Wednesday, 28 February 2024

To All Councillors:

As a Member or Substitute of the **Scrutiny Committee**, please treat this as your summons to attend a meeting on **Thursday, 7 March 2024** at **6.00 pm** in the **Council Chamber, Town Hall, Matlock, DE4 3NN**

Yours sincerely,

Helen Mitchell
Director of Corporate and Customer Services

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AGENDA

1. APOLOGIES FOR ABSENCE

Please advise the Democratic Services Team on 01629 761133 or email committee@derbyshire.gov.uk of any apologies for absence.

2. PUBLIC PARTICIPATION

To enable members of the public to ask questions, express views or present petitions, **IF NOTICE HAS BEEN GIVEN**, (by telephone, in writing or by email) **BY NO LATER THAN 12 NOON OF THE WORKING DAY PRECEDING THE MEETING**. As per Procedural Rule 14.4 at any one meeting no person may submit more than 3 questions and no more than 1 such question may be asked on behalf of one organisation.

3. APPROVAL OF MINUTES OF PREVIOUS MEETING (Pages 5 - 8)

06 December 2023

4. INTERESTS

Members are required to declare the existence and nature of any interests they may have in subsequent agenda items in accordance with the District Council's Code of Conduct. Those interests are matters that relate to money or that which can be valued in money, affecting the Member, their partner, extended family and close friends. Interests that become apparent at a later stage in the proceedings may be declared at the time.

5. PERFORMANCE MANAGEMENT - KEY PERFORMANCE INDICATORS OUTTURN Q3 2023/24 (Pages 9 - 20)

This report summarises the outturn performance against the District Council's Key Performance Indicators for Quarter 3 (1st October to 31st December 2023). The report highlights where services have performed strongly and where improvements can be made.

6. PERFORMANCE MANAGEMENT DATA (Pages 21 - 40)

The District Council annually publishes its performance against a series of 12 Key Performance Indicators, whose purpose is to provide an assessment of its overall organisational health. Performance against each of the Key Performance Indicators are generally reported quarterly to Scrutiny Committee.

The Office for Local Government (Oflog) has developed an online tool (at https://oflog.data.gov.uk) which brings together a selection of existing metrics across a range of service areas. This performance management information has also been reported to Scrutiny Committee.

During recent meetings of Scrutiny Committee, Members have indicated that they wished to consider the extent of the existing Key Performance Indicators and whether they were fit for purpose going forward. Members were concerned that the KPIs might be overly focussed on Planning and that there were opportunities to look at data from other services.

The District Council's Performance & Project Management Officer Group (PPMG) has undertaken a review of the Key Performance Indicators (KPIs), details of which are set out in this report. As a result of this review, the report recommends several revisions to the existing suite of Key Performance Indicators.

7. DRAFT TERMS OF REFERENCE - PUBLIC CONSULTATION AND ENGAGEMENT EXERCISE (Pages 41 - 44)

To discuss the proposed draft Terms of Reference for the Public Consultation and Engagement scrutiny exercise.

8. UPDATE - FLOODING SCRUTINY EXERCISE

The Director of Corporate and Customer Services will provide Members with a verbal update on the progress made regarding the organisation of the Scrutiny Exercise scheduled to investigate experiences of flooding within the Derbyshire Dales.

9. UPDATE - FREEDOM OF INFORMATION REQUEST SCRUTINY

The Director of Corporate and Customer Services will provide Members with a verbal update regarding the process for scrutiny of Freedom of Information requests.

10. SCRUTINY COMMITTEE WORK PROGRAMME 2023/24 AND DRAFT WORK PROGRAMME 2024/25 (Pages 45 - 50)

To discuss, and propose any amendments to, the current Scrutiny Committee work programme for 2023/24 and the draft work programme for 2024/25.

Members of the Committee - Councillors David Hughes (Chair), Peter Slack (Vice-Chair), Robert Archer, Nigel Norman Edwards-Walker, Gareth Gee, Laura Mellstrom, Roger Shelley, Nick Whitehead and Nick Wilton

Substitutes – Councillors Kelda Boothroyd, Sue Burfoot, Peter Dobbs, Stuart Lees, Dermot Murphy and Simon Ripton

NOTE

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Agenda Item 3

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Scrutiny Committee

Minutes of a Scrutiny Committee meeting held at 6.00 pm on Wednesday, 6th December, 2023 in the Council Chamber, Town Hall, Matlock, DE4 3NN.

PRESENT   Councillor David Hughes - In the Chair

Councillors: Nigel Norman Edwards-Walker, Gareth Gee, Roger Shelley, Nick Wilton and Peter Dobbs

Present as substitute – Councillor(s): Peter Dobbs

Helen Mitchell (Director of Corporate and Customer Services (Monitoring Officer)), Mike Hase (Policy Manager), Tommy Shaw (Democratic Services Team Leader) and Lucy Harrison (Democratic Services Assistant)

Note:
"Opinions expressed or statements made by individual persons during the public participation part of a Council or committee meeting are not the opinions or statements of Derbyshire Dales District Council. These comments are made by individuals who have exercised the provisions of the Council's Constitution to address a specific meeting. The Council therefore accepts no liability for any defamatory remarks that are made during a meeting that are replicated on this document."

APOLOGIES

Apologies for absence were received from Councillor(s): Peter Slack, Robert Archer, Laura Mellstrom and Nick Whitehead

239/23 - PUBLIC PARTICIPATION

There was no public participation.

240/23 - APPROVAL OF MINUTES OF PREVIOUS MEETING

It was moved by Councillor Nick Wilton, seconded by Councillor Gareth Gee and

RESOLVED (unanimously)

That the minutes of the meeting of the Scrutiny Committee held on 19 October 2023 be approved as a correct record.

Voting

05 For
00 Against
01 Abstentions

The Chair declared the motion **CARRIED.**

241/23 - INTERESTS

There were no declarations of interest.

242/23 - PERFORMANCE MANAGEMENT - CORPORATE PLAN & KEY PERFORMANCE INDICATORS OUTTURN Q1 AND Q2 2023/24

The Policy Manager introduced a report which summarised the outturn performance against the District Council's Corporate Plan targets and Key Performance Indicators for Quarter 1 and Quarter 2. The report highlighted where services had performed strongly and where improvements could be made.

The Current Corporate Plan 2020-24 set out the Council's priorities and areas for improvement, these priority areas were detailed in the report. The plan identified a number of priority targets relating to the specific activities to be undertaken during the relevant financial year. These targets were assigned annually to specific teams and service areas for action, they set out how the Council would meet its annual corporate plan targets. The 25 Corporate Plan actions for 2023/24 were agreed by Council in 2022. Progress during Quarter 1 and Quarter 2 of 2023/24 was set out in Appendix 1.

In addition, there were 12 Key Performance Indicators (KPIs) that measured the District Council's general organisation health. They covered 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 provided detail on the progress against the KPIs for Quarter 1 and Quarter 2 of 2023/24.

Table 1 summarised the Corporate Plan actions and KPI results for Quarter 1 and Quarter 2 of 2023/24. It was noted that 66% of the Corporate Plan actions were fully achieved alongside 87% of the Key Performance Indicator targets.

It was moved by Councillor Nick Wilton, seconded by Councillor Peter Dobbs and

RESOLVED (unanimously)

1. That the outturn performance against Q1 and Q2 Corporate Plan targets for 2023/24 be noted.

2. That the outturn performance against Q1 and Q2 Key Performance Indicators for 2023/24 be noted.

3. That quarterly reports continue to be presented to Members of the Scrutiny Committee to highlight progress, demonstrate good performance, and address areas for improvement.

