



# Corporate Plan 2020-2024

## Performance Measure Report Index

### Finance and Management Committee

**Team: Organisational Development and Performance**

**Date: June 2021**



Our Environment | Our People | Our Future

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# Performance Measure Report Index

## Corporate Plan 2020-2024

### Summary

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

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

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

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

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

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

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

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



# Finance and Management Committee (F&M) are responsible for the following 16 corporate measures

## Our Environment

### Measure

- Increase Swadlincote Town Centre visitor satisfaction

## Our People

### Measure

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

## Our Future

### Measure

- Increase the number of employee jobs in South Derbyshire
- Annual net growth in new commercial floorspace (sqm)
- Total Rateable Value of businesses in the District
- Deliver against the Transformation Action Plan
- Develop an approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities



**PRIORITY: OUR ENVIRONMENT**

**OUTCOME: E3.1 - Enhance the appeal of Swadlincote town centre as a place to visit**

Measure and Ref	E3.1A - Increase Swadlincote Town Centre visitor satisfaction			Committee	F&M
<b>Definition</b>	Benchmarking for Swadlincote Town Centre includes a Town Centre User Survey (questionnaire) completed at the same time each year by an independent consultant.			<b>Why this is important</b>	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.
<b>What good looks like</b>	The aim is to steadily close the gap to the National Small Towns average over the four-year period of the Corporate Plan.				
<b>History with this indicator</b>	Comparable Benchmarking data was first collected in 2019. This found that 49% of respondents would recommend a visit to Swadlincote Town Centre, whilst the comparable National Small Towns Average was 72%. It should be noted that any public questionnaire of this type will be significantly influenced by recent events, such as an Anti-Social Behaviour (ASB) incident that has been reported in the media.			<b>Mitigating actions</b>	The Council is implementing the Swadlincote Town Centre Vision with public, private and voluntary/community sector partners.
<b>2019/20 baseline data</b>		49% of respondents would recommend Swadlincote Town Centre as of May 2019			
	<b>Annual target</b>	<b>Q1 Outturn (Apr-June)</b>	<b>Q2 Outturn (Apr - Sept)</b>	<b>Q3 Outturn (Apr - Dec)</b>	<b>Q4 Outturn (Apr 20 - Mar 21)</b>
<b>2020/21</b>	<b>Upward trend</b>	Update due in Q3	Update due in Q3	<b>55%</b>	<b>55%</b>
<b>2021/22</b>	<b>58%</b>				
<b><u>Performance Overview – quarterly update</u></b>				<b><u>Actions to sustain or improve performance</u></b>	
Q4 - This is an annual indicator reported once a year during Q3, the annual outturn target has been achieved and the Council has seen an upward trend in visitor satisfaction compared to 19/20.				One of the key issues raised from the survey was in relation to the physical appearance of the town centre which will be looked into further.	
Q3 – Study completed. Satisfaction with the town centre has increased by 6% since it was last undertaken in May 2019. The National Small Towns Average remains at 72% in 2020/21.					
<b>Benchmarking</b>		The National Small Towns Average was 72%. Given the worsening national trend for town centres, the target national average may fall during the period, with the target being re-evaluated accordingly.			



**PRIORITY: OUR PEOPLE**

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

Measure	P2.3B - Develop and deliver the Public Buildings programme over four years			Measure Ref	F&M
Project detail	<p>Development of the public buildings programme involves the initial completion of Public Buildings condition surveys over the four-year lifespan of the Corporate Plan. These surveys will then inform the drafting of a planned maintenance programme, which will be progressively developed as the surveys become available.</p> <p>The completion of condition surveys and a planned maintenance programme will provide Corporate Property with a clear understanding of the repair requirements for the Council's buildings, enabling a proactive approach to property maintenance and future budget planning for repairs.</p>			<p><b>Why this is important</b></p> <p>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.</p>	
	<p>The portfolio contains 149 Public Building Assets. 100 % of the portfolio will be surveyed over the life of the Corporate Plan</p> <p>The survey will involve a detailed inspection and the production of a Survey Report on each asset. The Survey Report will include a detailed description of the elements making up the asset and an assessment of the condition of each element utilising a graded score.</p> <p>The scoring of the condition of the elements in each asset will feed directly into the compilation of the Reactive and Planned Maintenance programme.</p> <p>Phase One of the surveys comprising of 25% of the assets listed within the portfolio will be surveyed by the end December 2020.</p> <p>The Planned Maintenance programme relating to buildings covered by Phase One surveys to be created by end March 2021, the planned maintenance programme to be expanded in tranches corresponding to the phased condition surveys.</p> <p>A comprehensive Planned Maintenance Programme to be in place for the entire portfolio by December 2023.</p>				<p><b>Mitigating actions</b></p> <p>A Building Services Manager and Building Surveyor have been appointed to undertake the condition surveys and draft the planned maintenance programme.</p>
Project Action Plan	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)	



2020/21	Software tested and calibrated.	Carry out surveys on five largest buildings and populate maintenance schedule.	Carry out surveys on a further 12 Public Buildings.	Carry out surveys on a further 12 Public Buildings.	
<p><b>Project Overview/ Target: Quarterly update</b></p> <p>Q4 Target – Carry out Condition Surveys on a further 12 Public Building Assets to continue to enable a Planned and Reactive Maintenance Programme to be developed across the portfolio.</p> <p>Further to his training on the Lifespan software, the Council’s new Building Surveyor has completed a further 12 surveys in line with our target for this quarter.</p> <p>These surveys allow us to continue creating reports using the Lifespan software which the team will be able to analyse accordingly for both reactive and planned maintenance going forward.</p>				<p><b><u>Actions to sustain or improve performance</u></b></p> <p>The Action Plan for 2020/21 was developed and was monitored quarterly throughout 2020/21.</p>	
<p><b>Annual action plan detail</b></p>					
<p><b>Q4 (2019/2020) Develop an action plan for delivering the Public Buildings’ Programme</b></p>					
<p><b>Project</b></p>	<p><b>Lead Officer</b></p>	<p><b>Quarter 1 2020/21 Task / Milestone</b></p>	<p><b>Quarter 2 2020/21 Task / Milestone</b></p>	<p><b>Quarter 3 2020/21 Task / Milestone</b></p>	<p><b>Quarter 4 2020/21 Task / Milestone</b></p>
<p>Carry out condition Surveys of 100% of the 149 Public Building Assets, producing a Survey Report for each over the course of the four-year plan.</p>	<p>SB</p>	<p>Test and calibrate software</p>	<p>Carry out Condition Surveys on the five largest Public Building Assets</p>	<p>Carry out Condition Surveys on a further 12 Public Building Assets</p>	<p>Carry out Condition Surveys on a further 12 Public Building Assets</p>



