

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 6
DATE OF MEETING:	10th JUNE 2021	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 (2020-2021 QUARTER 4– JANUARY TO 31 MARCH)	
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: G

1.0 Recommendations

- 1.1 That the Committee considers progress against performance targets set out in the Corporate Plan 2020 - 2024.
- 1.2 That the Risk Register for the Committee's services are reviewed.

2.0 Purpose of the Report

- 2.1 To report progress against the Corporate Plan under the priorities of Our Environment, Our People and Our Future.

3.0 Executive summary

- 3.1 The Corporate Plan 2020 – 2024 was approved following extensive consultation into South Derbyshire's needs, categorising them under three key priorities: Our Environment, Our People and Our Future. The Corporate Plan is central to the Council's work – it sets out its values and vision for South Derbyshire and defines its priorities for delivering high-quality services.
- 3.2 This Committee is responsible for overseeing the delivery of the key priorities and the following key aims:

Our Environment

- *Enhance the attractiveness of South Derbyshire*

Our People

- *Supporting and safeguarding the most vulnerable*
- *Deliver excellent services*



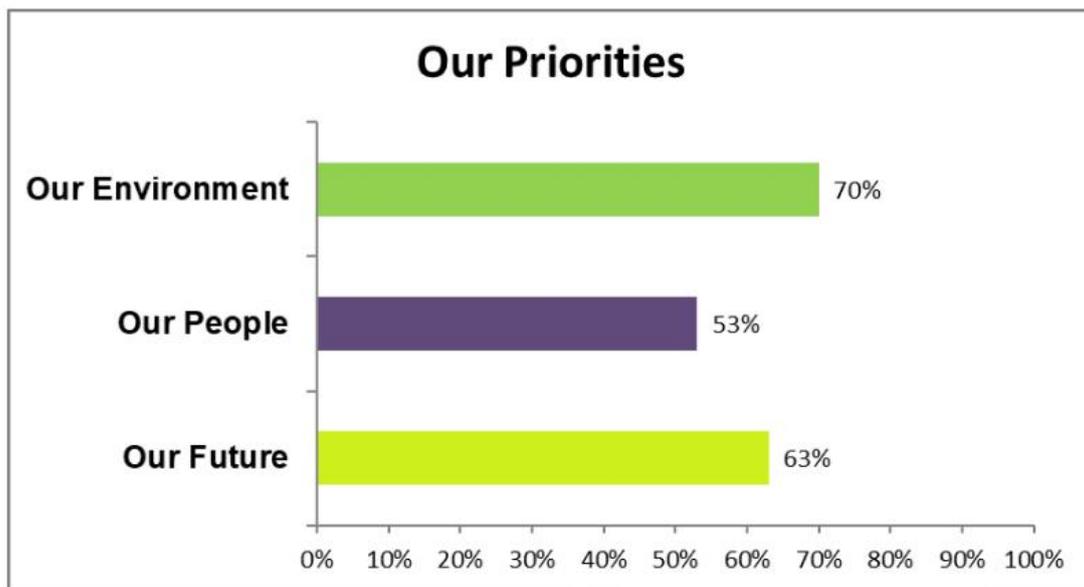
Our Future

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

4.0 Detail

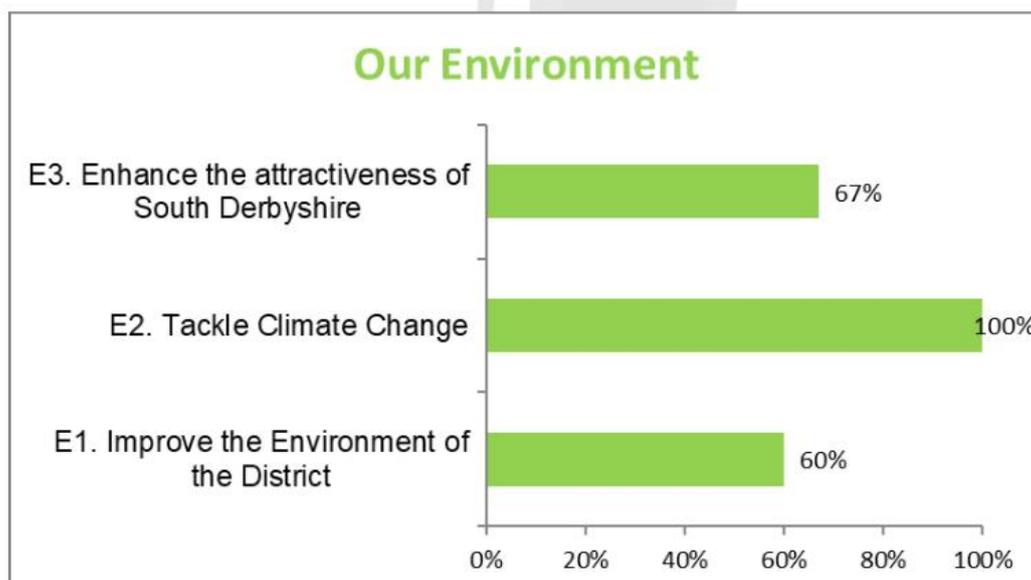
4.1 Overall Council performance against the priorities– Quarter 4 2020-2021.