4. That a working group be established to further investigate, and determine any required alterations to, the current Key Performance Indicators, and that Group Leaders be contacted to ask for nominations to this working group.

The Chair declared the motion **CARRIED**.

Councillor Edwards-Walker left the meeting at 18:43pm.

243/23 - SCOPING ASSESSMENT - FUTURE WORKFORCE FOR DERBYSHIRE DALES DISTRICT COUNCIL

The Director of Corporate and Customer Services introduced a scoping assessment for a scrutiny exercise to investigate proposals for the future workforce of the Council. The scoping assessment outlined a piece of work designed to address the acute workforce challenges being faced by the Organisation, specifically relating to difficulties in the recruitment and retention of staff in key service areas of the Authority.

A report had previously been presented to Council, and subsequently to this Committee, which discussed in detail the issues relating to organisational resilience, resources and priorities. That report outlined several potential options for consideration which aimed to deliver a package of measures to aid the recruitment and retention of staff, to ensure that the Council would be adequately resourced to deliver its core services and priorities.

Following consideration of that report, it had become apparent that further Member involvement would be beneficial in determining solutions to both the acute and long-term workforce challenges being face by the Organisation. It was therefore proposed that a group of Members be established to further investigate these challenges and produce recommendations to be considered by a future meeting.

It was moved by Councillor David Hughes, seconded by Councillor Gareth Gee and

RESOLVED (unanimously)

That a task and finish group be established to undertake the proposed piece of work relating to the recruitment and retention challenges being faced by the Authority, and that a report be produced detailing their recommendations, to be presented to future meeting of this Committee.

The Chair declared the motion **CARRIED**.

244/23 - SCOPING ASSESSMENT - EXPERIENCES OF FLOODING WITHIN THE DERBYSHIRE DALES

The Director of Corporate and Customer Services presented Members with further information relating to a proposed Scrutiny exercise focusing on the flooding experiences of residents and businesses within the Derbyshire Dales.

The increased incidents of flooding throughout the district had resulted in illness, loss of life and serious injuries. In addition, these events had caused large amounts of damage to homes, businesses, and infrastructure. It was therefore considered important that the

experiences of those adversely affected by flooding events should be communicated to the responsible authorities.

The exercise aimed to ensure that local experiences of flooding would be better taken into account when taking future actions relating to the design and implementation of flood management plans and strategies.

It was moved by Councillor Nick Wilton, seconded by Councillor Gareth Gee and

RESOLVED (unanimously)

That the updated terms of reference for the flooding related scrutiny exercise be approved.

The Chair declared the motion **CARRIED**.

It was then moved by Councillor David Hughes, seconded by Councillor Roger Shelley and

RESOLVED (unanimously)

That a task and finish group be established to undertake the proposed piece of work relating to the experiences of flooding within the district, and that a report be produced detailing their recommendations, to be presented to future meeting of this Committee.

The Chair declared the motion **CARRIED**.

245/23 - UPDATED SCRUTINY WORK PROGRAMME 2023/24

The Director of Corporate and Customer Services introduced the updated Scrutiny Work Programme for 2023/24.

It was recommended that the Waste Collection Contract be removed from the work programme, as work was taking place outside the Scrutiny Committee via which it was planned that a working group of Members would investigate this issue.

It was also proposed that the development of a new set of Key Performance Indicators would be added to the Scrutiny work programme for the next municipal year.

The Committee were informed of an additional proposed topic to be investigated, this proposed exercise sought to determine any indirect discrimination within the policies and practices of the Council. It was noted that this would be added to the work programme.

Meeting Closed: 7.07 pm

Chair

Agenda Item 5

Scrutiny Committee – 7th March 2024

Report of Director of Regeneration and Policy

PERFORMANCE MANAGEMENT – KEY PERFORMANCE INDICATORS OUTTURN Q3 2023/24

Report Author and Contact Details
Claire Allen, Corporate Policy Officer
01629 7612450 or Claire.Allen@derbyshiredales.gov.uk

Wards Affected
All

Report Summary
This report summarises the outturn performance against the District Council's Key Performance Indicators for Quarter 3 (1st October to 31st December 2023). The report highlights where services have performed strongly and where improvements can be made.

Recommendations

1. The outturn performance against Q3 Key Performance Indicators for 2023/24 be noted.
2. That quarterly reports continue to be presented to Members of the Scrutiny Committee to highlight progress, demonstrate good performance, and address areas for improvement.

List of Appendices
Appendix 1   Quarter 3 KPI outturn 2023/24

Background Papers
Council Meeting 05 March 2020

Consideration of report by Council or other committee
None

Council Approval Required
No

Exempt from Press or Public
No

PERFORMANCE MANAGEMENT – QUARTER 3 KEY PERFORMANCE INDICATORS OUTTURN 2023/24

1. Background

1.1 Derbyshire Dales District Council Corporate Plan 2020-24 sets out the District Council's long-term priorities and areas for improvement. This plan identifies priority targets relating to the specific activities to be undertaken during the relevant financial year and progress is reported six-monthly.

1.2 In addition, the District Council uses 12 Key Performance Indicators (KPIs) to measure the Council's general organisational health. These indicators cover short-term frontline service areas such as determining planning applications in good time, paying bills on time, collecting Council Tax efficiently and paying benefits claims promptly. Progress against Key Performance Indicators is reported quarterly.

2. Key Issues

2.1 PERFORMANCE MANAGEMENT

2.2 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 targets and KPIs, as well as service-specific objectives which are detailed in Service Plans. Good performance and areas for improvement are identified through a quarterly reporting process.

2.3 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

2.4 A traffic light system of reporting is used to signify the progress and success of actions.

- Green = action achieved on time
- Amber = indicates delay (action has been achieved later in the year than planned or will be completed soon after year-end) or that the target is at risk of not being achieved
- Red = actions not fully achieved in target time scale and not likely to be fully achieved by end of Q3 of 2023/24

3. COUNCIL PERFORMANCE – QUARTER 3 2023/24 OUTTURN SUMMARY

3.1 Table 1 also shows performance against KPIs, with 11 being fully or partially achieved. The vast majority of KPIs are on track to meet their target, reflecting excellent performance.

	Totals	Green	Amber	Red
KPIs	11 (1 unavailable)	10	1	0
Total No	100%	91%	9%	0%
Total %	11	10	1	0

Table 1: Summary of KPI outturn Q3 23/24

3.2 Detailed updates for all quarters are included in **Appendix 1**. Table 2 below summarises outturns for Q3 of 2023/24.

Service Area	Description	2023/24 Target	Q1 Result + comment	Q2 Result + comment	Q3 Result + comment
Corporate	% of undisputed invoices paid on time	99%	99.34%	98.95%	**99.5%** Only 6 late invoices. A good performance in this quarter
Waste & Recycling	% of household waste which has been sent for reuse, recycling, composting or anaerobic digestion	58.5%	57.1%	57.5%	The KPIs are made up of data from various data sources and all information is not usually received until at least 8 weeks after the end of the quarter.
HR	Average no. working days lost due to sickness absence per FTE employee	2.25 per quarter	1.706	1.71	**1.689** If Q1, Q2 & Q3 sickness levels continue throughout the rest of the financial year, we will achieve the year-end target.

Service Area	Description	2023/24 Target	Q1 Result + comment	Q2 Result + comment	Q3 Result + comment
					Q1 = 1.706 Q2 = 1.710 Q3 = 1.689

In the first quarter of the last financial year (2022/23) we reported a quarterly figure of 2.437 days.

In the second quarter of the last financial year (2022/23) we reported a quarterly figure of 2.56 days.

