

| Theme     | Aim                                   | Project  | Q3 progress  | Q4 target  | Q4 performance  | 2017/18 target                       | 2017/18 performance                     | Detail   |
|-----------|---------------------------------------|--|--|--|---|--------------------------------------|---|--|
| Outcomes. | Maintain financial health.            | Generate ongoing revenue budget savings in the General Fund.   | Budget savings and additional income achieved - totals of £690k to-date. Effect of 100% Business Rates Pilot being assessed.   | O1.1 Annual target of £850,000, as per the Medium Term Financial Plan. <b>F&amp;M</b>  | Annual target.  | £850,000                             | Achieved.                               | Budget 2017 showed a projected deficit of £852k in 2018/19. This had reduced to £161k by Budget 2018, a reduction of £691k. This was mainly due to budget savings in Corporate Services and additional New Homes Bonus. In addition, savings from the transfer of Building Control to the South Staffordshire Shared Service will save £54k per year (subject to approval by the Finance and Management Committee on May 3). The final £105k will be drawn down from the General Reserve from savings made in 2017/18, as shown in the MTFP. |
| Outcomes. | Maintain proper Corporate Governance. | Compile and publish an Annual Governance Statement in accordance with statutory requirements.                    | Annual target was reported and dealt with in quarter two. No further reporting this year.  | O2.1 An unqualified value for money opinion in the Annual Audit Letter. <b>F&amp;M</b>   | Annual target was reported and dealt with in quarter two. No further reporting this year. | Unqualified value for money opinion. | See Action Plan.                        | See Action Plan.   |
| Outcomes. | Enhance environmental standards.      | Demonstrate high environmental standards. Ensure continual compliance with ISO 14001 standard.                   | Date of external reaccreditation programmed.   | O3.1 Ensure continual compliance with ISO 14001 standard. Reflect process outcomes into corporate and service plan action setting. <b>E&amp;DS</b> | On track.   | Maintain ISO14001 certification.     | Achieved.                               | External audit complete. Four minor non-conformances identified plus 10 improvement opportunities. ISO14001 reaccreditation approved for the 10th year.  |
| Outcomes. | Maintain a skilled workforce.         | Ensure ongoing training and development for individuals and groups of employees where applicable.                | 35% of staff had completed all mandatory training.   | O4.1 95% of all employees to complete mandatory training (annual target). <b>F&amp;M</b>   | Annual target.  | 95%.                                 | 31%.                                    | See Action Plan.   |
|           |                                       |  | N/A.   | O4.2 95% of all employees to have an annual performance appraisal (annual target). <b>F&amp;M</b>  | Annual target.  | 95%.                                 | 17%.                                    | See Action Plan.   |
| Outcomes. | Maintain customer focus.              | Develop a new website and provide functionality for greater transactional processing online.                     | Mobile phone - 49.6% Desktop - 33% Tablet - 17.4%.   | O5.1 Number of people viewing website on a mobile phone is >43% <b>F&amp;M</b>   | 43.1% mobile; 41% desktop; 15.8% tablet.  | >43%.                                | 46% mobile; 38.5 desktop; 15.5% tablet. | Encouraging start for website, with patterns/trends for sessions, users, visits, bounce rate, online form take up and transactions all positive. We will use 2018/19 to create a baseline for figures to report against. Work is also ongoing to improve financial transactions.   |
|           |                                       | Develop a Social Media Strategy to provide easy and innovative options for residents to engage with the Council. | Extensive evidence base complete, enabling work to start on the strategy. Elected Members, departments and social media users all consulted. Action plan also being devised. | O5.2 Report to committee and adopt strategy. <b>F&amp;M</b>  | See Action Plan.  | Social Media Strategy adopted.       | See Action Plan.                        | See Action Plan.   |
|           |                                       | Expand services in Customer Contact Centre and maintain facilities for face to face enquiries where required.    | 83.8%.   | O5.3 80% of telephone calls answered within 20 seconds. <b>F&amp;M</b>   | 85.4%.  | 80%.                                 | 81.8%.                                  | Annual target exceeded. The number of options available to callers has been reduced and the messages shorter. It now takes an average of 32 seconds from entry to the system to reach Customer Services compared to the one minute 20 seconds previously.  |
