



Corporate Plan 2020-2024

Performance Measure Report Index

Finance and Management Committee

Team: Organisational Development and Performance

Date: August 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) is 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
Definition	Benchmarking for Swadlincote Town Centre includes a Town Centre User Survey (questionnaire) completed at the same time each year by an independent consultant.			Why this is important	There is a need to limit the impact of national changes in shopping habits on the vitality of the town centre, at a time when High Streets are under extreme pressure.
What good looks like	The aim is to steadily close the gap to the National Small Towns average over the four-year period of the Corporate Plan.				
History with this indicator	Comparable Benchmarking data was first collected in 2019. This found that 49% of respondents would recommend a visit to Swadlincote Town Centre, whilst the comparable National Small Towns Average was 72%. It should be noted that any public questionnaire of this type will be significantly influenced by recent events, such as an Anti-Social Behaviour (ASB) incident that has been reported in the media.			Mitigating actions	The Council is implementing the Swadlincote Town Centre Vision with public, private and voluntary/community sector partners.
2019/20 baseline data		49% of respondents would recommend Swadlincote Town Centre as of May 2019			
	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21	>49%	Update due in Q3	Update due in Q3	55%	55%
2021/22	58%	Reported in Q3			
2022/23	Upward trend				
2023/24	Upward trend				
<u>Performance Overview – quarterly update</u>				<u>Actions to sustain or improve performance</u>	
This is an annual indicator reported once a year during Q3.					
Benchmarking		The National Small Towns Average was 72%. Given the worsening national trend for town centres, the target national average may fall during the period, with the target being re-evaluated accordingly.			



PRIORITY: OUR PEOPLE

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

Measure	P2.3B - Develop and deliver the Public Buildings programme over four years			Measure Ref	F&M
Project detail	<p>Development of the public buildings programme involves the initial completion of Public Buildings condition surveys over the four-year lifespan of the Corporate Plan. These surveys will then inform the drafting of a planned maintenance programme, which will be progressively developed as the surveys become available.</p> <p>The completion of condition surveys and a planned maintenance programme will provide Corporate Property with a clear understanding of the repair requirements for the Council's buildings, enabling a proactive approach to property maintenance and future budget planning for repairs.</p> <p>The portfolio contains 149 Public Building Assets. 100 % of the portfolio will be surveyed over the life of the Corporate Plan</p> <p>The 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>A comprehensive Planned Maintenance Programme to be in place for the entire portfolio by December 2023.</p>			Why this is important	Completion of Public Buildings condition surveys and a planned maintenance programme will ensure the Council's buildings are fit for purpose, with repairs undertaken in a proactive, efficient and prioritised manner.
				Mitigating actions	A Building Services Manager and Building Surveyor have been appointed to undertake the condition surveys and draft the planned maintenance programme.
Project Action Plan	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)	
2020/21	Software tested and calibrated.	Carry out surveys on five largest buildings and populate maintenance schedule.	Carry out surveys on a further 12 Public Buildings.	Carry out surveys on a further 12 Public Buildings.	
2021/22	Carry out Condition Surveys on a further 11 Public Building Assets				
Project Overview/ Target: Quarterly update				Actions to sustain or improve performance	
Q1 Target – Carry out Condition Surveys on a further 11 Public Building Assets to continue to enable a Planned and Reactive Maintenance Programme to be developed across the portfolio.				The Action Plan for 2021/22 was developed and will be monitored quarterly throughout 2021/22.	



A good proportion of the Public Building stock has now been surveyed, including the largest assets, which has enabled the team to start to look at future planned maintenance programmes as well as costs involved.

Annual action plan detail

Q4 (2019/2020) Develop an action plan for delivering the Public Buildings' Programme

Project	Lead Officer	Quarter 1 2021/22 Task / Milestone	Quarter 2 2021/22 Task / Milestone	Quarter 3 2021/22 Task / Milestone	Quarter 4 2021/22 Task / Milestone
Carry out condition Surveys of 100% of the 149 Public Building Assets, producing a Survey Report for each over the course of the four-year plan.	SB	Carry out Condition Surveys on a further 11 Public Building Assets	Carry out Condition Surveys on a further 11 Public Building Assets	Carry out Condition Surveys on a further 11 Public Building Assets	Carry out Condition Surveys on a further 11 Public Building Assets
Compile a Planned and Reactive Maintenance Programme for each Public Building Assets derived from Condition Survey results	SB	Populate Planned and Reactive Maintenance Programme with data from Condition Surveys for 11 Public Building Assets	Populate Planned and Reactive Maintenance Programme with data from Condition Surveys for 11 Public Building Assets	Populate Planned and Reactive Maintenance Programme with data from Condition Surveys for 11 Public Building Assets	Populate Planned and Reactive Maintenance Programme with data from Condition Surveys for 11 Public Building Assets



PRIORITY: OUR PEOPLE

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

Measure and Ref Proposed new measure for how success will be measured P2.4A Deliver the objectives identified in the South Derbyshire Partnership Social Mobility Action Plan	P2.4A – South Derbyshire’s ranking in the Social Mobility Commission’s Social Mobility Index increases			Committee	F&M
	Delivery against the key themes identified in the South Derbyshire Partnership’s Social Mobility Action Plan, as appropriate to the Council.				
Project detail	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	South Derbyshire has performed poorly on a number of indicators of Social Mobility for disadvantaged young people in recent years. The Social Mobility Commission’s Social Mobility Index ranked South Derbyshire 311/324 local authority areas in 2017. 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.
				Mitigating actions	The Council is working with the South Derbyshire Partnership to research, develop and implement a Social Mobility Action Plan.
	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21					Research and data analysis
2021/22					Develop Action Plan
2022/23					Implement Year 1 actions
2023/24					Implement Year 2 actions



Performance Overview – quarterly update

The Council has worked with the South Derbyshire Partnership, which brings together the local authorities with schools, colleges, employers and other agencies. The Partnership has consulted with experts from Derbyshire County Council and the University of Derby plus other local organisations to explore the data and issues, and undertaken research and explored other areas facing similar issues.

