase in complaints in Planning and Strategic Housing Services is mainly due to a reduction of staffing resources in the Planning Service.
- 4.6 The slight increase in complaints relating to Housing concerns some applicants on the housing register not being satisfied with the property that they had been allocated and also relates to housing repairs.
- 4.7 The increase in complaints relating to Cultural and Community Services relates to various issues namely parking at Rosliston Forestry Centre, Cemetery issues, Christmas Lights and Stenson Fields Community Centre.
- 4.8 For comparison, the table below shows the total number of complaints over the last four complete years:

<b>Department</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Organisational Development and Performance	1*	1	1	1*
Finance Services **	1	1	1	2*
Corporate Property Services **	2	2	2*	0
Customer Services	13*	18	5	20*
Housing Services	24	26	36	44*
Cultural and Community Services	7	10	6*	12*
Planning and Strategic Housing Services	16*	14	14	23
Environmental Services **	26* )	12	6	6*
Operational Services **	)	22	29	33*
Legal and Democratic Services	7	5	5	2*
Economic Development and Growth	0	0	0	1
Business Change and ICT	0	0	0	1
Chief Executive	0	0	0	2
<b>Total</b>	<b>97</b>	<b>111</b>	<b>105</b>	<b>147</b>

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

\*\* This indicates where Finance and Corporate Property Services, Environmental and Operational Services were counted as one service for the years 2018/19.

- 4.9 Managers dealing with the complaint are asked to complete a questionnaire following each complaint. This provides details of actions taken and improvements made because of a complaint.

- 4.10 If a complaint cannot be resolved at Stage 2 of the Council's 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**

- 4.11 Although the Freedom of Information Act 2000 creates a general right of access to information, it also sets out information that the Council does not have to make available for specific reasons. This is information, which, if published, might prejudice the health, safety or security of the Council, its staff, systems, services or property.
- 4.12 As much information is made available as possible without charging for it. The Council, however, reserves the right to levy a reasonable charge where the information request is extensive and would require more than two days' staff time to satisfy the request.
- 4.13 The Council deals with hundreds of routine requests for information every day. These are referred to as "business as usual requests". However, information that is not readily available and that has to be prepared or extracted is handled differently. The Council is entitled to make a charge for this kind of information.
- 4.14 Requests for information under Freedom of Information must 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.
- 4.15 The table below compares the Freedom of Information requests received for the second half 2020/2021 against the second half of 2021/2022.

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

	<b>1 Oct 2020 – 31 Mar 2021</b>	<b>1 Oct 2021 – 31 Mar 2022</b>
Total Number of Requests Received	316	150
Less passed to other organisations	52	13
Less those withdrawn or duplicate requests	5	1
Less exemptions/partial exemptions	5	6
<b>Total Requests Answered</b>	<b>254</b>	<b>130</b>
Number replied to within 20 statutory days	232	116
Number replied to after 20 statutory days	22	14
Percentage replied to within 20 statutory days	91%	89%
Percentage replied to after 20 days	9%	11%

- 4.16 The above table shows that the response times fell overall to 11% in the second half of 2021/22. This was mainly due to a reduction of resources in the Planning Service, with several staff vacancies. Coupled with an increase in planning applications, this resulted in reduced overall capacity in the service to deal with some requests within specified timescales.



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

Department	1 October 2020 – 31 March 2021	1 October 2021 – 31 March 2022
Corporate Resources	5*	0
Finance Service	17*	8*
Organisational Development and Performance	26*	9
Business Change and ICT	24*	12*
Corporate Property Services	8*	4*
Customer Services	59*	20*
Environmental Services	43*	31*
Housing Services	22*	11*
Cultural and Community Services	14*	4*
Operational Services	9*	6*
Planning and Strategic Housing Services	14*	12*
Legal and Democratic Services	23*	18
Economic Development and Growth	0*	2*
Passed to 3 <sup>rd</sup> Parties	52*	13

\* Same request has involved several Services.

## **5.0 Financial Implications**

5.1 None directly stemming from this report.

## **6.0 Corporate Implications**

6.1 Under the Complaints procedure the Council will write to the complainant within five 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.

6.2 Under the Freedom of Information Act the Council must respond to any requests received within 20 working days. For many requests the information required affects several areas of the Council. Consequently, a coordinated approach must be taken in the Council's response, with each service area being responsible for providing the information requested relating to their area.

## **7.0 Community Implications**

7.1 None.

## **8.0 Background Papers**

None.