<p>Compile a Planned and Reactive Maintenance Programme for each Public Building Assets derived from Condition Survey results</p>	<p>SB</p>	<p>Test and calibrate software</p>	<p>Populate Planned and Reactive Maintenance Programme with data from Condition Surveys for the five largest Public Building Assets</p>	<p>Populate Planned and Reactive Maintenance Programme with data from Condition Surveys for 12 Public Building Assets</p>	<p>Populate Planned and Reactive Maintenance Programme with data from Condition Surveys for 12 Public Building Assets</p>	
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**PRIORITY: OUR PEOPLE**

**OUTCOME: P2.4 - Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education.**

<b>Measure</b>	<b>P2.4A - South Derbyshire's ranking in the Social Mobility Commission's Social Mobility Index increases</b>				<b>Committee</b>	<b>F&amp;M</b>
<b>Definition</b>	Working in partnership, to successfully implement a programme of actions as set out within a Social Mobility Action Plan.				<b>Why this is important</b>	Whilst the number of disadvantaged residents affected in South Derbyshire is relatively small, Social Mobility aims to ensure that everyone has the opportunity to build a good life for themselves regardless of geography or family background.
<b>What good looks like</b>	Upward trend in South Derbyshire's ranking in the Social Mobility Commission's Social Mobility Index over the four-year period of the Corporate Plan.					
<b>History with this indicator</b>	South Derbyshire has performed poorly on a number of indicators of Social Mobility for disadvantaged residents in recent years. The Social Mobility Commission's Social Mobility Index ranked South Derbyshire 311/324 local authority areas in 2017. The Index is produced periodically at a national level by combining multiple data sources.				<b>Mitigating actions</b>	The Council is working with the South Derbyshire Partnership to develop and implement a Social Mobility Action Plan.
<b>2019/20 baseline data</b>		Ranked 311/324				
	<b>Annual target</b>	<b>Q1 Outturn (Apr-June)</b>	<b>Q2 Outturn (Apr - Sept)</b>	<b>Q3 Outturn (Apr - Dec)</b>	<b>Q4 Outturn (Apr 20 - Mar 21)</b>	
<b>2020/21</b>	Upward Trend	Report in Q4	Report in Q4	Report in Q4	Implement Year 1 actions	
<b>2021/22</b>	Upward Trend				Implement Year 2 actions	
<b><u>Performance Overview – quarterly update</u></b>					<b><u>Actions to sustain or improve performance</u></b>	
<p>Q4 – The South Derbyshire Partnership project is underway though is proving to be challenging to deliver with social distancing requirements. Other actions have been delayed due to the pandemic.</p> <p>The Social Mobility Commission has not updated the Social Mobility Index during 2020/21, so it is not possible to review the ranking of South Derbyshire. The Commission did publish alternative social mobility comparative data but using a different methodology and focusing on different outcomes, which produced distinctly different results.</p>					It will be necessary to review the implications of this and the Commission's future plans for measuring social mobility.	
<b>Benchmarking</b>	<b>South Derbyshire's ranking in the Social Mobility Commission's Social Mobility Index increases</b>					
	<b>Baseline Data</b>		<b>Percentage</b>	<b>Q1</b>	<b>Q4</b>	



Social Mobility Index	Ranked 311	311	No data
Smoking status at time of delivery	15.7%	No data	
Reception prevalence of overweight (including obesity)	27.1%	No data	
Year 6: Prevalence of overweight (including obesity)	30.4%	No data	
Average Attainment 8 score	47.3%	No data	
Percentage of youth unemployment (16-24yrs) (Dec 2020)	5.3% (SD); 7.2% (Eng) (Dec 20)		5.4% (SD); 7.3% (Eng) (Feb 21)
Percentage of the working age population qualified to Level 4 and above (2019)	38.4% (SD); 40.0% (Eng) (2019)		41.7% (SD); 43.1% (Eng) (2020)