Emerging Focus

- Issues affect younger age groups not adults; Rapid population growth may be a factor.
- A relatively small group of children and young people face a high level of disadvantage compared to others in the area; Likely to include issues of school readiness.
- Households with children eligible for Free School Meals; Issues of complex lifestyles.
- Geographic concentration; A focus on Swadlincote urban core, Newhall, Woodville.
- Challenges in school performance – attendance, attainment and progression.
- COVID-19 may have exacerbated existing issues; Eg. household debt, digital exclusion.

Individual partner organisations have increasingly prioritised Social Mobility in their plans and strategies. The Partnership itself is currently funding a pilot project in Newhall led by South Derbyshire CVS. This is working intensively with a small cohort of households with complex issues/needs, exploring underlying issues and developing solutions. Along with the research and data analysis this will inform the development of Partnership’s Social Mobility Action Plan in 2021/22.

Actions to sustain or improve performance

The development of the South Derbyshire Partnership Action Plan is underway though is proving to be challenging to deliver:

- available data is lagged by several years; OFSTED inspections were undertaken some years ago.
- the State of the Nation index has not been updated since 2017.
- headline data is likely to mask a more complex picture.
- activities of schools and other organisations have been restricted by social distancing.
- resources of partner organisations have been diverted to Covid response activities.

Benchmarking

The Social Mobility Commission has not published an update to its 2017 Social Mobility Index. Consequently, the South Derbyshire Partnership will need to identify other indicators that can be used to monitor the Action Plan (e.g. attainment by disadvantaged pupils).



PRIORITY: OUR PEOPLE

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

Measure and Ref	P3.1A - Increase number of customers who interact with the Council digitally as a first choice			Committee	F&M
Definition	Increase number of customers who interact/raise service requests with the Council using online forms, web chat, and integrated social media, versus alternative methods (phone, face-to-face etc).			Why this is important	The Council has an ambition to enable customers who wish to interact online with the Council to do so. This will reduce the cost-of-service transaction, increase customer satisfaction and ensure there is more time to support those customers who need more additional support by telephone or face-to-face.
What good looks like	Increased number of customers who choose to raise service requests digitally with the Council – whether through the Council’s Customer Relationship Management (CRM) platform, web chat, integrated social media or supporting digital systems (such as council tax, planning and housing systems).				
History with this indicator	The Council has not yet adopted a centralised digital platform to enable true online interactions, however, has been adopting improved forms and new forms to boost digital interactions until a new CRM is in place.			Mitigating actions	The Council has identified it needs to introduce a central CRM solution that connects into back-office systems and systems such as social media, waste, housing, council tax etc, in order to support this priority. This will be delivered through the Transformation Plan and Customer Access Strategy and Plan. Both the emerging Customer Access Strategy and Transformation Plan Action Plan will be reviewed to ensure they remain in line with new/emerging requirements from the COVID-19 shut-down and recovery, which is likely to increase the requirement for digital interaction.
2019/20 baseline data		During 2019/20 there were 1,282 council tax and digital forms submitted , 12,343 general website forms were submitted via the website, 287 social media enquiries and 1,219 COVID-19 Business Rates Grant Application Forms submitted which demonstrates the appetite for online interaction in the business community.			
	Annual target	Q1 Outturn (Apr- June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21	Upward Trend	Total: 4,474	Total (3 months): 5,700 Total cumulative: 10,174	Total (3 months): 5,929 Total cumulative: 16,103	Total (3 months): 6,139 Annual outturn: 22,242



2021/22	Upward Trend	Total: 5,301			
2022/23	Upward Trend				
2023/24	Upward Trend				

Performance Overview Q4 – 20-21

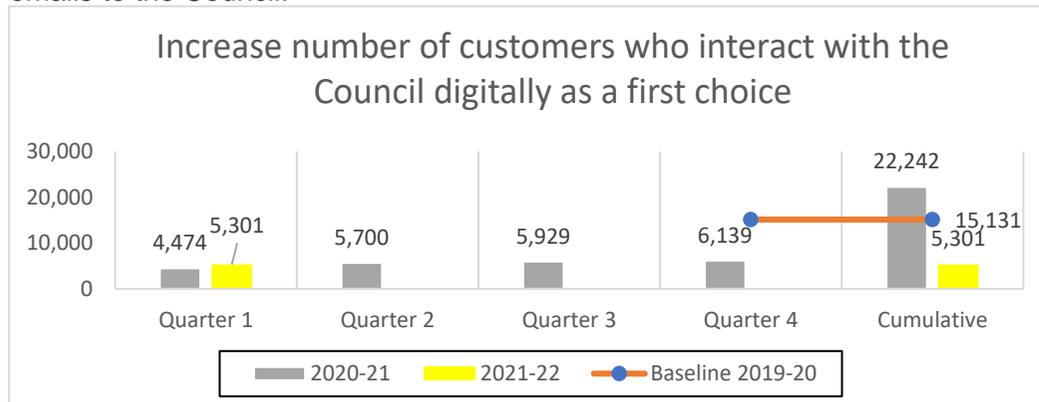
Quarter 1 update

The number of online forms submitted in Quarter 1 saw an increase when compared to the same period in 2020/2021 (an increase of 827 forms submitted).