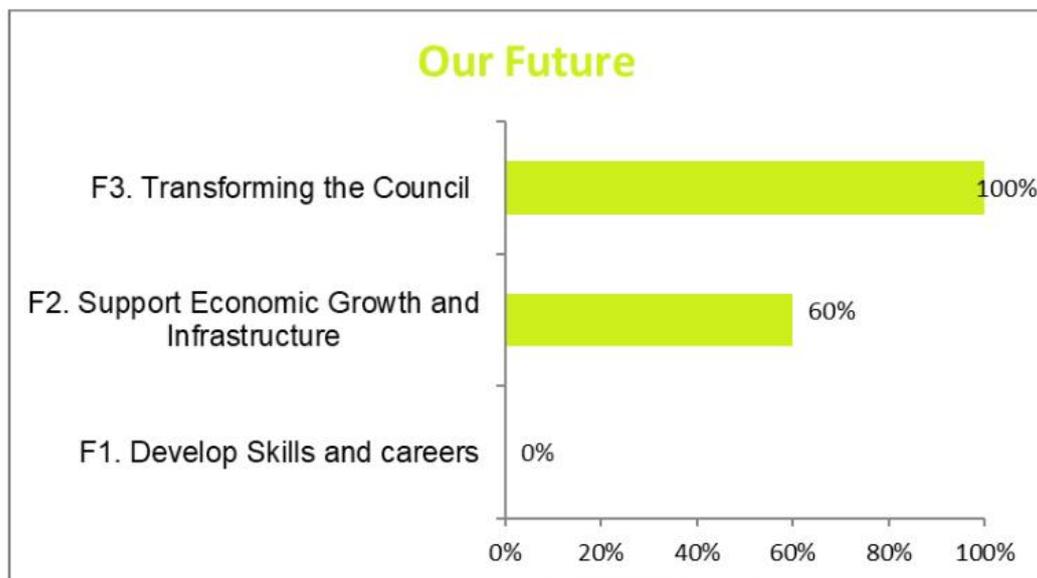
The below chart provides an overview for the percentage of measures that are on track to achieve the annual target.



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

The below charts provide an overview for the percentage of measures that are on track to achieve the annual target within each key aim of the Corporate Plan.





4.3 Of the 35 measures which support the progress of the Corporate Plan 20-24, 17 are green, one is amber, 14 are red and three are grey.

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

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

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

- Increase Swadlincote Town Centre visitor satisfaction.
- Develop and deliver the Public Buildings programme over four years.
- Increase the number of customers who interact digitally as a first choice.



- Reduce face-to-face contact to allow more time to support those customers who need additional support.
- Increase digital engagement (Twitter, Instagram, Facebook).
- Deliver against the Transformation Action Plan.
- Develop our approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities.

4.5 Below outlines the eight measures that are not on track (red) for the quarter:

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

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

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

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



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

(Business Change and ICT)

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

- **P3 Deliver Excellent Services**

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



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



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

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

- 4.6 An overview of performance can be found in the Performance Dashboard in **Appendix A**. A detailed description of each performance measure including mitigating actions and actions to sustain and improve performance is included in the detailed Performance Measure Report Index in **Appendix B**.
- 4.7 Questions regarding performance are welcomed from members in relation to the Corporate performance measures that fall under the responsibility of their Committee and are referenced in the detailed Performance Measure Report Index in **Appendix B**
- 4.8 The Risk Register(s) for the Committee's services are detailed in **Appendix C** Chief Executive Risk Register, **Appendix D** Corporate Resources Risk Register and **Appendix E** Strategic Risk Register. This includes the register and risk mitigation plans for the relevant departmental Risk Register(s).

Each risk has been identified and assessed against the Corporate Plan aims which are considered to be the most significant risks to the Council in achieving its main objectives. The Risk Register(s) detail a risk matrix to summarise how each identified risk has been rated.

5.0 **Financial and Implications**

None directly.

6.0 **Corporate Implications**

6.1 **Employment Implications**

None directly.

6.2 **Legal Implications**

None directly.



6.3 Corporate Plan Implications

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

6.4 Risk Impact

Key risks impacting on this Committee are detailed in **Appendix C** Chief Executive Risk Register, **Appendix D** Corporate Resources Risk Register, and **Appendix E** Strategic Risk Register, alongside the treatment and mitigating actions in place to manage these risks.

The following provides a summary of changes made to the risk registers since the last quarter:

Chief Executive Risk Register

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

Corporate Services Risk Register

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

Strategic Risk Register

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

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

7.0 Community Impact

7.1 Consultation

None required.

7.2 Equality and Diversity Impact

Not applicable in the context of the report.

7.3 Social Value Impact

Not applicable in the context of the report.

7.4 Environmental Sustainability

Not applicable in the context of the report.



8.0 **Appendices**

Appendix A – Performance Dashboard 2020-2024

Appendix B – Performance Measure Report Index

Appendix C – Chief Executive Risk Register

Appendix D – Corporate Resources Risk Register

Appendix E – Strategic Risk Register