**PRIORITY: OUR PEOPLE**

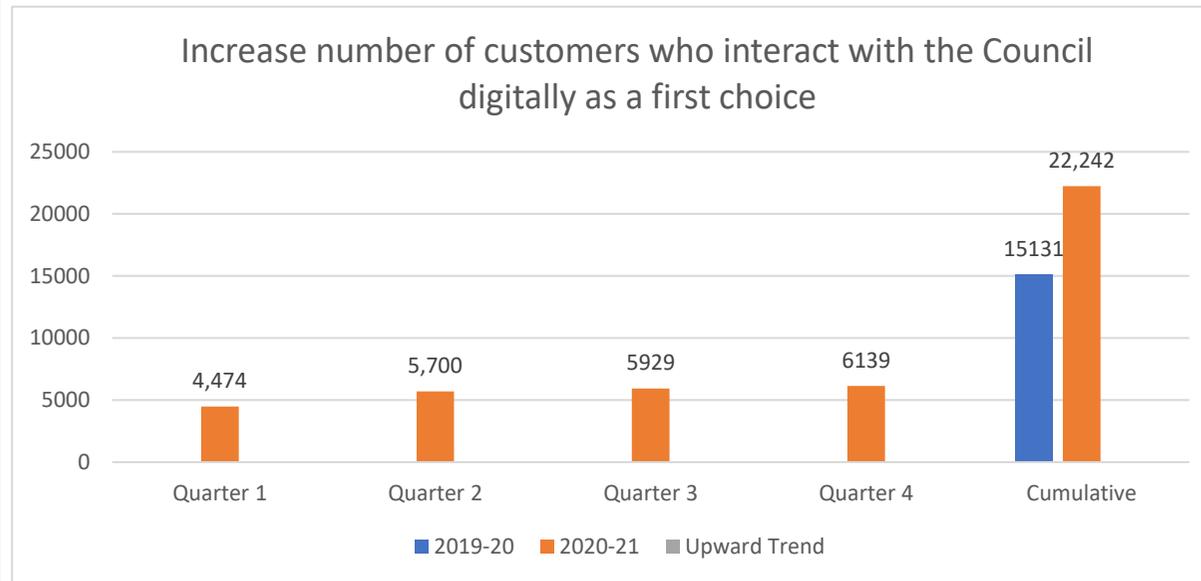
**OUTCOME: P3.1 - Ensuring consistency in the way the Council deal with service users**

Measure and Ref	P3.1A - Increase number of customers who interact with the Council digitally as a first choice			Committee	F&M
<b>Definition</b>	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).			<b>Why this is important</b>	The Council has an ambition to enable customers who wish to interact online with the Council to do so. This will reduce the cost of service transaction, increase customer satisfaction and ensure there is more time to support those customers who need more additional support by telephone or face-to-face.
<b>What good looks like</b>	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).				
<b>History with this indicator</b>	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.			<b>Mitigating actions</b>	The Council has identified it needs to introduce a central CRM solution that connects into back-office systems and systems such as social media, waste, housing, council tax etc, in order to support this priority. This will be delivered through the Transformation Plan and Customer Access Strategy and Plan. Both the emerging Customer Access Strategy and Transformation Plan Action Plan will be reviewed to ensure they remain in line with new/emerging requirements from the COVID-19 shut-down and recovery, which is likely to increase the requirement for digital interaction.
<b>2019/20 baseline data</b>		During 2019/20 there were 1,282 council tax and digital forms submitted, 12,343 general website forms were submitted via the website, 287 social media enquiries and 1,219 COVID-19 Business Rates Grant Application Forms submitted which demonstrates the appetite for online interaction in the business community.			
	<b>Annual target</b>	<b>Q1 Outturn (Apr- June)</b>	<b>Q2 Outturn (Apr - Sept)</b>	<b>Q3 Outturn (Apr - Dec)</b>	<b>Q4 Outturn (Apr 20 - Mar 21)</b>
<b>2020/21</b>	Upward Trend	<b>Total: 4,474</b>	<b>Total (3 months): 5,700 Total cumulative: 10,174</b>	<b>Total (3 months): 5,929 Total cumulative: 16,103</b>	<b>Total (3 months): 6,139 Annual outturn: 22,242</b>



## Performance Overview Q4 – 20-21

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



## Actions to sustain or improve performance

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

## **Benchmarking**



**PRIORITY: OUR PEOPLE**

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

Measure	P3.2A - Reduce face-to-face contact to allow more time to support those customers who need additional support				Measure Ref	F&M
<b>Definition</b>	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.				<b>Why this is important</b>	The Council has an ambition to enable customers who wish to interact online with the Council to do so, and to enhance telephone support services available. This will enable the Council to better support those customers who need more personalised support face-to-face.
<b>What good looks like</b>	To see a downward trend in the number of face-to-face customers through Customer Services.					
<b>History with this indicator</b>	The Council has already seen a decrease in numbers of face-to-face visitors since the introduction of the Council's website, which provides answers to a variety of basic queries and the payment kiosk, which supports self-service payments. To further reduce the number of face-to-face visits, it is recognised that an online service request capability is required, so that customers can raise requests without officer intervention, and a greater variety of services need to be delivered at first point of contact through the Council's contact centre.				<b>Mitigating actions</b>	The Council has identified it needs to introduce a central Customer Relationship Management (CRM) solution that connects into systems, such as visitor management systems. This will be delivered through the Transformation Plan and the Customer Access Strategy and Plan. Both the emerging Customer Access Strategy and Transformation Action Plan will be reviewed to ensure they remain in line with new/emerging requirements from the COVID-19 shut-down and recovery, which is likely to reduce face to face interaction.
<b>2019/20 baseline data</b>		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)				
	<b>Annual target</b>	<b>Q1 Outturn (Apr-June)</b>	<b>Q2 Outturn (Apr - Sept)</b>	<b>Q3 Outturn (Apr - Dec)</b>	<b>Q4 Outturn (Apr 20 - Mar 21)</b>	
<b>2020/21</b>	Downward Trend	0	0	0	0	
<b><u>Performance Overview</u></b>					<b><u>Actions to sustain or improve performance</u></b>	
No visitors to office due to COVID 19.						
<b>Benchmarking</b>		Not applicable				