---

<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 11</b>
<b>DATE OF MEETING:</b>	<b>9 JUNE 2022</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>

---

## **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 Work Programme for the Municipal Year 2022/23

Work Programme Area	Date of Committee Meeting	Contact Officer (Contact details)
Corporate Resources & Chief Executive Service Plans 2022/23	9 June 2022	Fiona Pittam (Head of Organisational Development & Performance) <a href="mailto:Fiona.pittam@southderbyshire.gov.uk">Fiona.pittam@southderbyshire.gov.uk</a> (07480 836879)
Corporate Plan Performance Monitoring 2021/22: Quarter 4	9 June 2022	Fiona Pittam (Head of Organisational Development & Performance) <a href="mailto:Fiona.pittam@southderbyshire.gov.uk">Fiona.pittam@southderbyshire.gov.uk</a> (07480 836879)
Compliments, Comments, Complaints and FOI Requests: October 2021 to March 2022	9 June 2022	Kevin Stackhouse (Strategic Director) <a href="mailto:Kevin.stackhouse@southderbyshire.gov.uk">Kevin.stackhouse@southderbyshire.gov.uk</a> (01283 595811)
Energy Rebate: Proposed Policy for Distributing Government Funding under a Discretionary Scheme	9 June 2022	Lizzie Barton (Head of Customer Services) <a href="mailto:Elizabeth.barton@southderbyshire.gov.uk">Elizabeth.barton@southderbyshire.gov.uk</a> (07552 248759)
General Fund Revenue Budget Outturn 2021/22	21 July 2022	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Housing Revenue Account Budget Outturn 2021/22	21 July 2022	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>

Treasury Management Annual Report 2021/22	21 July 2022	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Final Capital Outturn 2021/22	21 July 2022	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Corporate Plan Performance Monitoring 2022/23: Quarter 1	25 August 2022	Fiona Pittam (Head of Organisational Development & Performance) <a href="mailto:Fiona.pittam@southderbyshire.gov.uk">Fiona.pittam@southderbyshire.gov.uk</a> (07480 836879)
General Fund Revenue Financial Monitoring 2022/23	25 August 2022	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Housing Revenue Account Financial Monitoring 2022/23	25 August 2022	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Collection Fund Position 2022/23	25 August 2022	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Capital Financial Monitoring 2022/23	25 August 2022	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Treasury Update 2022/23	25 August 2022	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>

Insurance Provision: Retendering of Contract October 2022 to September 2027	25 August 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 2022/23: Quarter 2	24 November 2022	Fiona Pittam (Head of Organisational Development & Performance) <a href="mailto:Fiona.pittam@southderbyshire.gov.uk">Fiona.pittam@southderbyshire.gov.uk</a> (07480 836879)
General Fund Revenue Financial Monitoring 2022/23	24 November 2022	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Housing Revenue Account Financial Monitoring 2022/23	24 November 2022	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Collection Fund Position 2022/23	24 November 2022	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Capital Financial Monitoring 2022/23	24 November 2022	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Treasury Update 2022/23	24 November 2022	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Compliments, Comments, Complaints and FOI Requests: April 2022 to September 2022	24 November 2022	Kevin Stackhouse (Strategic Director) <a href="mailto:Kevin.stackhouse@southderbyshire.gov.uk">Kevin.stackhouse@southderbyshire.gov.uk</a> (01283 595811)

Service Base Budgets 2023/24	12 January 2023	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Council Tax Base 2023/24 and Collection Fund Surplus 2022/23	12 January 2023	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Proposed Local Council Tax Support Scheme 2023/24	12 January 2023	Lizzie Barton (Head of Customer Services) <a href="mailto:Elizabeth.barton@southderbyshire.gov.uk">Elizabeth.barton@southderbyshire.gov.uk</a> (07552 248759)
General Fund Consolidated Budget 2022/23 and MTFP to 2028	9 February 2023	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Housing Revenue Account Budget 2023/24 and Financial Plan to 2033	9 February 2023	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Capital Programme Budget and Financing 2023 to 2028	9 February 2023	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Corporate Plan Performance Monitoring 2022/23: Quarter 3	16 March 2023	Fiona Pittam (Head of Organisational Development & Performance) <a href="mailto:Fiona.pittam@southderbyshire.gov.uk">Fiona.pittam@southderbyshire.gov.uk</a> (07480 836879)
General Fund Revenue Financial Monitoring 2022/23	16 March 2023	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>

**Annexe A**

Housing Revenue Account Financial Monitoring 2022/23	16 March 2023	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Collection Fund Position 2022/23	16 March 2023	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Capital Financial Monitoring 2022/23	16 March 2023	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>
Treasury Update 2022/23	16 March 2023	Charlotte Jackson (Head of Finance) <a href="mailto:Charlotte.jackson@southderbyshire.gov.uk">Charlotte.jackson@southderbyshire.gov.uk</a>