In the third quarter of the last financial year (2022/23) we reported a quarterly figure of 3.09 days. |
| **Housing** | The % of homeless households seeking assistance from the Council, for whom this intervention helped resolve their situation | 75% | 71% | 80% | **79.3%** |
| **Planning** | % major planning application determined in 13 weeks or agreed | >75% | 100% | 100% | **100%** Excellent performance. |

Service Area	Description	2023/24 Target	Q1 Result + comment	Q2 Result + comment	Q3 Result + comment
	extension of time period				
	% of minor planning application determined in 8 weeks or agreed extension of time period	>77%	78%	85%	**91%** 59 applications in total, 52 of which determined within 8 weeks or agreed EOT period.
	% of other planning applications determined in 8 weeks or agreed extension of time period	>90%	92%	94%	**89%** 88 applications in total, 78 of which determined within 8 weeks or agreed EOT period.
	% of appeals allowed against the LAs decision to refuse planning permission	<30%	28%	25%	**28%** of s78 appeals allowed. 7 appeal decisions in total – 2 allowed.
Revenues and Benefits	% Council Tax collected within the year	98.4%	33.*30%*	61.*50%*	**89.50%** Collection rate similar to previous year, around the same as pre covid levels.
	% of Non-Domestic Rates collected within the year	97.3%	28.50%	58.40%	**85.90%** Collection rate slightly less than previous year, around the same as pre covid levels. 2023/24 is a valuation year so a lot of changes for

Service Area	Description	2023/24 Target	Q1 Result + comment	Q2 Result + comment	Q3 Result + comment
					NDR which influence the collection rate.
	Speed of processing new claims for housing benefit and Council Tax support	24 days	12.4	12.65	**12.75** - well on target
	Speed of processing: notifications of changes in circumstances	8 days	5.24	5.34	**4.92** - well on target

Table 2: Q3 2023/24 KPI outturn summary

3.3   Slightly less successful outturns include:

- The quarter 3 figure is not yet available for "The % of household waste which has been sent for reuse, recycling, composting or anaerobic digestion" but it was 57.1% in quarter 1 and 57.5% in quarter 2, meaning the target of 58.5% has been narrowly missed for both quarters.
- Of slight concern is the indicator "% of other planning applications determined in 8 weeks or agreed extension of time period", which has narrowly missed the target of over 90% with a Quarter 3 outturn figure of 89%. However, the figure for the year to date is 92% so the indicator is still on target for year end.

3.4   Notable successes include:

- Of the 3 other Planning indicators, 1 indicator is at 100% and the other 2 indicators are above target.
- The average number of working days lost due to sickness absence per FTE employee is significantly below the 2.25 days per quarter target for all 3 quarters.
- The % Council Tax and Non-Domestic Rates collected within the year is also at a high level with well over three-quarters of the required amount collected at the 9 month point.
- The speed of processing housing benefit and Council Tax cases remains at an excellent level, well above target for all 3 quarters.

4.   **Consultation**

4.1   None required as report concerns past actions.

5.   Timetable for Implementation

5.1   No timetable as reporting past events

6.   Policy Implications

6.1   The collation of data provides an expression of performance against the relevant indicator and this provides the District Council with an opportunity to make any policy changes accordingly.

7.   Financial and Resource Implications

7.1   There are no financial considerations arising from the performance management report.   Where KPI improvement actions have resource implications, these have been accounted for in existing budgets.

8.   Legal Advice and Implications

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

9.   Equalities Implications

9.1   An Equality Impact Assessment is not required as this report is concerned with past events.

10.   Climate Change Implications

10.1   A Climate Change Impact Assessment is not required as this report is concerned with past events.

11.   Risk Management

11.1   There is a risk that Key Performance Indicators may not be achieved, with possible service and reputational consequences for the District Council. To mitigate this, progress is monitored quarterly by Service Managers and by Corporate Leadership Team.

Report Authorisation

Approvals obtained from:-

	Named Officer	**Date**
Chief Executive	Paul Wilson	29/02/2024
Director of Resources/ S.151 Officer (or Financial Services Manager)	Karen Henriksen	29/02/2024
Monitoring Officer (or Legal Services Manager)	Helen Mitchell	29/02/2024

KPI Outturn 2023/24

Quarter 3 Key Performance Indicator (KPI) Reporting 2023/24

Service Area/CMT Lead	Reference	Description	Lead	2023/24 target	Q1 Result + comment	Q2 Result + comment	Q3 Result + comment
Organisational Health	BV8 [AE15]	% of undisputed invoices paid on time	David Kay	99%	**99.34%** 2 errors by Accounts Payable accounted for 6 of the 7 late payments – mis-identifying multiple page PDF's.	**98.95%** 1 more A.P. PDF error (steps have been taken to mitigate this now) leading to 4 of the 13 paid late. The rest a bit more badgering of slow users should help get more paid on time.	**99.5%** Only 6 late invoices. A good performance in this quarter.
	NI192	% of household waste which has been sent for reuse, recycling, composting or anaerobic digestion	Claire Orford / Antonia Lavelle	58.5%	**57.3%**	**57.5%**	**Not available yet**
	HRKP1 / Quarterly LG Inform Metric 4	Average no. working days lost due to sickness absence per FTE employee per annum is targeted at 9 days; per quarter the target is 2.25 days	Deborah Unwin / Chrissie Symons	2.25 per quarter	1.706	1.71 If Q1 & Q2 sickness levels continue throughout the rest of the financial year, we will achieve	**1.689** If Q1, Q2 & Q3 sickness levels continue throughout the rest of the financial year, we will achieve

KPI Outturn 2023/24

Service Area/CMT Lead	Reference	Description	Lead	2023/24 target	Q1 Result + comment	Q2 Result + comment	Q3 Result + comment
						the year-end target.	the year-end target. Q1 = 1.706 Q2 = 1.710 Q3 = 1.689 In the first quarter of the last financial year (2022/23) we reported a quarterly figure of 2.437 days. In the second quarter of the last financial year (2022/23) we reported a quarterly figure of 2.56 days. In the third quarter of the last financial year (2022/23) we reported a quarterly figure of 3.09 days.

KPI Outturn 2023/24

Service Area/CMT Lead	Reference	Description	Lead	2023/24 target	Q1 Result + comment	Q2 Result + comment	Q3 Result + comment
Housing	Revised BV 213	The % of homeless households seeking assistance from the Council, for whom this intervention helped resolve their situation	External organisations via Niki Emery	75%	71%	80%	79.3%
Planning	DM1	% major planning application determined in 13 weeks or agreed extension of time period	Chris Whitmore	>75%	100% - Excellent performance.	100% - Excellent performance.	100% - Excellent performance.
	DM2	% of minor planning application determined in 8 weeks or agreed extension of time period	Chris Whitmore	>77%	78% - 59 applications in total, 46 of which determined within 8 weeks or agreed EOT period.	85% - 62 applications in total, 53 of which determined within 8 weeks or agreed EOT period.	91% - 59 applications in total, 52 of which determined within 8 weeks or agreed EOT period.
	DM3	% of other planning applications determined in 8 weeks or agreed extension of time period	Chris Whitmore	>90%	92% - 92 applications in total, 85 of which determined within 8 weeks or agreed EOT period.	94% - 85 applications in total, 80 of which determined within 8 weeks or agreed EOT period.	89% - 88 applications in total, 78 of which determined within 8 weeks or agreed EOT period.
	DM4	% of appeals allowed against the LAs	Chris Whitmore	<30%	28% of s78 appeals allowed. 7	25% of s78 appeals allowed. 4	28% of s78 appeals allowed. 7