This is a new performance indicator and as such, we do not yet have the data to show whether there is a seasonal demand for online forms – with demand for forms being higher at certain points in the year. Certainly, certain forms, such as event booking forms, are likely to be less well used due to the ongoing COVID restrictions.

If Q1 performance remains static throughout the remainder of the year, the annual target will not be achieved, however if the volume fluctuates positively throughout the year (as per 2020/2021) the target will be achieved. This will be monitored ongoing.

When the new CRM is in place, marketing activity to promote increased take up of online forms will be carried out, with the ambition of driving up form submissions and reducing calls and emails to the Council.



Actions to sustain or improve performance

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

Benchmarking



PRIORITY: OUR PEOPLE

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

Measure	P3.2A - Reduce face-to-face contact to allow more time to support those customers who need additional support			Measure Ref	F&M
Definition	Decrease the number of face-to-face interactions, by offering enhanced alternative methods of contact (phone and online) to enable the Council to provide a better service to those customers who need additional support.			Why this is important	The Council has an ambition to enable customers who wish to interact online with the Council to do so, and to enhance telephone support services available. This will enable the Council to better support those customers who need more personalised support face-to-face.
What good looks like	To see a downward trend in the number of face-to-face customers through Customer Services.				
History with this indicator	The Council has already seen a decrease in numbers of face-to-face visitors since the introduction of the Council's website, which provides answers to a variety of basic queries and the payment kiosk, which supports self-service payments. To further reduce the number of face-to-face visits, it is recognised that an online service request capability is required, so that customers can raise requests without officer intervention, and a greater variety of services need to be delivered at first point of contact through the Council's contact centre.			Mitigating actions	The Council has identified it needs to introduce a central Customer Relationship Management (CRM) solution that connects into systems, such as visitor management systems. This will be delivered through the Transformation Plan and the Customer Access Strategy and Plan. Both the emerging Customer Access Strategy and Transformation Action Plan will be reviewed to ensure they remain in line with new/emerging requirements from the COVID-19 shut-down and recovery, which is likely to reduce face to face interaction.
2019/20 baseline data		31,986 face to face enquiries (2018/2019) Q4 (Jan-Mar) 6,953 (2,463 enquiries dealt with at Customer Services Desk. Visitors to office 4,490)			
	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21	Downward Trend	0	0	0	0
2021/22	Downward Trend	0			
2022/23	Downward Trend				
2023/24	Downward Trend				



<u>Performance Overview</u> No visitors to office due to COVID 19.	<u>Actions to sustain or improve performance</u>
Benchmarking	Not applicable



PRIORITY: OUR PEOPLE

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

Measure	P3.3A - Number of customer telephone calls answered by Customer Services			Measure Ref	F&M
Definition	The Council has an ambition to handle an increased number/variety of customer calls at first point of contact, vs transferring to back-office teams. Initially this will result in an increase of calls into the contact centre, which will reduce over time, in parallel with the introduction of increased online tools.			Why this is important	The Council has an ambition to enable customers who wish to interact online with the council to do so, and better support those customers who need more personalised support by phone or face to face.
What good looks like	Initially an increase in numbers of calls/variety of calls into the contact centre is anticipated, followed by a decrease in overall calls, following the introduction and roll out of digital tools.				
History with this indicator	The Council has already seen a decrease in numbers of telephone calls following the introduction of the Council's website which provides answers to a variety of basic queries and some online forms. To further reduce the number of calls, it is recognised that digital service request capability is required, so that customers can raise requests without officer intervention.			Mitigating actions	The Council has identified it needs to handle more calls through Customer Services at first point of contact. This will be delivered through the Customer Access Strategy and Plan. The Council has also identified it needs to introduce a central Customer Relationship Management (CRM) solution that connects into back-office systems to support this priority. This will be delivered through the Transformation Plan. Both the emerging Customer Access Strategy and Transformation Plan Action Plan will be reviewed to ensure they remain in line with new/emerging requirements from the COVID-19 shut-down and recovery.
2019/20 baseline data		95,896 telephone calls received (2019/20). 76,804 calls handled & 19,092 automated call payments.			
	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21	Downward Trend	Total: 22,387	Cumulative total: 46,017	Cumulative total: 69,812	Cumulative total: 98,099



