

COUNCIL  
8<sup>th</sup> OCTOBER 2020

Report of the Director of Regeneration and Policy

---

## PERFORMANCE MANAGEMENT – KEY & CORPORATE PERFORMANCE INDICATORS OUTTURN 2019/20

### PURPOSE OF REPORT

This report summarises the outturn performance against the District Council's Key & Corporate Performance Indicators for the full year 2019/20, which is the last year of the previous Corporate Plan. The report highlights where services have performed strongly and where improvements can be made.

### RECOMMENDATION

1. The outturn performance against Corporate Plan targets for 2019/20 be noted.
2. The outturn performance against the Key Performance Indicators for 2019/20 be noted.
3. Bi-annual reports continue to be brought to Council to highlight progress, demonstrate good performance, and address areas for improvement.
4. Key Performance Indicator targets for 2020/21 set out in Section 4 and set out in Appendix 1 be approved.

### WARDS AFFECTED

All

### STRATEGIC LINK

The Corporate Plan (2105-19) set out the District Council's priorities and areas for improvement, and identifies targets to be achieved. Service Plans, policies and strategies supplement the Corporate Plan. Within individual Service Plans there are a small number of Key Performance Indicators, which set out the targets for more routine operational achievement within those service areas. The District Council's Performance Management scheme monitors progress against these Key and Corporate Performance Indicators and identifies improvements.

---

## 1 BACKGROUND

- 1.1 The Corporate Plan (adopted by Council in November 2015) set out the District Council's priorities and areas for improvement in the period to 2020. It identified a number of priority targets to be achieved each year. These targets set out the District Council's main actions as to what it wished to achieve to help meet its top priorities.
- 1.2 For 2019/20 there were **15 Corporate Plan targets** set by Council in March 2019. These covered the three priority areas of:

- (1) Business Growth and Job Creation;
- (2) Affordable Housing; and
- (3) Market Towns.

These priority areas were to be achieved whilst also maintaining a clean and safe District and continuing to seek efficiencies and innovative working practices.

- 1.3 In addition, within individual Service Plans there are a small number of key targets for achievement within those service areas. These **12 Key Performance Indicators** measure how well the District Council is doing at maintaining basic service standards. They cover services such as determining planning applications in good time, paying bills on time, collecting Council Tax efficiently, and paying benefits claims promptly.
- 1.5 A mid-year report on both the Corporate Plan targets and Key Performance Indicators was provided to Council on 21 November 2019. A report on the Council's Corporate and Service Plans was taken to Council on 5 March 2020 which set out the performance targets for the new Corporate Plan and the 2020/21 year.

## **2 PERFORMANCE MANAGEMENT**

- 2.1 The District Council's Performance Management scheme is the means by which we understand how well our services are performing. It demonstrates whether or not we are on target to meet Service Plan Requirements, and highlights good performance. Where improvements are required, it helps achieve this by setting out and monitoring actions required. Performance management is good management.
- 2.2 By doing so, the District Council demonstrates that it knows:
  - what its priorities are
  - what it is aiming for
  - what it must do to achieve these aims
  - how it measures progress, and
  - when it is appropriate to take remedial action to address underperformance.
- 2.3 The District Council's Performance Management Handbook<sup>1</sup> sets out the performance management process that uses the following classification at outturn:
  - Green** = has fully achieved the year's target on time
  - Amber** = has partially achieved the target and is on track to fully achieve the year's target albeit later than planned
  - Red** = has not achieved year's target and is unlikely to do so.

## **3 COUNCIL PERFORMANCE – OUTTURN 2019/20**

- 3.1 Overall, of the 27 performance indicators for the financial year 2019/20 for which data is available, 22 (81%) were fully or partially achieved, as Table 1 shows:

---

<sup>1</sup> [https://www.derbyshiredales.gov.uk/images/P/Perfomance\\_Management\\_Handbook\\_for\\_2020-21.pdf](https://www.derbyshiredales.gov.uk/images/P/Perfomance_Management_Handbook_for_2020-21.pdf)

	No. of Targets	Green	Amber	Red
Corporate Plan targets	15	11	3	1
Key Performance Indicators	12	11	0	1
<b>TOTAL</b>	<b>27</b>	<b>22</b>	<b>3</b>	<b>2</b>

Table 1 - Summary of Performance Indicator Outcomes

- 3.2 A slightly lower proportion of Corporate Plan targets were fully achieved (11 out of 15, or 73%) as compared to Key Performance Indicator targets (11 out of 12, or 92%). Corporate Plan targets tend to be project based and involve a range of partners; they are therefore more complex, long term and subject to factors outside the Council's direct control, which often means the timescales for delivery become extended.
- 3.3 Table 2 below divides indicators by service related and Corporate Plan priority area. Strong performance is evident from the Revenues & Benefits, Planning and Housing service areas; weaker performance is in the corporate plan target area of Business Growth & Job Creation:

Service Area	No. of Targets	Green	Amber	Red
Organisational Health	3	3		
Housing	1	1		
Planning	4	3		1
Revenues & Benefits	4	4		
<b>Corporate Plan Priority Area</b>				
Other	1		1	
Business Growth & Job Creation	5	3	1	1
Market Towns	4	4		
Affordable Housing	5	4	1	
<b>TOTAL</b>	<b>27</b>	<b>22</b>	<b>3</b>	<b>2</b>

Table 2 - Performance Target Outturn by Service & Corporate Priority

- 3.4 The detailed outturn position for each of the key performance indicators for 2019/20 is set out in **Appendix 1**.
- 3.5 Performance **highlights** from 2019/20 are considerable, and include:
- 99.7% of undisputed invoices paid on time, this is the highest annual result in the last eight years, beating the 99.65% achieved in 2016/17. There were only 11 payments made all year in greater than 20 days. On average in 2019/20 we paid our suppliers in 6.33 days from receipt of invoice. In fact, 81.67% of invoices were paid with 10 days.
  - 61.9% of household waste has been sent for reuse, recycling, composting or anaerobic digestion. The target has been exceeded and the percentage of waste recycled has increased gradually and steadily by 6.74% over the past 5 years (from 55.16% in 2015/16 to 61.9% in 2019/20).
  - Average no. working days lost due to sickness absence per FTE employee was 8.36, which was better than target and is at the third lowest level in eight years.

- 90.6% of minor planning applications were determined in 8 weeks, which is the highest proportion of minor planning applications determined within this timescale over the last eight years.
- The speed of processing new benefits claims was 12.85 days, which has been the quickest turnaround of processing new claims in 8 years and almost a day quicker than last year. Performance has steadily improved since 2014/15.
- The speed of processing notifications of changes in circumstances for benefits was 2.97 days, which is the quickest processing of changes in circumstances in 8 years and 2.84 days faster than the average over this period.
- 89 affordable homes were completed against a target of 51.
- 381 vulnerable households were assisted with £261,326 financial gains in welfare support and £754,565 of debt affected.
- 92 adaptations provided to homes of disabled people. The target was exceeded by 35 and this is the largest number of adaptations completed in the past 7 years.
- 5 funding bids were submitted for Hurst Farm.

3.6 The four targets that were **not achieved** are described below; of these two had already been flagged as uncertain of achievement at or prior to the Q2 reporting stage:

1. The percentage of appeals allowed against District Council decisions to refuse planning applications missed the target by 4.4% (at 30% allowed). This continues a trend seen over the past eight years where the proportion of appeals allowed *against* the LA's decision has been increasing gradually but steadily.
2. Develop a business case for the District Council to more directly intervene in the creation of employment units/ business workspace in the central area of the district by September 2019. This project experienced two delays: the first due to waiting for a decision from Historic England on the area of a Scheduled Monument site - which would have impacted on the scheme – and the second due to the need for further site investigations and discussions with landowner which were delayed due to COVID-19. This action carries forward to 2020/21 as it is a long term project.
3. Review the effect of increase in Council Tax Premium in September 2019 and prepare a case for other measures to bring empty homes back into use. It was decided after a review of data available in September 2019, to allow a full year of data to be generated before preparing a business case; this action therefore carries forward to 2020/21.
4. The target of a continued programme to identify efficiency savings and/or additional income of £400,000 by 2020/21 has not been met due to the deferment of the savings requirement following temporarily increased Government funding for 2019/20 and 2020/21 and subsequent deferral of the Government's Review of Local Authority Needs and Resources.

3.7 It is proposed to continue reporting performance for the new Corporate Plan and key performance indicators to Members at Council meetings twice a year. This will highlight progress, demonstrate good performance where it occurs, and focus on areas for improvement that emerge during the year.

## 5 RISK ASSESSMENT

### 5.1 Legal

The Corporate Plan, and relevant Service Plans are compliant with all relevant legislation. The legal risk is assessed as being low.

## **5.2 Financial**

There are no financial considerations arising from the performance management report. Where Corporate Plan targets or Service Plans actions have resource implications, these have been accounted for in existing budgets.

## **5.3 Corporate**

There is a risk that new Corporate Plan targets or Key Performance Indicators may not be achieved, particularly given the re-prioritisation of service delivery in the wake of the ongoing COVID-19 pandemic. This would have possible service and reputational consequences for the District Council. To mitigate this, progress is monitored quarterly by Service Managers and by the Corporate Leadership Team.

## **6 OTHER CONSIDERATIONS**

- 6.1 In preparing this report, the relevance of the following factors has also been considered: prevention of crime and disorder, equalities, environmental, climate change, health, human rights, personnel and property.

---

### **CONTACT INFORMATION**

Mike Hase, Policy Manager

Tel: 01629 761251 E-mail: [mike.hase@derbyshiredales.gov.uk](mailto:mike.hase@derbyshiredales.gov.uk)

**BACKGROUND PAPERS** None

### **ATTACHMENTS**

Appendix 1 Key Performance Indicators Outturn Data 2019/20