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KPI Outturn 2023/24

Service Area/CMT Lead	Reference	Description	Lead	2023/24 target	Q1 Result + comment	Q2 Result + comment	Q3 Result + comment
		decision to refuse planning permission			appeal decisions in total – 2 allowed.	appeal decisions in total – 1 allowed.	appeal decisions in total – 2 allowed.
Revenues & Benefits	BV 9 [ARB 1]	% Council Tax collected within the year	Karen Henriksen	98.4%	**33.30%** Collection rate similar to previous year, around the same as pre covid levels.	**61.50%** Collection rate above previous year, similar to pre covid levels.	**89.50%** Collection rate similar to previous year, around the same as pre covid levels.
	BV10 [ARB 2]	% of Non-Domestic Rates collected within the year	Karen Henriksen	97.3%	**28.50%** 2023/24 is a valuation year so a lot of changes for NDR, will have an effect on the collection rate.	**58.40%** 2023/24 is a valuation year so a lot of changes for NDR, will have an effect on the collection rate.	**85.90%** Collection rate slightly less than previous year, around the same as pre covid levels. 2023/24 is a valuation year so a lot of changes for NDR which influence the collection rate.

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KPI Outturn 2023/24

Service Area/CMT Lead	Reference	Description	Lead	2023/24 target	Q1 Result + comment	Q2 Result + comment	Q3 Result + comment
	BV 78a [ARB 3]	Speed of processing new claims for housing benefit and Council Tax support	Karen Henriksen/Paul Radcliffe	24 days	**12.4** – well on target	**12.65** - well on target	**12.75** - well on target
	BV 78b [ARB 4]	Speed of processing: notifications of changes in circumstances	Karen Henriksen/Paul Radcliffe	8 days	**5.24** - well on target	**5.34** - well on target	**4.92** - well on target

Agenda Item 6

Scrutiny Committee – 7ᵗʰ March 2024

Report of Director of Regeneration and Policy

KEY PERFORMANCE INDICATOR (KPI) REVIEW

Report Author and Contact Details
Claire Allen, Corporate Policy Officer
01629 7612450 or Claire.Allen@derbyshiredales.gov.uk

Wards Affected
All

Report Summary
The District Council annually publishes its performance against a series of 12 Key Performance Indicators, whose purpose is to provide an assessment of its overall organisational health. Performance against each of the Key Performance Indicators are generally reported quarterly to Scrutiny Committee.

The Office for Local Government (Oflog) has developed an online tool (at https://oflog.data.gov.uk) which brings together a selection of existing metrics across a range of service areas. This performance management information has also been reported to Scrutiny Committee.

During recent meetings of Scrutiny Committee, Members have indicated that they wished to consider the extent of the existing Key Performance Indicators and whether they were fit for purpose going forward. Members were concerned that the KPIs might be overly focussed on Planning and that there were opportunities to look at data from other services.

The District Council's Performance & Project Management Officer Group (PPMG) has undertaken a review of the Key Performance Indicators (KPIs), details of which are set out in this report. As a result of this review, the report recommends several revisions to the existing suite of Key Performance Indicators.

Recommendations

1. That the new suite of Key Performance Indicators, set out in **Appendix 1,** be adopted for quarterly reporting from 1 April 2024.
2. That Scrutiny Members wanting to form a working group use this report as the basis for their future enquiries.

List of Appendices

Appendix 1   Proposed Key Performance Indicators 2024-28
Appendix 2   Current Key Performance Indicators
Appendix 3   Analysis of Key Performance Indicators against desired criteria
Appendix 4   Key Performance Indicators suggested by consultants Circling Squares

Background Papers

[PERFORMANCE MANAGEMENT – CORPORATE PLAN & KEY PERFORMANCE INDICATORS OUTTURN 2022/23 Scrutiny Committee 19th October 2023](#)

[PERFORMANCE MANAGEMENT – CORPORATE PLAN & KEY PERFORMANCE INDICATORS OUTTURN Q1 and Q2 2023/24Scrutiny Committee 6th December 2023](#)

Consideration of report by Council or other committee
None

Council Approval Required
No

Exempt from Press or Public
No

KEY PERFORMANCE INDICATOR (KPI) REVIEW

1. **Background**

   1.1 The District Council's Key Performance Indicators are intended to measure its general organisational health. They show the direction of Council performance overall. Key Performance Indicators assist in maintaining service standards for operational services such as planning, revenues and benefits. Key Performance Indicators are not corporate plan targets or project delivery goals; those are to be set separately as part of the corporate planning process. Performance against the District Council's existing 12 Key Performance Indicators are generally reported quarterly to Scrutiny Committee. Details of the existing Key Performance Indicators are set out in **Appendix 2.**

   1.2 The Office for Local Government (Oflog) has a vision to provide authoritative and accessible data and analysis about the performance of local government and support its improvement. It has developed an online tool (found at https://oflog.data.gov.uk), which brings together a selection of existing metrics across a range of service areas and is being regularly updated with new information. This performance management information has also been reported to Scrutiny Committee.

   1.3 Oflog has now added updated Planning indicators to its performance reporting data, as well as 3 new Corporate and Finance indicators. All Oflog national benchmarking indicators have been added to the suite of required KPIs.

   1.4 In June 2023, external consultants, Circling Squares, were engaged to help strengthen the District Council's performance management processes and procedures. As part of their commission, they highlighted a large range of Key Performance Indicators that the District Council could use as alternatives as a means of measuring organisational health.

   1.5 Reports on performance against the existing key Performance Indicators have been presented to previous meetings of Scrutiny Committee in October and December 2023. At these meetings, Members of Scrutiny Committee indicated that they wished to consider the extent of the existing Key Performance Indicators and whether they were fit for purpose going forward. Members were concerned that the KPIs might be overly focussed on Planning and that there were opportunities to look at data from other services.

   1.6 The District Council's Project & Performance Management Officer Group has undertaken a review of the existing Key Performance Indicators, details of which are set out below.

2. **Key Issues**

   2.1 To be useful and give an understanding of organisational health, Key Performance Indicators should measure performance that is:

   • Everyday and continuous

- Operationally based in service work
- Short-term or not part of long-term corporate priorities

2.2 In order to be useful and not onerous, Key Performance Indicators should be:

- Easy to understand and measure
- Not reported elsewhere
- A small basket of measures useful to staff, Councillors and the public

2.3 The existing Key Performance Indicators were assessed against each of the criteria set out in Paragraph 2.1 and Paragraph 2.2 above. The outcomes of that review are set out in **Appendix 3**. In undertaking this review, consideration was given by the Project & Performance Management Officer Group as to the suitability of the list of possible Key Performance Indicators as suggested by consultants Circling Squares – as set out in **Appendix 4.**

3 Options Considered and Recommended Proposal

3.1 The Project & Performance Management Officer Group agreed to **retain** many of the current suite of KPIs as these were considered to still be useful and relevant:

No.	Current KPIs to be retained	Reporting Frequency
1	% of undisputed invoices paid on time	Quarterly
2	% of household waste which has been sent for reuse, recycling, composting or anaerobic digestion	Quarterly (in arrears)
3	Average no. working days lost due to sickness absence per FTE employee per annum is targeted at 9 days; per quarter the target is 2.25 days	Quarterly
4	% Council Tax collected within the year	Quarterly
5	% of Non-Domestic Rates collected within the year	Quarterly
6	Speed of processing new claims for housing benefit and council tax support	Quarterly
7	Speed of processing: notifications of changes in circumstances for housing benefit and council tax support claims	Quarterly