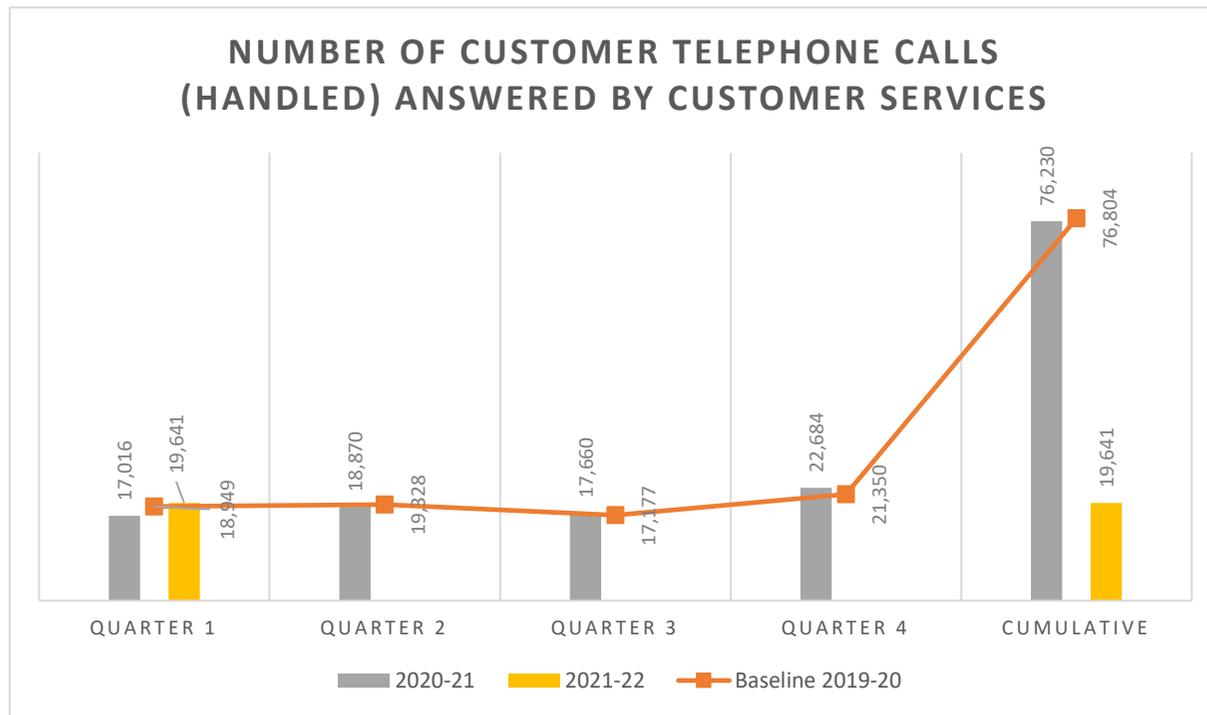
		(22,387 including: 17,016 handled & 5,371 automated payment calls)	(23,633 including: 18,870 handled and 4,763 automated payments calls)	(23,795 including: 17,660 calls handled and 6,135 automated calls)	(28,284 including: 22,684 calls handled and 5,600 automated calls)
2021/22	Downward Trend	Total: 26,756 (26,756 including: 19,641 handled and 7,115 automated payment calls)			
2022/23	Downward Trend				
2023/24	Downward Trend				
<u>Performance Overview – quarterly update</u>				<u>Actions to sustain or improve performance</u>	
<p>QUARTER 1 UPDATE</p> <p>Total Calls: April - June 2021</p> <p>The increase in calls handled this quarter reflects the fact that many customers have now migrated to telephone as their preferred service channel following COVID-19, and the resulting closure of face-to-face reception services at the Civic Centre.</p> <p>An increase of 2,625 calls were handled (in total 19,641 calls), compared to the same period last year (17,016). In addition to COVID, this increase also reflects the transfer of housing repair calls into the contact centre which sees the team handling calls on Tuesday – Thursday currently.</p> <p>The total number of calls offered was 28,179. This figure represents the total number of callers/calls attempting to reach the contact centre over the period, including answered calls, abandoned calls.</p> <p>It is believed that a large number of these abandoned calls relate to the return of recovery activity following COVID 19. In June 2021, 1,600 summons were issued to residents for unpaid council tax following the reopening of the courts.</p> <p>This had a significant impact on call volumes and lengths during that period, which increased from an average call of 3.30 minutes to 3.55 mins per call. It also had an impact on the number of abandoned/repeat calls, where customers give up and then either email in or call again later.</p>				<p>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.</p> <p>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.</p>	

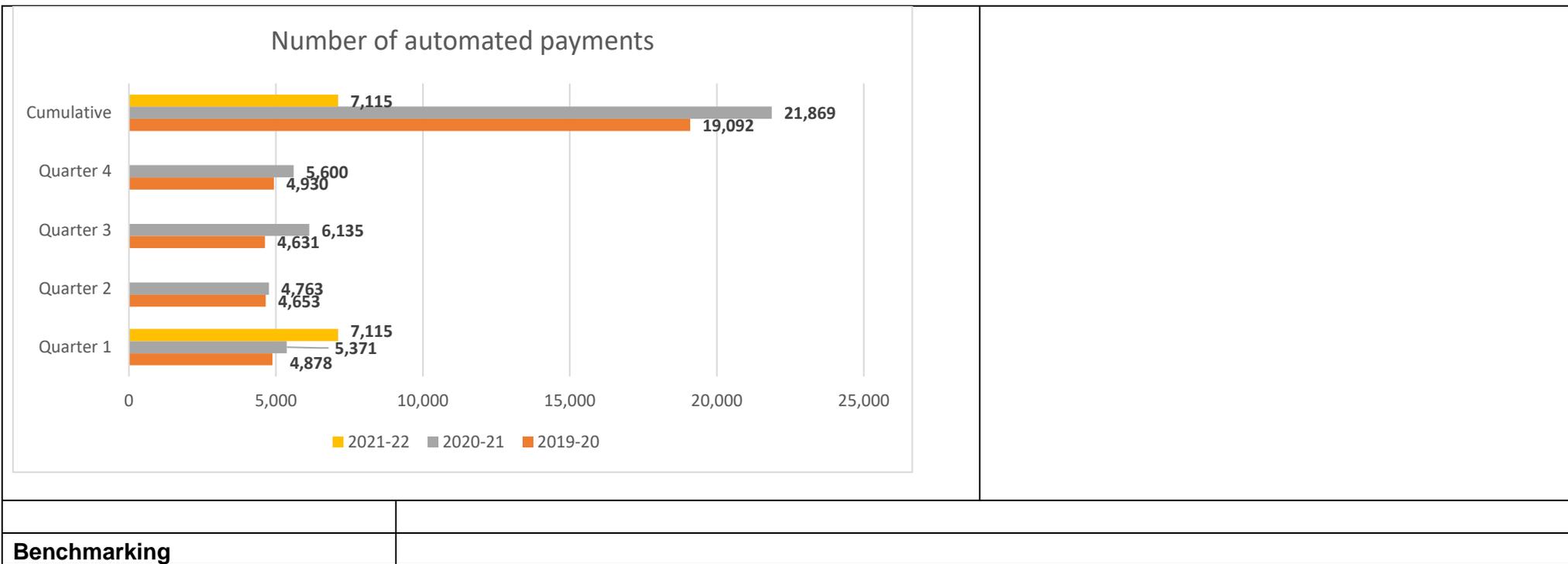


The call volumes are being closed monitored to identify resourcing needs moving forwards once recovery activity returns to a normal cycle.

