

COUNCIL
8 JULY 2021

Report of the Director of Regeneration and Policy

PERFORMANCE MANAGEMENT – KEY & CORPORATE PERFORMANCE INDICATORS OUTTURN 2020/21

PURPOSE OF REPORT

This report summarises the outturn performance against the District Council's Key & Corporate Plan Performance Indicators for the full year 2020/21, which is the first year of the current [Corporate Plan](#) 2020-24, agreed at Council on 5th March 2020.

The report highlights where services have performed strongly and where improvements can be made.

RECOMMENDATION

1. The outturn performance against Corporate Plan targets for 2020/21 be noted.
2. The outturn performance against the Key Performance Indicators for 2020/21 be noted.
3. That bi-annual reports continue to be brought to Council to highlight progress, demonstrate good performance, and address areas for improvement.

WARDS AFFECTED

All

STRATEGIC LINKS

The Corporate Plan (2020-24) sets out the District Council's priorities and areas for improvement. It sets out targets and the actions required to achieve them agreed by Council in March 2020. Service Plans, policies and strategies supplement the Corporate Plan.

Key Performance Indicators provide a focus for strategic and operational improvement. They show the direction of Council performance and so create a basis for decision making. KPIs assist in maintaining priority service standards and therefore cover organisational health, planning, revenues and benefits, and housing.

Service Plans are developed for each Directorate. They contain the relevant Corporate Action Plan targets and actions, as well as any Key Performance Indicators. In addition targets for more routine operational achievement within those service areas are included.

The District Council's Performance Management scheme monitors progress against these Key and Corporate Performance Indicators quarterly, identifies improvements and reports to Council.

1 BACKGROUND

- 1.1 The Corporate Plan 2020-24 (adopted by Council on 5th March 2020) sets out the District Council's priorities and areas for improvement. It identifies a number of priority targets to be achieved each year. These are assigned annually to specific teams and service areas. These actions set out how the Council will meet its key targets.
- 1.2 For 2020/21, eleven target areas, which include 33 pledges [aims] and 44 actions, were set by Council on the 5th March 2020. Appendix 1 details progress on all 44 actions contained in the Corporate Plan. These targets and actions cover the three priority areas identified in the Council Plan 2020-24:
1. *People* – Providing you with a high quality customer experience [4 target areas, 9 pledges, 12 actions]
 2. *Place* – Keeping the Derbyshire Dales clean, green and safe [4 target areas, 9 pledges, 14 actions]
 3. *Prosperity* – Supporting better homes and jobs for you [4 target areas, 15 pledges, 18 actions]
- 1.3 In addition, there are 12 Key Performance Indicators that measure how well the District Council is doing at maintaining its priority service standards. They cover service areas such as determining planning applications in good time, paying bills on time, collecting Council Tax efficiently, and paying benefits claims promptly. Appendix 2 provides detail on progress against the KPIs, on a quarter by quarter basis, throughout 2020/21
- 1.5 A mid-year progress report on both the Corporate Plan targets and Key Performance Indicators was considered by Council on 26 November 2020. A further report on Q3 progress was presented to Council on the 4th March 2021.
- 1.6 The Council's Corporate Plan targets and Service Plans (2021/22) were approved by Council on 4 March 2021. These documents set out the performance targets for the new Corporate Plan and the 2021/22 year.

2 PERFORMANCE MANAGEMENT

- 2.1 The District Council's Performance Management process is the means of measuring, monitoring and improving the Council's progress in achieving its targets. Targets include Corporate Plan Actions, KPIs and Service Specific objectives which are detailed in the [Corporate Plan](#) and Service Plans. Good performance and areas for improvement are identified through quarterly reporting processes.
- 2.2 By managing its performance, the District Council demonstrates that it knows:
- what its priorities are
 - what its targets are
 - actions it must take to achieve targets
 - measures progress
 - informs where it is appropriate to take remedial action to address underperformance
- 2.3 The District Council's [Performance Management Handbook](#) 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. It also includes delays to the achievement of targets caused by the impact of COVID-19
- **Red** = has not achieved year's target and is unlikely to do so.

3 COUNCIL PERFORMANCE – OUTTURN SUMMARY 2020/21

Corporate Plan

3.1 Overall, of the 44 Corporate Plan performance action indicators for the financial year 2020/21, for which data is available, all were fully or partially achieved, as Table 1 shows. Table one also shows performance against KPIs, with nine being fully achieved.

	Totals	Green	Amber	Red
Corporate Plan Actions	44	23	21	0
Key Performance Indicators	12	9	1	2
TOTAL	56	32	22	2

Table 1 - Summary of Performance Indicator Outcomes

3.2 A lower proportion of Corporate Plan actions were fully achieved (23 out of 44, or 52%) compared to Key Performance Indicator targets (9 out of 12, or 75%). Corporate Plan targets tend to be more project-based, one-off projects and involve a range of partners; they are therefore frequently more complex and long term. Outturns suggest that changes to service activities required by the impact of COVID have negatively affected the timescales for Corporate Plan actions delivery, more so than for KPI delivery. It is to be noted however, that progress has been made on almost all Corporate Plan actions despite the challenge of COVID throughout the year.