**PRIORITY: OUR PEOPLE**

**OUTCOME: P3.3 - Ensuring technology enables us to effectively connect with our communities. .**

Measure	P3.3A - Number of customer telephone calls answered by Customer Services			Measure Ref	F&M
<b>Definition</b>	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.			<b>Why this is important</b>	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.
<b>What good looks like</b>	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.				
<b>History with this indicator</b>	The Council has already seen a decrease in numbers of telephone calls following the introduction of the Council's website which provides answers to a variety of basic queries and some online forms. To further reduce the number of calls, it is recognised that digital service request capability is required, so that customers can raise requests without officer intervention.			<b>Mitigating actions</b>	The Council has identified it needs to handle more calls through Customer Services at first point of contact. This will be delivered through the Customer Access Strategy and Plan. The Council has also identified it needs to introduce a central Customer Relationship Management (CRM) solution that connects into back-office systems to support this priority. This will be delivered through the Transformation Plan. Both the emerging Customer Access Strategy and Transformation Plan Action Plan will be reviewed to ensure they remain in line with new/emerging requirements from the COVID-19 shut-down and recovery.
<b>2019/20 baseline data</b>		95,896 telephone calls received (2019/20). 76,804 calls handled & 19,092 automated call payments.			
	<b>Annual target</b>	<b>Q1 Outturn (Apr-June)</b>	<b>Q2 Outturn (Apr - Sept)</b>	<b>Q3 Outturn (Apr - Dec)</b>	<b>Q4 Outturn (Apr 20 - Mar 21)</b>
<b>2020/21</b>	Downward Trend	<b>Total: 22,387</b> (22,387 including: 17,016 handled & 5,371 automated payment calls)	<b>Cumulative total: 46,017</b> (23,633 including: 18,870 handled and	<b>Cumulative total: 69,812</b> (23,795 including: 17,660 calls handled and 6,135 automated calls)	<b>Cumulative total: 98,099</b> (28,284 including: 22,684 calls handled and 5,600 automated calls)



**Performance Overview – quarterly update**

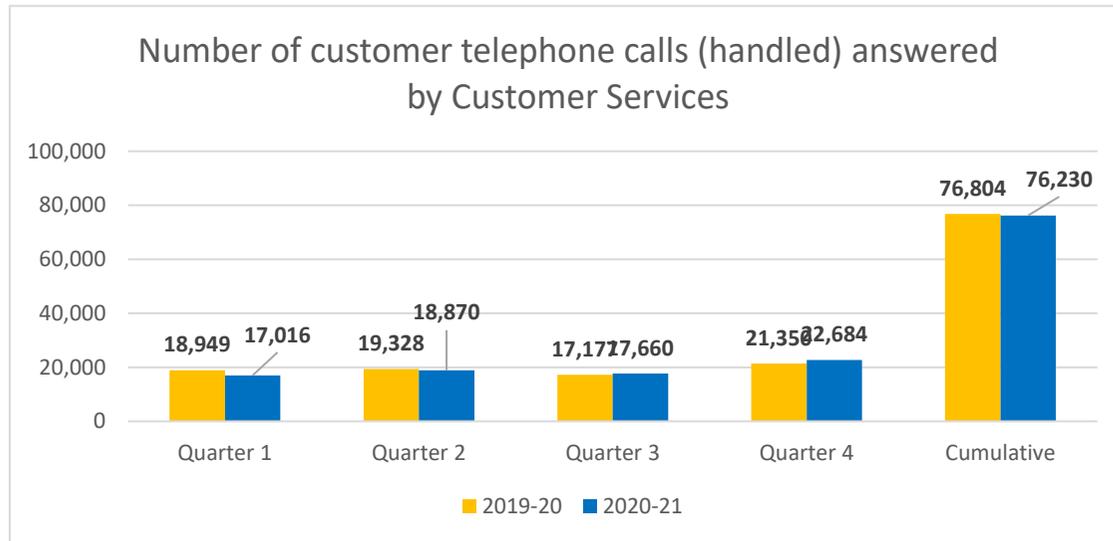
**QUARTER 4 UPDATE**

**Total Calls: 98,099**

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

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

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



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

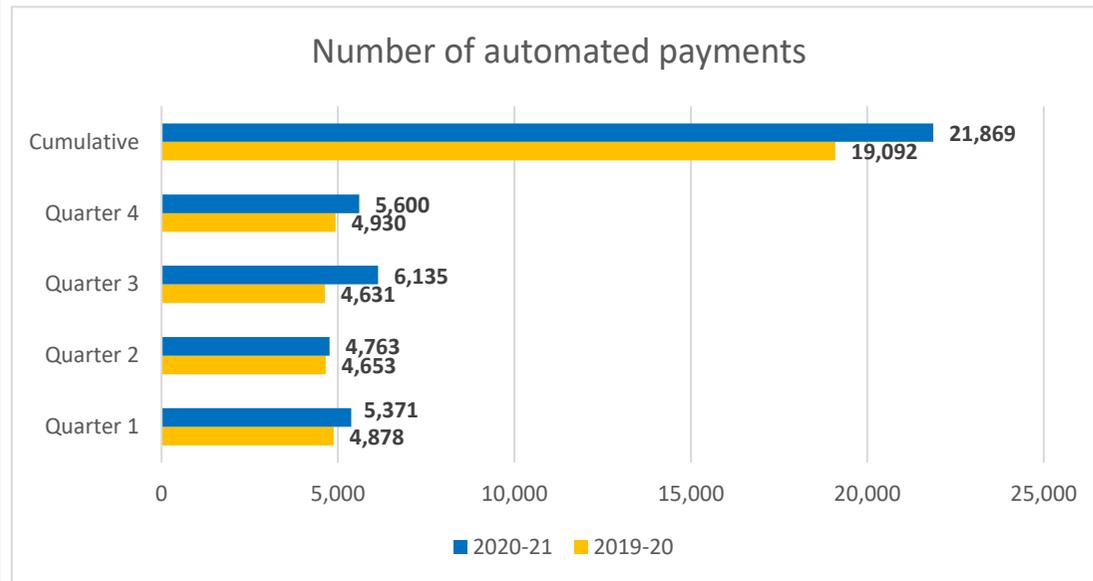
**Actions to sustain or improve performance**