Many customers have also migrated to email as a first port of call over COVID, and the number of emails the customer services team 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





Benchmarking



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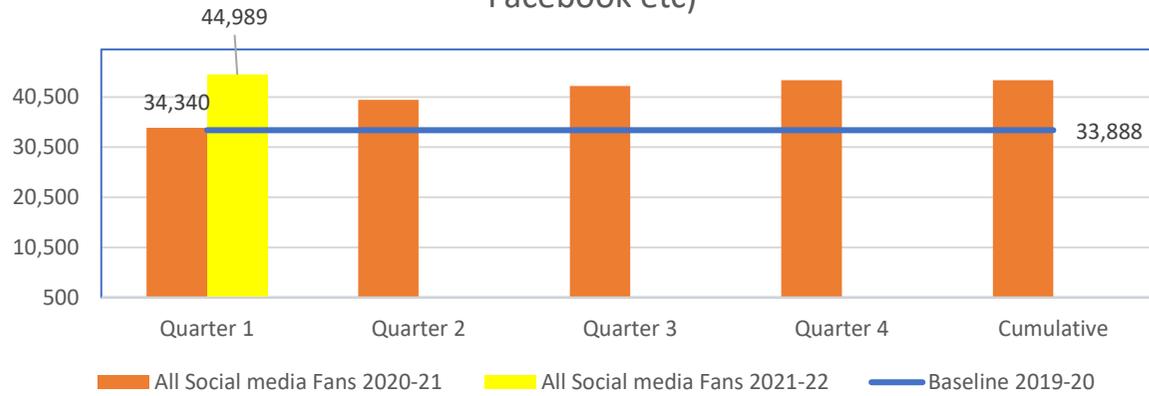
PRIORITY: OUR PEOPLE

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

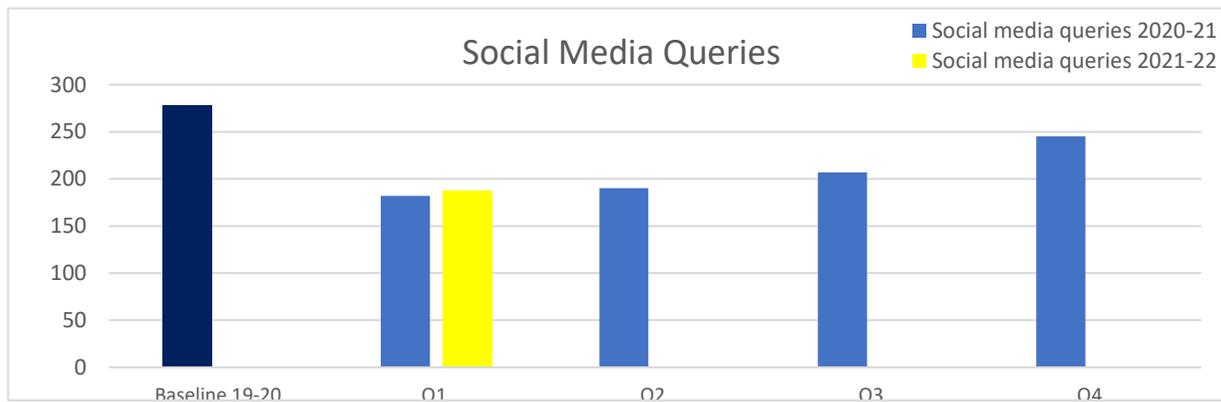
Measure and Ref	P3.3B - Increase digital engagement (Twitter, Instagram, Facebook etc)			Committee	F&M
Definition	To increase the volume and quality of social media interaction with residents and customers on all Council social media platforms.			Why this is important	Social media captures customers who are already digitally engaged/aware and more likely to engage with the Council digitally and acts as a good springboard to digital service delivery.
What good looks like	Increase number of proactive social media engagement from the Council through the Communications team, result in an increased number of engaged citizens.				
History with this indicator	<ul style="list-style-type: none"> The engagement rate, sentiment and follower/fan base on our social media accounts has significantly evolved since 2017. 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. Monthly social media reports indicate the number and type of interactions via social media. 			Mitigating actions	The Council has identified it needs to introduce a central Customer Relationship Management (CRM) solution that connects into back off systems and systems such as social media in order to support this priority. This will be delivered through the Transformation Plan.
2019/20 baseline data		<ul style="list-style-type: none"> 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). 			
	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21	Upward Trend	34,340	39,924	42,723	43,850
2021/22	Upward Trend	44,989			
2022/23	Upward Trend				
2023/24	Upward Trend				
<u>Performance Overview</u>				Actions to sustain or improve performance	
<u>Q1 2021-22</u>				<ul style="list-style-type: none"> - To ensure our platforms remain active by posting relevant key messages. - To actively engage with social media fans to create a 2-way conversation, trust and rapport with our residents. - Monthly (and annual) reporting to allow us to spot and adapt to digital trends. - To provide support and guidance to social media page managers proactively and reactively. 	
During quarter one the number of social media fans/followers was 44,989, this is an increase of 10,649 social media followers compared with the same quarter last year.					
There were 32,326 Facebook followers during quarter one which is an increase of 5,957 compared to the same quarter last year.					
Twitter followers have risen to 12,663, which is an increase of 4,692 compared to the same quarter last year.					