3.2 On the basis of the review undertaken by the Project & Performance Management Officer Group, it is recommended that the following indicators are **removed** from the existing list of Key Performance Indicators:

No	Current KPIs for removal	Reporting Frequency	Justification

1	The % of homeless households seeking assistance from the Council, for whom this intervention helped resolve their situation	Quarterly	Remove – to be monitored under the Corporate Plan
2	% major planning application determined in 13 weeks or agreed extension of time period	Quarterly	Remove – replace with updated Oflog Planning indicators
3	% of minor planning application determined in 8 weeks or agreed extension of time period	Quarterly	Remove – replace with updated Oflog Planning indicators
4	% of other planning applications determined in 8 weeks or agreed extension of time period	Quarterly	Remove – replace with updated Oflog Planning indicators
5	% of appeals allowed against the LAs decision to refuse planning permission	Quarterly	Remove – replace with updated Oflog Planning indicators

3.3   On the basis of the review undertaken by the Project & Performance Management Officer Group, it is recommended that the following are **added** to the list of Key Performance Indicators:

No.	Proposed New Key Performance Indicators	Reporting Frequency	Justification
NEW 1	% of residents who are very or fairly satisfied with the way Derbyshire Dales District Council runs things	Annually	To reflect resident's view of services
NEW 2	Number and percentage of waste and recycling collections missed	Quarterly	To monitor performance of an important frontline service
NEW 3	Number and percentage of total households subscribed to the District Council's Garden Waste Service.	Quarterly	To monitor performance of an important frontline service
NEW 4	Speed of resolution of reported street-cleaning incidents e.g., of dog fouling, litter, graffiti etc (Exact details of measure TBC)	Quarterly	To monitor performance of an important frontline service
NEW 5	Speed of resolution of reported fly-tipping incidents (Exact details of measure TBC)	Quarterly	To monitor performance of an important frontline service
NEW 6	Number and percentage of abandoned calls (the number of customers ending their call before it is connected, expressed as a % of total calls.)	Quarterly	To monitor performance of an important frontline service
NEW 7	Quarterly Staff Turnover % (Employee turnover is the percentage of employees that leave an organisation during a given time period.)	Quarterly	To monitor the Council's organisational health

3.4

The following potential indicators were carefully considered by the Project & Performance Management Officer Group but are not recommended for use by the District Council as Key Performance Indicators in the future:

No.	Rejected New KPIs	Reporting Frequency	Justification
1	Income generated by garden waste subscriptions	Quarterly	Does not reflect organisational health or performance

No.		Income generated by car parking charges	Quarterly	Does not reflect organisational health or performance
2		Income generated by car parking charges	Quarterly	Does not reflect organisational health or performance

3.5 The following Oflog Performance Indicators also need to be included in the suite of KPIs as part of national benchmarking:

No.	Office for Local Government (Oflog) National KPIs	Reporting Frequency	Justification
1	Household waste recycling rate (%)	Annually	Oflog Waste Metric
2	Residual (i.e., non-recycled) household waste (kg per household)	Annually	Oflog Waste Metric
3	Recycling contamination rate (calculated as estimated proportion that is rejected of total amount of household waste sent for recycling) (%)	Annually	Oflog Waste Metric
4	Non-ringfenced reserves as a percentage of net revenue expenditure.	Annually	Oflog Corporate and Finance Metric
5	Non-ringfenced reserves as a percentage of service spend.	Annually	Oflog Corporate and Finance Metric
6	Total core spending power per dwelling.	Annually	Oflog Corporate and Finance Metric
7	Level of Band D council tax	Annually	Oflog Corporate and Finance Metric
8	Council tax revenue per dwelling.	Annually	Oflog Corporate and Finance Metric
9	Debt servicing as % of core spending power	Annually	Oflog Corporate and Finance Metric
10	Total debt as % of core spending power	Annually	Oflog Corporate and Finance Metric
11	Number of upheld complaints per 100,000 population	Annually	Oflog Corporate and Finance Metric
12	Council tax collection rates (in year)	Annually	Oflog Corporate and Finance Metric
13	Non-domestic rates collection rates (in year)	Annually	Oflog Corporate and Finance Metric
14	Percentage of major planning applications decided on time	Annually	Oflog Planning Metric
15	Percentage of non-major planning applications decided on time	Annually	Oflog Planning Metric
16	Percentage of major planning applications overturned on appeal	Annually	Oflog Planning Metric
17	Percentage of non-major planning applications overturned on appeal	Annually	Oflog Planning Metric

3.6 The final list of Key Performance Indicators recommended to be adopted for use from 1 April 2024 can be found at **Appendix 1**.

4   Consultation

4.1 The review of the Key Performance Indicators has been undertaken in consultation with relevant Service Managers and the Digital Transformation Team. No formal consultation on the proposals has been undertaken, nor is any suggested as the approach to measuring performance does not form any change in policy or service delivery.

5   Timetable for Implementation

5.1 It is recommended that the new KPIs be introduced with effect from 1st April 2024, and generally reported quarterly or as per the reporting frequency thereafter.

6   Policy Implications

6.1 KPIs support the Council's Corporate Plan priorities by monitoring and reporting on the Council's organisational health. This is demonstrated by showing the performance of both key frontline services and key back-office processes.

7   Financial and Resource Implications

7.1 The new KPIs are chosen specifically to be easy to measure and monitor within existing resources. There are therefore no finance, HR or Estates implications, as they can be collected from within existing District Council systems.

7.2 There will be some impact on IT in creating new CRM reports for the new street cleaning and fly-tipping indicators.

8   Legal Advice and Implications, Data Protection

8.1 There are no legal or data protection implications.

9   Equalities Implications

9.1 There are no Equality implications and no need for an EIA.

10   Climate Change and Biodiversity Implications

10.1 There are no climate change or biodiversity implications.

11   Risk Management

11.1   There are no identified risks involved.

Report Authorisation

Approvals obtained from: -

	Named Officer	Date
Chief Executive	Paul Wilson	29/02/2024
Director of Resources/ S.151 Officer (or Financial Services Manager)	Karen Henriksen	29/02/2024
Monitoring Officer (or Legal Services Manager)	Helen Mitchell	1/3/24

KEY PERFORMANCE INDICATOR (KPI) REVIEW

Appendix 1

<u>Proposed Key Performance Indicators 2024-28</u>

No.	Description	Reporting Frequency
1 NEW	% of residents who are very or fairly satisfied with the way Derbyshire Dales District Council runs things	Annually
2	% of household waste which has been sent for reuse, recycling, composting or anaerobic digestion	Quarterly (DDDC)
3	Household waste recycling rate (%)	Annually (Oflog)
4 NEW	Number and percentage of waste and recycling collections missed	Quarterly
5	Residual (i.e., non-recycled) household waste (kg per household)	Annually (Oflog)
6	Recycling contamination rate (calculated as estimated proportion that is rejected of total amount of household waste sent for recycling) (%)	Annually (Oflog)
7 NEW	Number and percentage of total households subscribed to the District Council's Garden Waste Service.	Quarterly
8 NEW	Speed of resolution of reported street-cleaning incidents e.g., of dog fouling, litter, graffiti etc (Exact details of measure TBC)	Quarterly
9 NEW	Speed of resolution of fly-tipping incidents (Exact details of measure TBC)	Quarterly
10 NEW	Number and percentage of abandoned calls (the number of customers ending their call before it is connected, expressed as a % of total calls.)	Quarterly
11 (Updated)	Percentage of major planning applications decided on time	Quarterly (DDDC) Annually (Oflog)
12 (Updated)	Percentage of non-major planning applications decided on time	Quarterly (DDDC) Annually (Oflog)
13 (Updated)	Percentage of major planning applications overturned on appeal	Quarterly (DDDC) Annually (Oflog)
14 (Updated)	Percentage of non-major planning applications overturned on appeal	Quarterly (DDDC) Annually (Oflog)