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

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



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



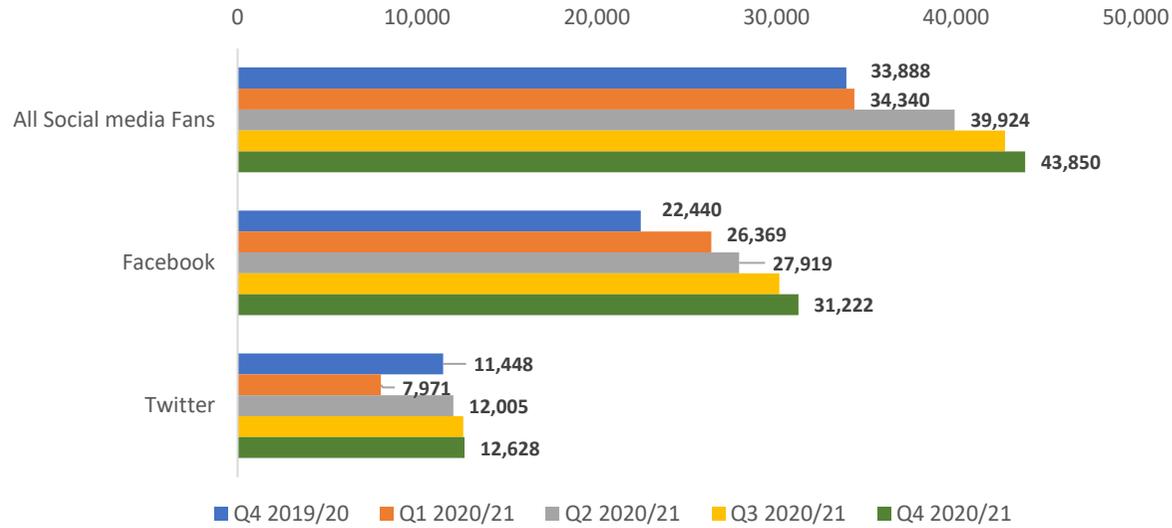
**PRIORITY: OUR PEOPLE**

**OUTCOME: P3.3 - Ensuring technology enables us to effectively connect with our communities.**

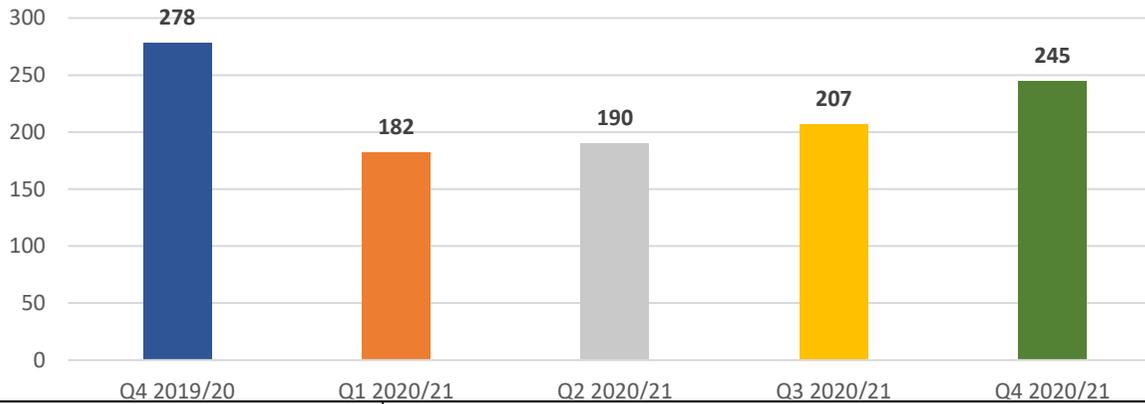
Measure and Ref	P3.3B - Increase digital engagement (Twitter, Instagram, Facebook etc)			Committee	F&M
<b>Definition</b>	To increase the volume and quality of social media interaction with residents and customers on all Council social media platforms.			<b>Why this is important</b>	Social media captures 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.
<b>What good looks like</b>	Increase number of proactive social media engagement from the Council through the Communications team, result in an increased number of engaged citizens.				
<b>History with this indicator</b>	<ul style="list-style-type: none"> <li>The engagement rate, sentiment and follower/fan base on our social media accounts has significantly evolved since 2017.</li> <li>With the creation of the central Facebook page in 2017 and a more strategic approach – more residents are now choosing to communicate with us via this platform.</li> <li>Monthly social media reports indicate the number and type of interactions via social media.</li> </ul>			<b>Mitigating actions</b>	The Council has identified it needs to introduce a central Customer Relationship Management (CRM) solution that connects into back off systems and systems such as social media in order to support this priority. This will be delivered through the Transformation Plan.
<b>2019/20 baseline data</b>		<ul style="list-style-type: none"> <li>Number of Facebook (central and departmental) fans and Twitter (central and departmental) followers.33,888</li> <li>Commentary of the nature of these queries (this is already included in the monthly social media dashboard reports).</li> </ul>			
	<b>Annual target</b>	<b>Q1 Outturn (Apr-June)</b>	<b>Q2 Outturn (Apr - Sept)</b>	<b>Q3 Outturn (Apr - Dec)</b>	<b>Q4 Outturn (Apr 20 - Mar 21)</b>
2020/21	Upward Trend	34,340	39,924	42,723	43,850
<b>Performance Overview Q4 2020-21</b>				<b>Actions to sustain or improve performance</b>	
<p>During Q4 the number of social media fans/followers increased by 1,127.</p> <p>The total number of Facebook followers across all accounts is 31,222. This is an increase of 1,065</p> <p>The total number of Twitter followers across all accounts is 12,628. This is an increase of 62 on the previous quarter.</p> <p>The number of queries received on social media accounts was 245. This is an increase of 39 on the previous quarter.</p>				<ul style="list-style-type: none"> <li>- To ensure our platforms remain active by posting relevant key messages.</li> <li>- To actively engage with social media fans to create a 2-way conversation, trust and rapport with our residents.</li> <li>- Monthly (and annual) reporting to allow us to spot and adapt to digital trends.</li> <li>- To provide support and guidance to social media page managers proactively and reactively.</li> </ul>	