P3.3B - Increase digital engagement (Twitter, Instagram, Facebook etc)



The number of queries received on social media accounts was 187. This is a decrease of 113 on the previous quarter. Although a significant decrease on Q4, this is in line with the number of queries received in Q1 of 2020-21 (182) and can be accounted for by seasonal changes – the previous quarter had seen a large number of enquiries related to severe weather and missed bin collections.



Benchmarking

Not Applicable



PRIORITY: OUR PEOPLE

OUTCOME: P3.4 - Investing in our workforce.

Measure and Ref	P3.4A - Increase the level of staff engagement			Committee	F&M
Definition	<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>			Why this is important	<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>
What good looks like	<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>			Mitigating actions	<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>
History with this indicator	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>
2019/20 baseline data		No baseline data available.			
	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)



2020/21	Upward trend	Report in Q4	Report in Q4	Report in Q4	Survey postponed until 22-23
2021/22	Upward trend				
2022/23	Upward trend				
2023/24	Upward trend				
<u>Performance Overview</u>				<u>Actions to sustain or improve performance</u>	
<p>The employee survey has been postponed until 2022/23.</p> <p>The focus for 2021-22 is to fully develop and implement any new flexible ways of working arrangements following lessons learnt from Covid-19.</p>					
Benchmarking					



PRIORITY: OUR PEOPLE

OUTCOME: P3.4 - Investing in our workforce

Measure and Ref	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).				Mitigating actions	A new post will lead on this activity to provide support to all services to identify support opportunities to establish posts or provide training for existing members of staff. The Government is planning a reform of the current arrangements to encourage more take up of the scheme and to simplify the process. A partnership approach with other employers has been proposed and this will need to be considered as part of the overall approach.	
History with this indicator	New 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 £27479, spend was £9263.11).						
2019/20 baseline data		1.2% (4 apprentices)					
	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)		
2020/21	>2.3% of head count	1.2% (4)	1.2% (4)	1.5% (5)	1.48%		
2021/22	Increase the trend	0.9% (3)					
2022/23	Increase the trend						
2023/24	Increase the trend						
<u>Performance Overview – quarterly update</u>					<u>Actions to sustain or improve performance</u>		



<p>No new hires in Quarter One, although significant progress is expected as Customer Services are in the process of hiring an apprentice and Corporate Property are looking to advertise for an apprentice in the coming quarter.</p> <p>It is still expected that the PDR process in Quarter One/Quarter Two will heighten apprenticeship awareness, and the Learning and Development Officer will ensure relevant training requests are put forward for apprenticeships. One colleague has already enquired about fulfilling their PDR objectives through an apprenticeship so awareness seems to be on the increase.</p> <p>It is hoped Operational Services may look to have a Horticultural apprentice in the future. Housing is awaiting the full implementation of their restructure before looking to recruit trade apprentices. Cultural and Community Services are also awaiting the outcome of a new apprenticeship standard to facilitate their hiring of an apprentice. All services are being supported by the Learning and Development Officer.</p>	<p>PDRs due between May and July 2021 – Learning and Development Officer will use developments identified on these to action potential apprenticeships.</p> <p>Continuance of bi-monthly reminders as to how to use apprenticeships in the Learning and Development Newsletter.</p> <p>Liaising with colleges to look at alternative ways of using levy funding (i.e., Derby College have provided information on management apprenticeships).</p> <p>In the future, Leadership programmes can look at using leadership apprenticeships to upskill existing or upcoming managers.</p>
<p>Benchmarking</p>	



PRIORITY: OUR PEOPLE

OUTCOME: P3.4 - Investing in our workforce.

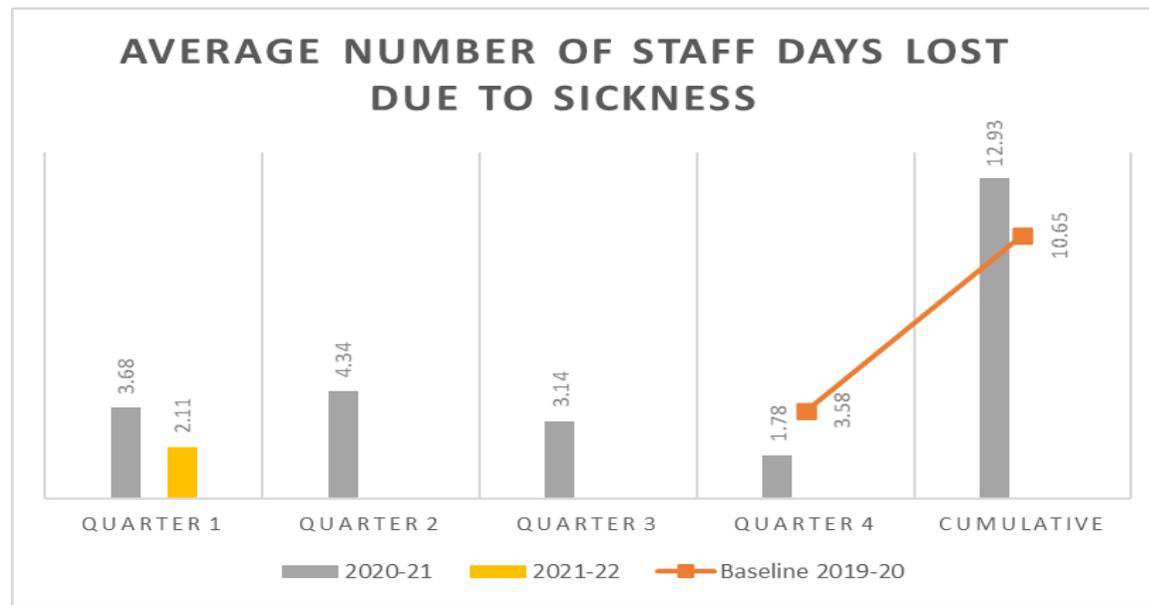
Measure and Ref	P3.4C – average number of staff days lost due to sickness		Committee	F&M		
Definition	The measure is designed to monitor the levels of employee absence from work due to ill-health. The target of eight days is in line with targets/performance nationally.		Why this is important	Reducing the number of absences will provide an indication of the health and wellbeing of the workforce and the actions being progressed by the Council to provide a supportive employment framework. It will also reduce the impact on service delivery and result in savings arising from the payment of Occupational and Statutory Sick Pay (OSP/SSP) and any secondary costs incurred to cover the absences of staff such as overtime and agency costs.		
What good looks like	To see a downward trend in the average number of working days lost per employee over four years and be in line with the rates for comparable sized district/borough Councils.					
History with this indicator	This indicator has formed part of the corporate performance indicator set for a number of years. The average figure for the past six years is shown below;		Mitigating actions	A joint working group of employer and employee representatives had been established to identify actions and other interventions that will improving the levels of attendance at work. The Council has changed its Attendance Management Procedure with a review of the impact of this to be completed jointly with the Trade Unions 2021		
	Year	Outturn days per employee				
	2018/19	11.38				
	2017/18	11.63				
	2016/17	9.91				
	2015/16	7.95				
	2014/15	9.99				
2013/14	12.28					
2019/20 baseline data		10.65 days				
	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Jul - Sept)	Q3 Outturn (Oct - Dec)	Q4 Outturn (Jan – Mar)	YTD (Apr 20 – Mar 21)
2020/21	Downward trend	3.68	4.34	3.14	1.78	12.93
2021/22	Downward trend	2.11				