3.3 Detailed outcomes for 202/21 Corporate Plan Actions are shown in Appendix 1. Highlights include:

- Customer care and communication has been key service delivery during COVID. This has included the introduction of a faster, and improved website home page, including greater functionality and mobile access; the implementation of a new payment portal to expand payment options and ensure fully integrated payments are added to all online forms; numerous publications including Dales Matters, approx. 100 media releases, and posters, adverts and banners.
- BSU have continued to provide a flexible, high quality service throughout the pandemic despite numerous challenges including the need for social distancing within the Town Hall, increased call numbers, occasional staff shortages, new advice and guidance to pass on etc.
- The Economic Development Team/Business Advice Service were redirected to support business survival including the management and delivery of government grants. Over 160 businesses were awarded grants by the end of Q3.
- Residents and businesses have much-improved access to the support they need online, via our website. The number of fully trackable services has increased by 29 during the year. COVID specific support services were also added in a timely matter e.g. information on government funding, testing centres, service arrangements, and so on.
- Despite a reduction in the number of activities carried out by community groups caused by COVID, we have still been able to provide £34,621 funding on projects that benefit the wider community

- The provision of 27 Electric Vehicle Charging Points across all four Derbyshire Dales market towns has exceeded plans for a minimum of one charging point per market town
- Despite the impact of COVID, 75 adaptations were made to the homes of disabled people. This exceeds the target of 50.
- The development of three Neighbourhood Plans was completed and all were subject to positive referendum on 6th May 2021

3.4 Of the Council's 12 **Key Performance Indicators**, 75% were fully achieved, 17% were not achieved, and 8% were partially achieved. Success levels may increase once figures for waste recycling are produced; the current average for waste recycling from Q1 to Q3, is 58.5% which meets the target for 2020/21.

Service Area / CMT Lead	Description	2020/21 Target	Full Year
Organisational Health	% of undisputed invoices paid on time	99.00%	99.47%
	% of household waste which has been sent for reuse, recycling, composting or anaerobic digestion	58.5%	Q3 = 58.5% Q4 not available
	Average no. working days lost due to sickness absence per FTE employee- quarterly*	9	7.54
Housing	The percentage of homeless households seeking assistance from the Council for whom this intervention helped resolve their situation	75%	88% av.
Planning	% of Major planning applications determined in 13 weeks	>75%	100%
	% of Minor planning applications determined in 8 weeks	>77%	90%
	% of Other planning applications determined in 8 weeks	>90%	90%
	% of appeals allowed against LA's decision to refuse planning application	<30%	25%
Revenues & Benefits	% of Council Tax collected within the year	98.40%	97.51%
	% of Non-Domestic rates collected within the year	97.30%	92.16%
	Speed of processing new claims (days)	24 days	13 days
	Speed of processing: notifications of changes in circumstances (days)	8 days	7 days

3.5 Performance **highlights** from 2020/21 KPIs include:

- 99.47% of undisputed invoices were paid on time, taking on average only 7.27 days to pay each invoice.
- Average no. working days lost due to sickness absence per FTE employee-quarterly was 7.54 which is a significant improvement on last year's figure of 8.36. It is important to note that COVID-19 related absence data has been recorded separately from the main sickness absence data. As a result COVID-related sickness absence is not included in sickness absences statistics, during the period April 2020 to March 2021.
- Other indicators that exceeded their targets include; the number of minor and major planning applications that were determined within the designated number of weeks, the percentage of homeless people helped by the council, and the speed of processing new claims by benefits and revenues teams.

3.6 Although the collection of Council Tax and Non Domestic Rates was adversely affected by COVID-19 the rates of collection in 2020/21 were 98.4% and 92% respectively. This represents a 1% deficit against the target for council tax collection and a 5% deficit for non-domestic rates. Due to the impact of COVID-19, it has not been considered appropriate to take higher level recovery action in respect of Council Tax/Non Domestic Rate payers who fail to pay despite reminder notices. In addition, some customers have had problems in making payments and maintaining payment arrangements due to fluctuations and reductions in their own incomes due to COVID. Recovery action in respect of arrears will be taken in 2021/22.

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.

4 RISK ASSESSMENT

4.1 Legal

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

4.2 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.

4.3 Corporate

There is a risk that Corporate Plan targets or Key Performance Indicators may continue to experience delays, particularly given the re-prioritisation of service delivery in the wake of the COVID-19 pandemic. This risk may continue to have service and reputational consequences for the District Council as we progress through 2021/22. To mitigate this, progress is monitored quarterly by Service Heads and by the Corporate Leadership Team.

5 OTHER CONSIDERATIONS

- 5.1 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.
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CONTACT INFORMATION

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BACKGROUND PAPERS None

ATTACHMENTS

Appendix 1 Corporate Plan Actions Outturn Data 2020/21

Appendix 2 Key Performance Indicators Outturn Data 2020/21