### Digital Engagement



### Social media queries



Benchmarking

Not Applicable



**PRIORITY: OUR PEOPLE**

**OUTCOME: P3.4 - Investing in our workforce.**

Measure and Ref	P3.4A - Increase the level of staff engagement			Committee	F&M
<b>Definition</b>	<p>Employee engagement is a combination of commitment to the organisation and its values and a willingness to help colleagues.</p> <p>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)</p>			<b>Why this is important</b>	<p>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.</p> <p>An engaged workforce supports the achievement of our key priorities and role models the values in the Corporate Plan.</p>
<b>What good looks like</b>	<p>A year-on-year improvement in relation to the % of employees that indicate positive experience working for the council and positive engagement with the strategic direction of the Council.</p> <p>This measure to be based on a) the response to the annual employee survey and b) the overall number of positive responses to engagement activities.</p>			<b>Mitigating actions</b>	<p>The Workforce Strategy, the Communication Strategy and the Employee Survey as well as other channels of engagement will be used as a framework to promote and develop employee engagement.</p>
<b>History with this indicator</b>	New indicator – No recent history available				<p>National and economic factors can influence the resources and limit options available to the Council in relation to the management of the workforce.</p> <p>Measuring employee engagement is complex and intrinsically linked to the experience and environment at the time any measure is taken. Validity testing and reflection will be an important action when assessing the levels of engagement.</p>
<b>2019/20 baseline data</b>		No baseline data available.			
	<b>Annual target</b>	<b>Q1 Outturn (Apr-June)</b>	<b>Q2 Outturn (Apr - Sept)</b>	<b>Q3 Outturn (Apr - Dec)</b>	<b>Q4 Outturn (Apr 20 - Mar 21)</b>



2020/21	Upward trend	Report in Q4	Report in Q4	Report in Q4	Survey postponed until 21-22
<p><b><u>Performance Overview</u></b>            The employee survey has been postponed until 2021/22.</p> <p>The scoping of the themes/questions and testing the potential software options to create and distribute the survey as well as the analytics can take place during Q1/Q2 of 2021/22. This has been postponed due to the impact of Covid-19.</p>				<p><b><u>Actions to sustain or improve performance</u></b></p>	
<b>Benchmarking</b>					



**PRIORITY: OUR PEOPLE**

**OUTCOME: P3.4 - Investing in our workforce.**

Measure and Ref	P3.4C – average number of staff days lost due to sickness			Committee	F&M	
<b>Definition</b>	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.			<b>Why this is important</b>	Reducing the number of absences will provide an indication of the health and wellbeing of the workforce and the actions being progressed by the Council to provide a supportive employment framework. It will also reduce the impact on service delivery and result in savings arising from the payment of Occupational and Statutory Sick Pay (OSP/SSP) and any secondary costs incurred to cover the absences of staff such as overtime and agency costs.	
<b>What good looks like</b>	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.					
<b>History with this indicator</b>	This indicator has formed part of the corporate performance indicator set for a number of years. The average figure for the past six years is shown below;			<b>Mitigating actions</b>	A joint working group of employer and employee representatives had been established to identify actions and other interventions that will improving the levels of attendance at work.  The Council has changed its Attendance Management Procedure with a review of the impact of this to be completed jointly with the Trade Unions 2021	
	<b>Year</b>	<b>Outturn days per employee</b>				
	2018/19	11.38				
	2017/18	11.63				
	2016/17	9.91				
	2015/16	7.95				
	2014/15	9.99				
2013/14	12.28					
<b>2019/20 baseline data</b>		10.65 days				
	<b>Annual target</b>	<b>Q1 Outturn (Apr-June)</b>	<b>Q2 Outturn (Jul - Sept)</b>	<b>Q3 Outturn (Oct - Dec)</b>	<b>Q4 Outturn (Jan – Mar)</b>	<b>YTD (Apr 20 – Mar 21)</b>
<b>2020/21</b>	Downward trend	3.68	4.34	3.14	1.78	12.93

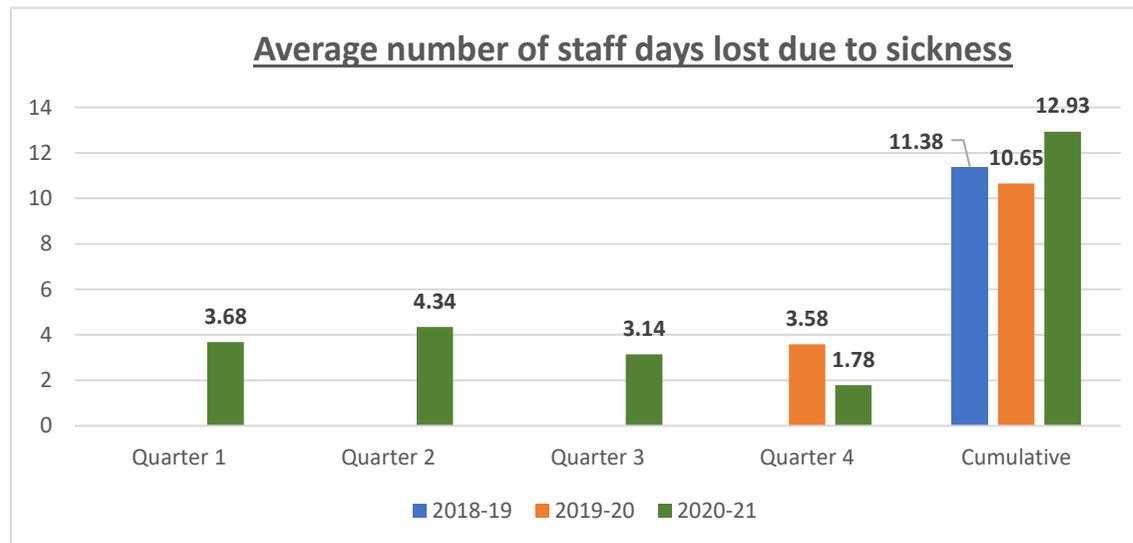


## Performance Overview – quarterly update

The outturn figure is lower than the previous month and at less than two days and is under target for the quarter. There have been a decrease in the number of employees that have been on extended periods of absence due to a range of serious and long-term health conditions. These are all being managed in line with the Attendance Management Procedure and each case has a dedicated HR Officer supporting the Manager.