Performance Overview – quarterly update

The outturn figure is higher than the previous month but 42% lower than the same quarter in the previous year. The estimated outturn would show a reduction of around 4 days per employee based on the quarter one outturn. There has 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, albeit this is set to increase based on the cases at the end of June 2021. 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 62% 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 cases of long-term absences are being managed in line with the Attendance Management Procedure (AMP).

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

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

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

Benchmarking

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



PRIORITY: OUR PEOPLE

OUTCOME: P3.4 - Investing in our workforce.

Measure and Ref	P3.4D - % of employees that consider the Council has a positive health and safety culture			Committee	F&M
Definition	The number of employees that have indicated that the Council has a positive approach to the management of health and safety in the workplace. This will be taken from the annual employee survey and will be expressed as a % of the overall responses.			Why this is important	The Council has statutory duties under the Health and Safety at Work Act 1974 to ensure the health and safety of the workforce. This measure will indicate how well the statutory duties and other non-statutory activities are being implemented.
What good looks like	The purpose of this PI is to see an increased trend over four years to indicate the robustness of the Council's Health and Safety Management Framework. Retention of industry recognition of the health and safety management framework – RoSPA Health and Safety Awards.				
History with this indicator	New indicator – No previous history available			Mitigating actions	A full-time resource will lead on this work from 1 st 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.
2019/20 baseline data		New indicator – No data available			
	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21	Upward trend	Annual indicator	Annual Indicator	Annual indicator	Postponed until early 22/23
2021/22	Upward trend				
Performance Overview – quarterly update The employee survey has been postponed until early 2022/23. The focus for 2021-22 is to fully develop and implement any new flexible ways of working arrangements following lessons learnt from Covid-19.				Actions to sustain or improve performance	
Benchmarking					



PRIORITY: OUR FUTURE

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

Measure and Ref	F1.1A- Increase the number of Employee Jobs in South Derbyshire			Committee	F&M
Definition	Working in partnership, to successfully implement a programme of actions as set out within a new Economic Development Strategy for South Derbyshire.			Why this is important	The District's economy has performed strongly in recent years - with a rapidly growing population it will be important to sustain this and provide a range of local employment opportunities.
What good looks like	The aim is to increase the number of Employee Jobs in South Derbyshire over the four-year period of the Corporate Plan.				
History with this indicator	South Derbyshire has enjoyed low levels of unemployment in recent years. Data for employment is taken from the Office of National Statistics (ONS) Business Register and Employment Survey. BRES is based on a sample survey so estimates are subject to sampling errors which need to be considered when interpreting the data. Employee jobs excludes self-employed, government-supported trainees and HM Forces. Data excludes farm-based agriculture. In 2018, there were 32,000 Employee Jobs in South Derbyshire, having grown from 30,000 in 2015.			Mitigating actions	The Council is working with partners from the public, private and voluntary/ community sectors to develop and implement a new Economic Development Strategy.
2019/20 baseline data		N/A			
	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21	25% (implementation of the actions contained within the plan)	Report in Q4	Report in Q4	Report in Q4	Impacted by Covid – 19
2021/22	25%				Implement Actions
<u>Performance Overview – quarterly update</u>				<u>Actions to sustain or improve performance</u>	
This is an annual performance indicator and data is collated and presented in Q4.				Completion of the Strategy and implementation of actions will be taken forward once other Covid-19 response activities allow.	
<u>Benchmarking</u>					
Increase the number of Employee Jobs in South Derbyshire					
See table below.					
NB. # = Sample size too small for reliable estimate					



Baseline 2019/2020			Q4 2019/20	Q4 2020/21	Q4 2021/22	Q4 2022/23
Employee Jobs	32,000	Numbers	32,000 (as at 2018)	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	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	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	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) # #	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	2,650 (as at March 2021) 3.9 6.5		