|           |                                       |  | 4.2%.  | O5.4 Call abandonment rate of <10%. (Number of visitors to Civic Offices to be recorded). <b>F&amp;M</b>   | 3.7% (Visitors to Civic Offices 9,278).   | <10%.                                | 6.8%.                                   | Annual target exceeded. This is particularly impressive for quarter four when Council Tax and end of year enquiries amounted to 2,672 calls. Further upgrades to our IVR system are to be considered in June 2018.   |

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|                  |   | Deliver Equalities and Safeguarding action plan to demonstrate principles are embedded in service delivery.   | Dementia Friendly Community Status achieved.  | <b>O5.5</b> Undertake a Workforce Profile and consider any issues to be addressed.<br><b>F&amp;M</b>  | Workforce Profile produced and actions to be included as part of action plan arising from statutory gender pay report. | Deliver Equalities and Safeguarding action plan.                | Achieved         | All actions within the Equalities and Safeguarding Action Plan have been delivered. This has included accreditation to the Safe Place Scheme and achieving Dementia Friendly Community status. The Equalities Annual Report for 2017/18 will be reported to the Finance and Management Committee in June. |
| <b>Outcomes.</b> | <b>Continue to strengthen the ICT platform and ensure that ICT is able to support change and minimise business risks.</b> | Three year review of ICT Strategy and adoption of action plan to 2020.  | First (stabilisation) phase of the strategy on-going.   | <b>O6.1</b> N/A. <b>F&amp;M</b>   | N/A.   | Adoption of ICT Strategy and action plan.                       | Achieved.        | Approved by Finance and Management Committee in October 2017.   |
| <b>People.</b>   | <b>Enable people to live independently.</b>   | Provide an efficient and well-targeted adaptation service (including Disabled Facilities Grants) and make better use of previously adapted dwellings.                   | 83%.  | <b>PE1.1</b> Percentage of adapted properties allocated on a needs basis is >90%.<br><b>H&amp;CS</b>  | 100%.  | >90%.   | 92%.             | Excellent performance and an increase from 16/17. Five out of 63 adapted properties were let to those without a medical need. Four of these were due to homeless duty and one was advertised three times.   |
|                  |   |   | 96%.  | <b>PE1.2</b> Percentage of residents satisfied with the quality of their new home is >88%. <b>H&amp;CS</b>                                      | 100%.  | >88%.   | 97%.             | Out of the 102 surveys returned, only three negative comments were received around the overall quality.   |
| <b>People</b>    |   | Maintain regular contact with tenants, with a focus on those identified as vulnerable.  | 286   | <b>PE2.1</b> Total number of tenancy audits completed (250 target). <b>H&amp;CS</b>   | 251  | 1,000   | 1,077.00         | 2,132 of our tenants have received a visit and full audit by their housing officer over the last two years. Our aim by the end of 2018/19 is for all 2,974 of our tenants to receive a visit from their Housing Officer.  |
|                  |   |   | 89%.  | <b>PE2.2</b> Number of successful introductory tenancies (target of 97%). <b>H&amp;CS</b>   | 92.5%.   | 97%.  | 91.58%.          | See Action Plan.  |
| <b>People.</b>   | <b>Protect and help support the most vulnerable, including those affected by financial challenges.</b>                    | Process Benefit claims efficiently  | 16.4 days.  | <b>PE2.3</b> Average time for processing new Benefit claims is <18 days. <b>F&amp;M</b>   | 16.7.  | <18 days  | 15.8.            | Performance was considerably better than the national average which, when last published for the third quarter of 2017/18, was 22 days.   |
|                  |   |   | 6.8 days.   | <b>PE2.4</b> Average time for processing notifications of changes in circumstances is <8 days. <b>F&amp;M</b>                                   | 4.0  | <8 days   | 5.1.             | Performance was considerably better than national average, which when last published for the third quarter of 2017/8, was nine days.  |
|                  |   |   | 0.3%.   | <b>PE2.5</b> Meet Housing Benefit Subsidy Local Authority error target threshold set by DWP (<0.48%). <b>F&amp;M</b>                            | 0.33%  | <0.48%  | 0.33%.           | Annual target met, meaning that the Council did not incur any penalties and received full subsidy in all incentivised areas.  |