Long term absences currently account for approximately 65% of all absences and have a significant impact on our levels of performance.

The impact of the COVID pandemic on attendance figures is kept under review. The number of absences directly linked to Coronavirus has remained low and does not have a material impact on the overall figure.



## Actions to sustain or improve performance

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

Leadership Team have been presented with a range of options that could be taken to address the levels of employee absence. These are under consideration and actions will be commenced in 2021/22. This will include formal consultation with the Trades Unions.

A review of short-term absences cases over the past two years has also been completed and actions will continue to be progressed in line with the AMP.

Training is provided in stress awareness and mental health along with a range of supporting materials made available for managers and employees. Training is also provided in managing absences from work for managers and supervisors with a new course on Building your resilience to provide further support for managers. Health and wellbeing interventions will also continue to be made available to staff. This will include the continued promotion of support for mental health conditions through training, videos and materials; raising awareness of the importance of physical health and reminding all employees to seek support should they need it. Additional on-site Occupational Health clinics or referrals will also be made to provide professional, independent medical advice on any cases before decisions are taken on the employees continued employment.

## **Benchmarking**

Arrangements are being progressed to benchmark with comparable organisations within the region via East Midlands Councils and these will be available at quarter 2, 2021/22.



**PRIORITY: OUR PEOPLE**

**OUTCOME: P3.4 - Investing in our workforce.**

Measure and Ref	P3.4D - % of employees that consider the Council has a positive health and safety culture			Committee	F&M
<b>Definition</b>	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.			<b>Why this is important</b>	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.
<b>What good looks like</b>	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.				
<b>History with this indicator</b>	New indicator – No previous history available			<b>Mitigating actions</b>	A full-time resource will lead on this work from 1 <sup>st</sup> February 2020 and will support all services areas to keep under review and develop their local arrangements in relation to health and safety.  The corporate health and safety management framework will be used to govern compliance with and improvements to any current or new interventions.
<b>2019/20 baseline data</b>		New indicator – No data available			
	<b>Annual target</b>	<b>Q1 Outturn (Apr-June)</b>	<b>Q2 Outturn (Apr - Sept)</b>	<b>Q3 Outturn (Apr - Dec)</b>	<b>Q4 Outturn (Apr 20 - Mar 21)</b>
<b>2020/21</b>	Upward trend	Annual indicator	Annual Indicator	Annual indicator	Postponed until early 21/22
<b><u>Performance Overview – quarterly update</u></b>				<b><u>Actions to sustain or improve performance</u></b>	
A project team has been set up through the Transformational Steering Group. Work has taken place to explore internal and external software/providers and resources required to coordinate an employee survey.  The employee survey has been postponed until early 2021/22.					



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



PRIORITY: OUR FUTURE

OUTCOME: F1.1 Attract and retain skilled jobs in the District

<b>Measure and Ref</b>	<b>F1.1A- Increase the number of Employee Jobs in South Derbyshire</b>			<b>Committee</b>	<b>F&amp;M</b>
<b>Definition</b>	Working in partnership, to successfully implement a programme of actions as set out within a new Economic Development Strategy for South Derbyshire.			<b>Why this is important</b>	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.
<b>What good looks like</b>	The aim is to increase the number of Employee Jobs in South Derbyshire over the four-year period of the Corporate Plan.				
<b>History with this indicator</b>	South Derbyshire has enjoyed low levels of unemployment in recent years. Data for employment is taken from the Office of National Statistics (ONS) Business Register and Employment Survey. BRES is based on a sample survey so estimates are subject to sampling errors which need to be considered when interpreting the data. Employee jobs excludes self-employed, government-supported trainees and HM Forces. Data excludes farm-based agriculture. In 2018, there were 32,000 Employee Jobs in South Derbyshire, having grown from 30,000 in 2015.			<b>Mitigating actions</b>	The Council is working with partners from the public, private and voluntary/ community sectors to develop and implement a new Economic Development Strategy.
<b>2019/20 baseline data</b>		N/A			
	<b>Annual target</b>	<b>Q1 Outturn (Apr-June)</b>	<b>Q2 Outturn (Apr - Sept)</b>	<b>Q3 Outturn (Apr - Dec)</b>	<b>Q4 Outturn (Apr 20 - Mar 21)</b>
<b>2020/21</b>	25% (implementation of the actions contained within the plan)	Report in Q4	Report in Q4	Report in Q4	Impacted by Covid – 19
<b><u>Performance Overview – quarterly update</u></b>				<b><u>Actions to sustain or improve performance</u></b>	
It should be noted that the planned activities of some services have been substantially changed for short- or long-term periods during the year, with their work redirected to the Covid-19 response. This has included Customer Services, Economic Development and Growth Service and Finance Service teams which have spent much of the year delivering a series of Covid-19 grant programmes. This has had a consequent impact on progress with elements of their anticipated work programmes.				Completion of the Strategy and implementation of actions will be taken forward once other Covid-19 response activities allow.	
<b><u>Benchmarking</u></b>					
<b>Increase the number of Employee Jobs in South Derbyshire</b>					



See table below.