PRIORITY: OUR FUTURE

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

Measure and Ref	F2.1A- Annual net growth in commercial floorspace (sqm)			Committee	F&M
Definition	Data collected for the Council's annual Authority Monitoring Report, includes the monitoring of commercial floorspace within South Derbyshire.			Why this is important	There is very little vacant commercial floorspace in South Derbyshire, consequently the provision of additional commercial floorspace is closely related to the availability of additional employment opportunities.
What good looks like	The aim is to increase the total commercial floorspace over the four-year period of the Corporate Plan.				
History with this indicator	The Local Plan forecasts a net annual growth in commercial floorspace of 12,269.5 sqm per annum between 2008 and 2028. To date (2008-2021), the actual annual net rate of growth has been 6,095 sqm. It should be noted that the figures vary significantly from one year to the next and that single events, such as the loss of Hilton Depot, can heavily offset new construction.			Mitigating actions	The Council actively promotes development opportunities and vacant premises, and supports developers and businesses seeking to invest in the area.
2019/20 baseline data		2,885 sqm			
	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21	12,269.5 sqm				4,140 sqm
2021/22	Upward Trend				
2022/23	Upward Trend				
2023/24	Upward Trend				
<u>Performance Overview – quarterly update</u>				<u>Actions to sustain or improve performance</u>	
This is an annual performance indicator and data is collated and presented in Q4.					
Benchmarking					



PRIORITY: OUR FUTURE

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

Measure and Ref	F2.1B - Total rateable value of businesses in the district			Committee	F&M
Definition	Total rateable value of businesses in the district.			Why this is important	The total rateable value of businesses in the district is a good indication of the economic health of the district. An increase in floor space can indicate a growth in business numbers and employment opportunities.
What good looks like	A growth in rateable value, including a growth in sectors such as commercial (e.g., offices, shops, warehouses, restaurants) where there is a higher intensity of jobs per business.				
History with this indicator	The total rateable value of businesses across the district has been increasing year on year, particularly in the commercial sector with an overall increase of almost £345k since April 2017. It should be noted that events, such as the demolition of a business premises or its redevelopment for housing will offset new development.			Mitigating actions	The Council encourage new businesses into the district through its inward investment programme. The Council also carries out regular checks across the district to identify businesses that are not appropriately valued and ensure they are appropriately listed.
2019/20 baseline data		Q4 - £67,486,786. Quarterly reports can be provided from the Council's revenues and benefits system that defines the total rateable value of different categories of business (commercial, industrial etc) and further breakdowns of the sectors (for example commercial).			
	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21	Upward Trend	£67,528,690	£67,316,577	£67,379,221	£67,341,926
2021/22	Upward Trend	£67,150,426			
2022/23	Upward Trend				
2023/24	Upward Trend				
Performance Overview – quarterly update Rateable Value has been reduced compared to this time last year and also compared to end of Q4. Overall reduction is due in part to 2010 outstanding appeals being completed which has a subsequent impact on the 2017 Rateable Value Listing. Also during April there was a mass				Actions to sustain or improve performance	



<p>Rateable Value reassessment for Swadlincote Town Centre which meant that almost all businesses in High Street, West Street, Midland Road and Belmont Street benefitted from a Rateable Value reduction which although means our Total Rateable Value reduced did mean that a number of business became eligible for Business Rates Relief reducing their business rates payable, and would also make these premises more attractive to potential new tenants if they became empty.</p>	
<p>Benchmarking</p>	



PRIORITY: OUR FUTURE

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

Measure and Ref	F3.1A- Deliver against the Transformation Action Plan		Committee	F&M	
Project detail	The Council is committed to improving outcomes and outputs for its stakeholders as is evident in the Corporate Plan.		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.	
	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. 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.			Mitigating actions	Resources that are allocated to delivery of transformation projects (PM, IT technical, Business Analyst, Digital team roles) are also skills required for corporate responses to changes in policy or procedure relating to COVID. There will be times where that work is prioritised above the delivery of transformation projects.
Project Action Plan	Q1 Outturn (Apr-June)	Q2 Outturn (Jul - Sept)	Q3 Outturn (Oct - Dec)		Q4 Outturn (Apr 21 - Mar 22)
2020/21					
2021/22					



Project Overview: Quarterly update

An annual plan has now been agreed for the second year of the current four-year plan. Project groups for newly formed workloads have been allocated and documentation to clearly define outputs is being authored.

A report to sign off the business case for WorkSmart programme: Housing Modernisation was approved by F&M Committee 29th April, so recruitment is taking place for additional resource.

Following approval procurement of two major systems has been completed and the work to implement will commence shortly now contracts have been exchanged.

Actions to sustain or improve performance

The Transformation Steering Group meets every six 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

Measure and Ref	F3.2A- Develop our approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities		Committee	F&M	
Project detail	Year 1 to form a working group and define the action plan Year 2 to 4 deliver 100% against the action plan and sustain an upward trend in income generation		Why this is important	As funding shrinks exploring new ways to maximise our income is essential, to protect valuable frontline services and ensure positive outcomes for our local communities.	
			Mitigating actions	Using Council assets wisely, trading services with others across the public and private sectors and selling commodities to generate income.	
Project Action Plan	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)	
2020/21					
2021/22					
<u>Project Overview: quarterly update</u>			<u>Actions to sustain or improve performance.</u>		
<p>Meetings on a one-to-one basis have taken place with Heads of Service to define the action plan.</p> <p>Due to a number of factors including Covid-19 and the Recycling contract being taken in house, little capacity has been available for the Head of Operational Services to progress the action plan.</p>			<p>Business Change have taken on the task of establishing a current baseline and commercial opportunities identified across the authority.</p>		