|                  |   | Provide a service for homeless applicants which is nationally recognised as delivering 'best practice'. Attain NPSS Bronze Standard for Homelessness by March 31, 2018. | Focus went into preparing for key legislative changes and the introduction of Personal Housing Plans. | <b>PE2.6</b> Submit file to NPSS for review. Attain NPSS bronze standard. <b>H&amp;CS</b>   | See Action Plan.   | Attain NPSS Bronze Standard for Homelessness by March 31, 2018. | See Action Plan. | See Action Plan.  |
| <b>People.</b>   | <b>Use existing tools and powers to take appropriate enforcement action.</b>  | Bring empty homes back into use.  | Six completed.  | <b>PE3.1</b> Number of empty home intervention plans for dwellings known to be empty for more than two years (target is three). <b>H&amp;CS</b> | Three completed (64 Bernard Street, Woodville, 81 South Drive, Newhall, 57 Main Street, Newhall).                      | 10  | 12 completed.    | Annual target met. Based on experience from this year's interventions we've revised our processes to improve effectiveness.   |

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| People. | Increase levels of participation in sport, health, environmental and physical activities.          | Delivery of sport, health, physical activity and play scheme participations.                                       | Rosliston 36,987. Leisure centres 249,667.  | PE4.1 Throughput at Etwall Leisure Centre, Green Bank Leisure Centre and Rosliston Forestry Centre. Target for Rosliston = 45,000. Target for leisure centres = 170,404. H&CS | Rosliston = 41,612. Leisure centres = 268,881. | Rosliston = 195,000 Leisure centres = 681,616.  | Rosliston 197,737 (1% above target), leisure centres 1,029,121 (34% above target). | Excellent performance for the leisure centres, which surpassed the anticipated footfall. Despite Rosliston having below expected visitor numbers for quarters three and four, annual visitor numbers were at the highest on record. See Action Plan for quarter four overview.    |
|         |  | Tackle physical inactivity and develop/implement a Sport, Health and Physical Activity Strategy.                   | Examples of targeted work includes carpet Nordic walking and a dementia walk at Oakland Village, Walking for Health across the District, the Street Games project at Midway Community Centre and Hilton Youth Club. | PE4.2 Review strategy progress. H&CS  | Achieved.                                      | Implement a Sport, Health and Physical Activity Strategy.                                 | Achieved.  | Sport, Health and Physical Activity Strategy adopted in quarter one. Targeted programme of work undertaken throughout the year. Strategy reviewed in quarter four to ensure it remains fit for purpose.   |
| People. | Reduce the amount of waste sent to landfill.   | Minimise waste sent to landfill.   | 93 kgs (target - <120kgs).  | PE5.1 Household waste collected per head of population is <110kgs. E&DS   | 93 kgs (target - <120kgs). Estimated figure.   | <480kgs.  | 402 kgs. Estimated figure.   | Kgs per head of population continue to reduce year on year.   |
|         |  |  | 43% (target - 47%).   | PE5.2 >45% of collected waste recycled and composted. E&DS  | 43% (target - 47%). Estimated figure.          | >50%.   | 48%. Estimated figure  | See Action Plan.  |
| People. | Develop the workforce of South Derbyshire to support growth.                                       | Increase Council engagement to raise aspirations. Provide opportunities for young people to reach their potential. | Ongoing relationship management with schools continued. Marketing campaign developed.   | PE6.1 Deliver renewed action plan. H&CS   | Achieved.                                      | Provide opportunities for young people to reach their potential through the RISE project. | Achieved.  | Action plan finalised and underway. The plan now encompasses marketing, communication and overall delivery. RISE to become even more prevalent next year, with award-winning director Deborah Haywood to become ambassador for the project and an awards evening in the pipeline. |
| Place.  | Facilitate and deliver a range of integrated and sustainable housing and community infrastructure. | Increase the supply and range for all affordable housing provision.  | 124 units delivered (year to date)  | PL1.1 Increased supply of affordable homes. Annual target of >150. H&CS/E&DS  | 176 units delivered (year to date)             | >150  | 176 units delivered (year to date)   | The target for 2017/18 has been exceeded. This has been achieved by working collaboratively with all of our Registered Providers and has meant we have successfully delivered 33 Shared Ownership properties in the District and provided more than 140 affordable rented homes.  |