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

NB. # = Sample size too small for reliable estimate



PRIORITY: OUR FUTURE

OUTCOME: F2.1 - Encourage and support business development and new investment in the District

<b>Measure and Ref</b>	<b>F2.1A- Annual net growth in commercial floorspace (sqm)</b>			<b>Committee</b>	<b>F&amp;M</b>
<b>Definition</b>	Data collected for the Council's annual Authority Monitoring Report, includes the monitoring of commercial floorspace within South Derbyshire.			<b>Why this is important</b>	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.
<b>What good looks like</b>	The aim is to increase the total commercial floorspace over the four-year period of the Corporate Plan.				
<b>History with this indicator</b>	The Local Plan forecasts a net annual growth in commercial floorspace of 12,269.5 sqm per annum between 2008 and 2028. To date (2008-2021), the actual annual net rate of growth has been 6,095 sqm. It should be noted that the figures vary significantly from one year to the next and that single events, such as the loss of Hilton Depot, can heavily offset new construction.			<b>Mitigating actions</b>	The Council actively promotes development opportunities and vacant premises, and supports developers and businesses seeking to invest in the area.
<b>2019/20 baseline data</b>		2,885 sqm			
	<b>Annual target</b>	<b>Q1 Outturn (Apr-June)</b>	<b>Q2 Outturn (Apr - Sept)</b>	<b>Q3 Outturn (Apr - Dec)</b>	<b>Q4 Outturn (Apr 20 - Mar 21)</b>
<b>2020/21</b>	12,269.5 sqm				4,140 sqm
<b><u>Performance Overview – quarterly update</u></b>				<b><u>Actions to sustain or improve performance</u></b>	
<p>This is an annual performance indicator and data is collated and presented in Q4.</p> <p>Construction of new commercial floorspace fluctuates significantly with the completion of new schemes and general economic conditions. Whilst below target, net floorspace added over the last year is higher than the previous year despite the impact of Covid-19 on economic conditions.</p>				<p>There are already signs of an upturn in demand for industrial/warehouse space. Further resources will be committed to inward investment activities as soon as work on other Covid-19 response activities allows.</p>	
<b>Benchmarking</b>					



**PRIORITY: OUR FUTURE**

**OUTCOME: F2.1 Encourage and support business development and new investment in the District**

<b>Measure and Ref</b>	<b>F2.1B - Total rateable value of businesses in the district</b>			<b>Committee</b>	<b>F&amp;M</b>
<b>Definition</b>	Total rateable value of businesses in the district.			<b>Why this is important</b>	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.
<b>What good looks like</b>	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.				
<b>History with this indicator</b>	The total rateable value of businesses across the District has been increasing year on year, particularly in the commercial sector with an overall increase of almost £345k since April 2017. It should be noted that events, such as the demolition of a business premises or its redevelopment for housing will offset new development.			<b>Mitigating actions</b>	The Council encourage new businesses into the District through its inward investment programme. The Council also carries out regular checks across the District to identify businesses that are not appropriately valued and ensure they are appropriately listed.
<b>2019/20 baseline data</b>		Q4 - £67,486,786. Quarterly reports can be provided from the Council's revenues and benefits system that defines the total rateable value of different categories of business (commercial, industrial etc) and further breakdowns of the sectors (for example commercial).			
	<b>Annual target</b>	<b>Q1 Outturn (Apr-June)</b>	<b>Q2 Outturn (Apr - Sept)</b>	<b>Q3 Outturn (Apr - Dec)</b>	<b>Q4 Outturn (Apr 20 - Mar 21)</b>
<b>2020/21</b>	Upward Trend	£67,528,690	£67,316,577	£67,379,221	£67,341,926
<b><u>Performance Overview – quarterly update</u></b>				<b><u>Actions to sustain or improve performance</u></b>	
Q4 – Outturn £67,341,926				The inclusion (or not) in the Ratings List of cashpoints, along with the review of the listing of surgeries, are changes to national regulations and not	
Total Rateable Value decreased from last quarter which in the main was because of a large number of appeals that have now been processed by the Valuation Office Agency. It remains					



<p>below levels at the start of the year due to national regulations relating to cashpoints and surgeries.</p> <p>It should be noted that the planned activities of some services have been substantially changed for short- or long-term periods during the year, with their work redirected to the Covid-19 response. This has included Customer Services, Economic Development and Growth Service and Finance Service teams which have spent much of the year delivering a series of Covid-19 grant programmes. This has had a consequent impact on progress with elements of their anticipated work programmes.</p>	<p>something that the Council can influence or react to locally.</p>
<p><b>Benchmarking</b></p>	



**PRIORITY: OUR FUTURE**

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

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



**Project Overview: Quarterly update**

An annual plan update for each of the four themes is being presented at F&M Committee 29<sup>th</sup> April 2021.

**Actions to sustain or improve performance**

The Transformation Steering Group meets every 6 weeks, each project group, of which there are 20, meet approximate every two weeks.

Every group has a highlight report to report back the theme chair on work completed over period and work to be completed over net period.

Any risk, actions, issues or decisions that are not within the identified scope and tolerance of the project controls will be escalated to the TSG.



**PRIORITY: OUR FUTURE**

**OUTCOME: F3.2 - Source appropriate commercial investment opportunities for the Council**

<b>Measure and Ref</b>	<b>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</b>		<b>Committee</b>	<b>F&amp;M</b>
<b>Project detail</b>	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		<b>Why this is important</b>	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.
			<b>Mitigating actions</b>	Using Council assets wisely, trading services with others across the public and private sectors and selling commodities to generate income.
<b>Project Action Plan</b>	<b>Q1 Outturn (Apr-June)</b>	<b>Q2 Outturn (Apr - Sept)</b>	<b>Q3 Outturn (Apr - Dec)</b>	<b>Q4 Outturn (Apr 20 - Mar 21)</b>
<b>2020/21</b>				
<b><u>Project Overview: quarterly update</u></b>			<b><u>Actions to sustain or improve performance.</u></b>	
<p>Restructure of Operational Services being implemented to improve capacity to deliver commercialisation. Working group including Operational Services, Business Transformation and Finance established.</p> <p>Work is in progress on collating all income-based activity across the Council, interviews being held with each Head of Service to identify a baseline of current activities and approaches.</p> <p>No progress made in Q4 due to Head of Operational Services focussing on contingency plans for recycling collections.</p>				