No.	Description	Reporting Frequency
15	Speed of processing new claims for housing benefit and Council Tax support	Quarterly
16	Speed of processing: notifications of changes in circumstances	Quarterly
17	Council tax collection rates (in year)	Quarterly (DDDC) Annually (Oflog)
18	Non-domestic rates collection rates (in year)	Quarterly (DDDC) Annually (Oflog)
19	% of undisputed invoices paid on time	Quarterly
20	Average no. working days lost due to sickness absence per FTE employee per annum is targeted at 9 days; per quarter the target is 2.25 days	Quarterly
21 NEW	Quarterly Staff Turnover % (Employee turnover is the percentage of employees that leave an organisation during a given time period.)	Quarterly
22	Non-ringfenced reserves as a percentage of net revenue expenditure.	Annually
23	Non-ringfenced reserves as a percentage of service spend.	Annually
24	Total core spending power per dwelling.	Annually
25	Level of Band D council tax rates.	Annually
26	Council tax revenue per dwelling.	Annually
27	Debt servicing as % of core spending power	Annually
28	Total debt as % of core spending power	Annually
29	Number of upheld complaints per 100,000 population	Annually

KEY PERFORMANCE INDICATOR (KPI) REVIEW

Appendix 2

Existing Key Performance Indicators

No.	Description	Reporting Frequency
1	% of undisputed invoices paid on time	Quarterly
2	% of household waste which has been sent for reuse, recycling, composting or anaerobic digestion	Quarterly (in arrears)
3	Average no. working days lost due to sickness absence per FTE employee	Quarterly
4	The % of homeless households seeking assistance from the Council, for whom this intervention helped resolve their situation	Quarterly
5	% major planning application determined in 13 weeks or agreed extension of time period	Quarterly
6	% of minor planning application determined in 8 weeks or agreed extension of time period	Quarterly
7	% of other planning applications determined in 8 weeks or agreed extension of time period	Quarterly
8	% of appeals allowed against the LAs decision to refuse planning permission	Quarterly
9	% Council Tax collected within the year	Quarterly
10	% of Non-Domestic Rates collected within the year	Quarterly
11	Speed of processing new claims for housing benefit and Council Tax support	Quarterly
12	Speed of processing: notifications of changes in circumstances	Quarterly

KEY PERFORMANCE INDICATOR (KPI) REVIEW

Appendix 3 - Analysis of Key Performance Indicators against desired criteria

Current KPIs

KPI	Everyday and continuous	Operationally based in service work	Short-term / not part of long-term corporate priorities	Easy to understand and measure	Not reported elsewhere	Decision and Justification
% of undisputed invoices paid on time	✓	✓	✓	✓	✓	To be retained
% of household waste which has been sent for reuse, recycling, composting or anaerobic digestion	✓	✓	✓	✓	X	To be retained
Average no. working days lost due to sickness absence per FTE employee per annum is targeted at 9 days; per quarter the target is 2.25 days	✓	✓	✓	✓	✓	To be retained
The % of homeless households seeking assistance from the Council, for whom this intervention helped resolve their situation	✓	✓	X	✓	X	To be removed – to be monitored under the Corporate Plan
% major planning application determined in 13 weeks or agreed extension of time period	✓	✓	✓	X	X	To be removed – monitored elsewhere
% of minor planning application determined in 8 weeks or agreed extension of time period	✓	✓	✓	X	X	To be removed – monitored elsewhere
% of other planning applications determined in 8 weeks or agreed extension of time period	✓	✓	✓	X	X	To be removed – monitored elsewhere
% of appeals allowed against the LAs decision to refuse planning permission	✓	✓	✓	✓	✓	To be retained

KPI	Everyday and continuous	Operationally based in service work	Short-term / not part of long-term corporate priorities	Easy to understand and measure	Not reported elsewhere	Decision and Justification
% Council Tax collected within the year	✓	✓	✓	✓	✓	To be retained
% of Non-Domestic Rates collected within the year	✓	✓	✓	✓	✓	To be retained
Speed of processing new claims for housing benefit and Council Tax support	✓	✓	✓	✓	X	To be retained
Speed of processing: notifications of changes in circumstances	✓	✓	✓	✓	X	To be retained

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Potential Key Performance Indicators

KPI	Everyday and continuous	Operationally based in service work	Short-term / not part of long-term corporate priorities	Easy to understand and measure	Not reported elsewhere	Decision and Justification
% of residents who are very or fairly satisfied with the way Derbyshire Dales District Council runs things	✓	✓	✓	✓	X	Recommended to be adopted - to reflect resident's view of services
Number and percentage of waste and recycling collections missed	✓	✓	✓	✓	✓	Recommended to be adopted - to monitor performance of an important frontline service

KPI	Everyday and continuous	Operationally based in service work	Short-term / not part of long-term corporate priorities	Easy to understand and measure	Not reported elsewhere	Decision and Justification
Number and percentage of abandoned calls (the number of customers ending their call before it is connected, expressed as a % of total calls.)	✓	✓	✓	✓	✓	Recommended to be adopted - to monitor performance of an important frontline service
Number and percentage of total households subscribed to the District Council's Garden Waste Service.	✓	✓	✓	✓	✓	Recommended to be adopted - to monitor performance of an important frontline service
Quarterly Staff Turnover % (Employee turnover is the percentage of employees that leave an organisation during a given time period.)	✓	✓	✓	✓	✓	Recommended to be adopted - to monitor the Council's organisational health
Speed of resolution of reported incidents e.g., of dog fouling, litter, graffiti etc (Exact details of measure TBC)	✓	✓	✓	✓	✓	Recommended to be adopted - to monitor performance of an important frontline service
Speed of resolution of reported incidents of fly-tipping	✓	✓	✓	✓	✓	Recommended to be adopted - to monitor performance of an important frontline service
Income generated by garden waste subscriptions	X	X	✓	X	✓	Rejected – not a reliable measure of the Council's performance or organisational health

KPI	Everyday and continuous	Operationally based in service work	Short-term / not part of long-term corporate priorities	Easy to understand and measure	Not reported elsewhere	Decision and Justification
Income generated by car parking charges	X	X	✓	✓	✓	Rejected – not a reliable measure of the Council's performance or organisational health
Calls resolved at first point of contact (%) – Customer Services to resolve customer enquiries (without further referral), expressed as a % of all contact	X	X	✓	X	✓	Rejected – unable to measure
Economy- Job Seekers Allowance claimants. The percentage of the working age population who are claiming JSA	X	X	X	X	X	Rejected – monitored elsewhere, potentially through the Corporate Plan 2024-28
Employment rate: People in employment as a percentage of the population of working age (15- 64 years).	X	X	X	X	X	Rejected – monitored elsewhere, potentially through the Corporate Plan 2024-28
Town centre health checks -various indicators combined to establish consistent measure for town centres – unit vacancies, footfall, employment etc	X	X	X	X	X	Rejected – monitored elsewhere, potentially through the Corporate Plan 2024-28
Small Medium Enterprises data. New registrations for VAT and PAYE, cessation of trading and duration of trading rates	X	X	X	X	X	Rejected – monitored elsewhere, potentially through the Corporate Plan 2024-28
% coverage of broadband services expressed as the numbers of premises with access to high- speed connections as a % of total premises.	X	X	X	X	X	Rejected – monitored elsewhere, potentially through the Corporate Plan 2024-28