|         |  | Deliver an adopted South Derbyshire Local Plan, parts 1 and 2, and key supplementary documents.                    | Local Plan Part 2 adopted on November 2. Design Guide Supplementary Planning Document (SPD) and Affordable Housing SPD adopted on November 16.  | PL1.2 Report to Council. Adopt Local Plan Part 2, Development Plan and supplementary planning documents. E&DS   | Achieved.                                      | Deliver an adopted South Derbyshire Local Plan, parts 1 and 2.                            | Achieved.  | Local Plan Part 2 adopted on November 2 and Supplementary Planning Documents on November 16, 2018.  |
|         |  | Facilitate and deliver sustainable infrastructure.   | N/A   | PL1.3 Consider the introduction of a Community Infrastructure Levy. E&DS  | See Action Plan.                               | Consider the introduction of a Community Infrastructure Levy.                             | See Action Plan.   | See Action Plan.  |
|         |  | Deliver a programme of proactive interventions to reduce environmental crime such as fly-tipping.                  | 150 (target - <180)   | PL3.1 Downward trend in fly-tipping incidents. Quarterly target is <180. E&DS   | 177  | <720  | 688  | The year end figure represents a 9% reduction in fly-tipping compared to last year. A new power to deal with fly-tipping was adopted and focus on the issue was maintained.   |

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| Place.    | Help maintain low crime and antisocial behaviour levels in the District.   | Review, publish and deliver the Safer South Derbyshire Community Safety Partnership Plan. | Hate crime campaign delivered via social media.   | PL3.2 Review and refresh Partnership plan for 2018/19. H&CS   | Achieved.   | Deliver the Safer South Derbyshire Community Safety Partnership Plan.                | Achieved  | Partnership Plan reviewed, refreshed and approved at Strategic Group. Only minor amendments made to the three year plan, including introduction from new chair and updates on action taken over the last 12 months. Highlights of the year include: 100+ young people attended the Friday Night Project every week and 1,175 young people came to the 20 summer play scheme sessions held in Swadlincote and Newhall Parks during the summer. |
| Place.    | Support provision of cultural facilities and activities throughout the District.   | Implement and manage the leisure facility capital build programme.                        | Significant work done to produce a development plan for Etwall Leisure Centre, but not fully completed. | PL5.1 Update play area audit and prioritise sites. H&CS   | See Action Plan.  | Implement and manage the leisure facility capital build programme.                   | See Action Plan.  | See Action Plan.  |
| Place.    | Deliver services that keep the District clean and healthy.   | Reduce contamination risk rating of land in South Derbyshire.                             | 1   | PL6.1 Complete one contaminated land assessment. E&DS   | 1 (Blakelow Farm, Hilton).  | 4  | 4   | The assessments have been completed on four sites considered to have the highest risk of contamination due to their historical use.   |
| Progress. | Work to attract further inward investment.   | Showcase development and investor opportunities in South Derbyshire.                      | Investor prospectus designed, printed and published.  | PR1.1 Publish vacant commercial property bulletin. E&DS   | Achieved.   | Showcase development and investor opportunities in South Derbyshire.                 | Achieved.   | Spring 2018 edition of Vacant Commercial Property Bulletin published. Inward investments during the year included TopHat Industries attracted to Dove Valley Park to manufacture modular homes, Snap Fitness opening at The Pipeworks and construction of The Piazza at Mercia Marina.  |
| Progress. | Unlock development potential and ensure the continuing growth of vibrant town centres.   | Delivery of Swadlincote Townscape project, including Princess Diana Memorial Garden.      | Many elements of the memorial garden complete, with finishing touches still to be made.                 | PR2.1 Tree planting at Diana Memorial Garden. All grants to be promoted. E&DS                                     | Achieved.   | Delivery of Swadlincote Townscape project, including Princess Diana Memorial Garden. | Achieved.   | Required tree works undertaken in Quarter four. The memorial garden is now complete and officially opened on Sunday, April 29. The new-look light, colourful and attractive space has been enhanced by landscape architects with new paths, a landscaped seating area, spring bulbs, architectural lighting and timeline of key milestones.   |
|           |  | Increase attendance and participation at town centre events.                              | Seven events delivered and supported, including Swadlincote International Food and Drink Festival       | PR2.2 One event, including Swadlincote Pancake Races. E&DS  | Achieved.   | 10 events delivered and/or supported.  | Achieved.   | Swadlincote Pancake Races delivered in quarter four, with 50 organisations participating. Other events delivered during the year include the Christmas Lights Switch On, the Jobs and Skills Fair and Swadlincote Wedding Fair.   |