KPI	Everyday and continuous	Operationally based in service work	Short-term / not part of long-term corporate priorities	Easy to understand and measure	Not reported elsewhere	Decision and Justification
% Licensing Act 2003 applications determined within 2 months	✓	✓	✓	X	✓	Rejected – difficult to measure
Income generation E.g., Garden Waste Subscriptions, car park income	✓	X	✓	X	X	Rejected – not a reliable measure of the Council's performance or organisational health
Take up of digital services (%) availability - services available through digital platform(s), expressed as a % of all services using online services instead of other channels, such as letters or telephone.	✓	X	X	X	X	Rejected – difficult to measure and not a reliable measure of the Council's performance or organisational health
5yr land supply	X	✓	X	X	X	Rejected – monitored elsewhere, potentially through the Corporate Plan 2024-28
% affordable homes completed / Number of additional affordable homes. Affordable homes completed (for occupation) as a % of all new housing completions	X	✓	X	X	X	Rejected – monitored elsewhere, potentially through the Corporate Plan 2024-28
Homes Numbers of households in temporary accommodation A count of households supported by the council to prevent homelessness.	X	✓	X	X	X	Rejected – monitored elsewhere, potentially through the Corporate Plan 2024-28
Length of stay in temporary (B&B) accommodation (days / weeks)	X	✓	X	X	X	Rejected – monitored elsewhere, potentially through the Corporate Plan 2024-28

KPI	Everyday and continuous	Operationally based in service work	Short-term / not part of long-term corporate priorities	Easy to understand and measure	Not reported elsewhere	Decision and Justification
Number of People Sleeping Rough in the District	X	✓	X	X	X	Rejected – monitored elsewhere, potentially through the Corporate Plan 2024-28
Homelessness Prevention - % of cases where homelessness is threatened but prevented	X	✓	X	X	X	Rejected – monitored elsewhere, potentially through the Corporate Plan 2024-28
Homelessness Relief - % of cases where homelessness is relieved	X	✓	X	X	X	Rejected – monitored elsewhere, potentially through the Corporate Plan 2024-28
Affordable homes completed / Number of additional affordable homes. Affordable homes completed (for occupation) as a % of all new housing completions. Number of additional affordable homes through enabling work.	X	✓	X	X	X	Rejected – monitored elsewhere, potentially through the Corporate Plan 2024-28
Number of vacant dwellings returned to occupation A count of dwellings empty for 6 months, which have been returned to occupation.	X	✓	X	X	X	Rejected – monitored elsewhere, potentially through the Corporate Plan 2024-28

KEY PERFORMANCE INDICATOR (KPI) REVIEW

Appendix 4 – KPIs suggested by Circling Squares

Corporate Performance Indicators - Examples from other councils

Indicator
Time taken to process new claims for benefits (inc. Housing Benefit and CTR)
Calls resolved at first point of contact (%) – Customer Services to resolve customer enquiries (without further referral), expressed as a % of all contact
Calls answered within target time (%) [with % abandoned calls] The time taken to answer a call, expressed as a % of all calls answered within an agreed time (seconds / minutes). Abandoned calls – the number of customers ending their call before it is connected, expressed as a % of total calls.
Q Speed of processing – Housing Benefits & Council tax – new claims and changes of circumstances . The average number of days (taken as a mean average across the recording period), from receipt of application or notification of change to notification of decision or adjustment of claim.
Percentage of Non-domestic Rates Collected
Economy- Job Seekers Allowance claimants .The percentage of the working age population who are claiming JSA
Employment rate :People in employment as a percentage of the population of working age (15- 64 years).
Town centre health checks -various indicators combined to establish consistent measure for town centres – unit vacancies, footfall, employment etc

Small Medium Enterprises data .New registrations for VAT and PAYE , cessation of trading and duration of trading rates
% coverage of broadband services expressed as the numbers of premises with access to high- speed connections as a % of total premises.
% Licensing Act 2003 applications determined within 2 months
Income generation E.g., Garden Waste Subscriptions, car park income
Creditor invoices paid within 30 days
Take up of digital services (%) availability - services available through digital platform(s), expressed as a % of all services using online services instead of other channels, such as letters or telephone.
Working Days Lost Due to Sickness Absence
Quarterly Staff Turnover %
Percentage of household waste sent for reuse, recycling, and composting (quarterly)
Number of bin collections missed per 1000 households, expressed as a %age
% of fly tips cleared within target days The number of reported fly tips cleared within a target time
% - Planning appeals allowed
% of planning applications determined within 13 weeks: Major Applications
% of planning applications determined within 8 weeks: Minor Applications
% of planning applications determined within 8 weeks: Other Applications

Quality of decision making (planning) - % of appeals overturned of all decisions. The number of appeals against the refusal of planning permission overturned at appeal, expressed as a % of all decisions made.
5yr land supply
% affordable homes completed / Number of additional affordable homes. Affordable homes completed (for occupation) as a % of all new housing completions
Homes Numbers of households in temporary accommodation A count of households supported by the council to prevent homelessness.
Length of stay in temporary (B&B) accommodation (days / weeks)
Number of People Sleeping Rough in the District
Homelessness Prevention - % of cases where homelessness is threatened but prevented
Homelessness Relief - % of cases where homelessness is relieved
Affordable homes completed / Number of additional affordable homes. Affordable homes completed (for occupation) as a % of all new housing completions. Number of additional affordable homes through enabling work.
Number of vacant dwellings returned to occupation A count of dwellings empty for 6 months, which have been returned to occupation.

Agenda Item 7

Draft Terms of Reference - Public consultation and Engagement Exercise

Background –

Derbyshire Dales is a small predominantly rural district council covering a large geographical area, and with a mix of different population densities, facing a variety of issues, some of which are shared (eg climate change, cost of living), others of which are particular to locations and communities (Peak Park conservation issues, strategic housing sites, quarry remediation). Others are shared but nuanced according to location (impact of tourism, inadequate infrastructure, public toilet provision).

The Council carries out regular and routine consultation exercises using;

1. Residents survey every 2 years. Marketing Means were appointed to undertake this year's Residents Survey, and this generated 1,977 responses, well in excess of the 1,500 target response. Within this is a specific 'Have your say' section.
2. Focus groups with members of the public also took place in 2023 on 25 July (Matlock) and 26 July (Ashbourne).
3. The Council also runs an On-line panel.

Issues –

However, there is concern that effective, meaningful, relevant and inclusive consultation could be achieved to higher standards of precision, on specific issues of community concern; examples of this include the Ashbourne Air Quality Action Plan, Traveller and Gypsy temporary site locations, and going forward, the Revised Derbyshire Dales Local Plan.

Derbyshire Dales residents themselves suggest that 'listening to residents' could be improved (Marketing Means 2023 Survey indicates 13% agree with this statement). There is a concern that the Council may be missing out on the concerns and opinions of those who are not currently engaging with these processes, and that the Council could build on its evidence base before making decisions by acknowledging residents' contribution of knowledge and expertise.

Overall aim –

The overall aim of the Scrutiny investigation is to enable the Council to learn from lessons both within the authority's direct experience, but also from good practice elsewhere, to ensure effective, cost-effective, inclusive and meaningful information is derived from carefully planned consultation.

Purpose –

'Better' public consultation should in turn lead to greater levels of confidence among residents that consultation is being reflected in good decision-making, as part of a wider range of engagement methods, and alongside consultation with statutory bodies. In particular, it will improve future consultations on the Derbyshire Dales Plan, and on the Revised Derbyshire Dales Local Plan.