|           |  | Ensure the continuing growth of vibrant communities and town centres.                     | 10 vacant units in Swadlincote Town Centre.   | PR2.3 Vacant premises in Swadlincote town centre, Hilton and Melbourne (proxy). To be reported twice a year. E&DS | In February 2018 there were: 11 vacant units in Swadlincote Town Centre, three in Melbourne and none in Hilton. NB: this is the first time Hilton and Melbourne have been reported.   | Proxy.   | Proxy.  | The Hilton and Melbourne local centres were surveyed for the first time in February 2018, an exercise which is to be repeated at six monthly intervals, providing time series data which will enable the Council to discern any trends in vacancy rates.  |
| Progress. | Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists. | Support the operation and development of the tourism sector.                              | Monitoring data not available.  | PR3.1 Number of queries handled by Swadlincote Tourist Information Centre. Target is 5,000. E&DS                  | *Monitoring data not available for quarters three and four due to fundamental change in methodology statement caused by the introduction of new website and interruption in electronic publisher operation. Figures would not offer a like for like comparison. | 26,000 queries   | *Monitoring data not available for quarters three and four due to fundamental change in methodology statement caused by the introduction of new website and interruption in electronic publisher operation. Figures would not offer a like for like comparison. | Spring 2018 edition of What's On events guide published. Tourism and Rural Business Advice event held at Swadlincote Tourist Information Centre as part of National Tourism Week initiative with representatives of business support providers. Public promotion of the sector held with tourism operators in the town centre.  |
|           |  | Review and procure new management for Rosliston Forestry Centre.                          | Bids received and evaluated, with a final decision still to be made.                                    | PR3.2 Sign new management contract. H&CS  | Achieved.   | Procure new management for Rosliston Forestry Centre.                                | Achieved.   | Further to procurement exercise, the decision was taken to bring management of the site back in house. Staff have been transferred and the site is now being operated directly by the Council.  |

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|           |  | Work with Swadlincote TIC to attract evening visitors to the District's leisure, food and drink and retail offer. | Second feature published in What's On guide. Late night shopping event held with Swadlincote Victorian Christmas Market and Carols Evening. | <b>PR3.3</b> Publish promotional materials to attract visitors. <b>E&amp;DS</b>  | Achieved. | Attract evening visitors to the District's leisure, food and drink and retail offer. | Achieved. | Nightlife feature published as leaflet and distributed through Swadlincote Tourist Information Centre and website in quarter four. Late night shopping event held with Swadlincote Victorian Christmas Market and Carols Evening in quarter two. |
| Progress. | Provide business support and promote innovation and access to finance, including in rural areas. | Food businesses with the top hygiene rating of five.  | 84.5%.  | <b>PR5.1</b> >81% food businesses which have a Food Hygiene Rating score of five. <b>E&amp;DS</b>  | 83.4%.    | >81%.  | 83.4%.    | Improvements in food performance are indicative of the continuous work we do with our local food business community to support new businesses and provide support and guidance on hygiene conformance.   |
|           |  | Registered food businesses active in the District.  | 829   | <b>PR5.2</b> >810 registered food businesses active in the District. <b>E&amp;DS</b>   | 831       | >810.  | 831       | Improvements in food performance are indicative of the continuous work we do with our local food business community to support new businesses and provide support and guidance on hygiene conformance.   |
|           |  | Guidance offered to businesses or people thinking of starting a business.   | 61 (target - 25).   | <b>PR5.3</b> Guidance offered to businesses or people thinking of starting a business (through the Business Advice Service). Target is 25. <b>E&amp;DS</b> | 51        | 100  | 221       | Business breakfast held at Calke Abbey with a theme of 'Improving Productivity'. 'Thinking of Starting a Business?' workshop held at Sharpe's Pottery Museum for those contemplating self-employment   |