As well as being a 'good' in its own right, better public consultation is an important Progressive Alliance priority. It is imbedded in the stated core aim of 'Creating a more caring and responsive District, looking after vulnerable groups for which the Council has responsibility and in the manner that the Council interacts with the Derbyshire Dales community'.

Approach –

Fact-finding.
1. Examine example of recent public consultation exercises in Derbyshire Dales and assess effectiveness. This could be done to benchmark against the Gunning Principles of good consultation (Appendix 1 below) and the Government's Principles of Good Consultation (Appendix 2 below)

2. Interview DDDC officers and consultants on their experience of the effectiveness of DDDC consultation, and consultation carried out on behalf of the authority.

3. Study a select range of comparable studies in nearby authorities facing similar situations and issues, and examine effectiveness of outcomes.

4. Interview other stakeholders: residents, Derbyshire Dales councillors, town and parish councillors about consultation.

5. Identify reasons why people do not always engage in DDDC consultations, and whether this leaves issues and concerns hidden, and seek means to overcome discouragement.

6. Consider ways to objectively evaluate the local knowledge and expertise of residents.

7. Compile a fact-finding report.

Assessment.
1. Using evidence of DDDC approaches to public consultation to date, compile a short report identifying areas for improvement
2. Actions that can be taken to improve these

3. Standards to be followed in future public consultations
4. Whether additional resources should be provided
5. A concise and effective process of review

Draft reporting.
1. Preparation of a draft report by the Scrutiny committee.

Final reporting.
1. Review of the draft Scrutiny report.
2. Preparation of the final report and issue to Council for approval noting actions required of DDDC.
3. Formal approval by Council and adoption of approved recommendations.

Refs- (https://www.northyorkshire-pfcc.gov.uk/content/uploads/2016/10/Research-support-for-public-consultation-ITQ.pdf)

(1) The Gunning Principles of good consultation are:

• consultation must take place when the proposal is still at a formative stage;
• sufficient reasons must be put forward for the proposal to allow for intelligent consideration and response
• adequate time must be given for consideration and response
• the product of consultation must be conscientiously taken into account.
Recent case law has also added two further principles:
• the degree of specificity regarding the consultation should be influenced by those who are being consulted;
• the demands of fairness are likely to be higher when the consultation relates to a decision which is likely to deprive someone of an existing benefit.

(2) Government Consultation Principles 2016:

Consultations should be clear and concise
Use plain English and avoid acronyms. Be clear what questions you are asking and limit the number of questions to those that are necessary. Make them easy to understand and easy to answer. Avoid lengthy documents when possible and consider merging those on related topics.

(3) Crystal mark Clarity approved by the Plain English Campaign
https://www.plainenglish.co.uk/services/crystal-mark.html

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SCRUTINY COMMITTEE WORK PROGRAMME 2023/24

Scheduled Meeting Dates in 2023/24
- **10 August 2023**
- **19 October 2023**
- **06 December 2023**
- **07 March 2024**

Item	Description	CLT Lead	Officer/ Report Author Lead	Date of Meeting	Publication Date	Status
Scrutiny Work Programme	To agree the work programme for the 2023/24 municipal year.	James McLaughlin	James McLaughlin/ Tommy Shaw	10/08/2023	02/08/2023	Completed
Annual Complaints Report	To receive the annual report detailing complaints received by the Council.	James McLaughlin	James McLaughlin/ Jason Spencer	10/08/2023	02/08/2023	Completed
Enhancing Staff Recruitment and Retention Policies and Practices.	To consider the options as presented to Council. To better understand the current workforce challenges and consider implementation of measures to improve recruitment and retention.	Paul Wilson	Paul Wilson	19/10/2023 06/12/2023	11/10/2023 28/11/2023	In Progress
Performance Management – Corporate Plan & Key Performance Indicators Outturn Q1 and Q2 2023/24	To review the outturn performance against the Corporate Plan targets and Key Performance Indicators for Quarter 1 and 2 of 2023/24.	Steve Capes	Mike Hase/ Claire Allen	06/12/2023	28/11/2023	Completed

Item	Description	CLT Lead	Officer/ Report Author Lead	Date of Meeting	Publication Date	Status
Experiences of flooding within the Derbyshire Dales	To understand the roles and functions of organisations involved with water management and the prevention of flooding. To investigate the sewage discharge and flooding issues being experienced in the Derbyshire Dales. To understand the resource pressures being experienced by responsible authorities and how this may be influencing their functions.	Helen Mitchell	TBC	06/12/2023	28/11/2023	In Progress
Consultation and engagement process And Overview of Information Systems	To look at the current arrangements and ways to increase confidence in the Council's openness and transparency, by examining the consultation process followed for the Ashbourne Air Quality Action Plan. To consider the various systems used across the authority to deliver functions and understand how greater connectivity can improve the customer experience.	Helen Mitchell	Helen Mitchell	07/03/2024	28/02/2024	Programmed

Item	Description	CLT Lead	Officer/ Report Author Lead	Date of Meeting	Publication Date	Status
Corporate Plan Performance Indicators Q3	To review performance for quarter 3 (September - December) against Corporate Plan Performance Indicators	Steve Capes	Mike Hase/ Claire Allen	07/03/2024	28/02/2024	Programmed
Corporate Plan Performance Indicators Q4 and Year End	To review performance for quarter 4 and year end for 2023/24 against Corporate Plan Performance Indicators	Steve Capes	Mike Hase/ Claire Allen	TBC	TBC	Programmed
Scrutiny of DDDC policies to identify any possible issues relating to indirect discrimination.	To identify potential indirect discrimination within the Council's policies and practices.

To determine any required amendments to existing policies to ensure compliance with relevant equalities legislation. | TBC | TBC | 2024/25 | 2024/25 | Programmed |

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SCRUTINY COMMITTEE WORK PROGRAMME 2024/25

Scheduled Meeting Dates in 2024/25
- **TBC**

Item	Description	CLT Lead	Officer/ Report Author Lead	Date of Meeting	Publication Date	Status
Enhancing Staff Recruitment and Retention Policies and Practices.	To consider the options as presented to Council.

To better understand the current workforce challenges and consider implementation of measures to improve recruitment and retention. | Paul Wilson | Paul Wilson | 19/10/2023

06/12/2023 | 11/10/2023

28/11/2023 | In Progress |
| Experiences of flooding within the Derbyshire Dales | To understand the roles and functions of organisations involved with water management and the prevention of flooding.

To investigate the sewage discharge and flooding issues being experienced in the Derbyshire Dales.

To understand the resource pressures being experienced by responsible authorities and how this may be influencing their functions. | Helen Mitchell | TBC | 07/03/2024 | 28/02/2024 | In Progress |

Item	Description	CLT Lead	Officer/ Report Author Lead	Date of Meeting	Publication Date	Status
Consultation and engagement process And Overview of Information Systems	To look at the current arrangements and ways to increase confidence in the Council's openness and transparency, by examining the consultation process followed for the Ashbourne Air Quality Action Plan. To consider the various systems used across the authority to deliver functions and understand how greater connectivity can improve the customer experience.	Helen Mitchell	Helen Mitchell	07/03/2024	28/02/2024	Programmed
Corporate Plan Performance Indicators Q4 and Year End	To review performance for quarter 4 and year end for 2023/24 against Corporate Plan Performance Indicators	Steve Capes	Mike Hase/ Claire Allen	TBC	TBC	Programmed
Scrutiny of DDDC policies to identify any possible issues relating to indirect discrimination.	To identify potential indirect discrimination within the Council's policies and practices. To determine any required amendments to existing policies to ensure compliance with relevant equalities legislation.	TBC	TBC	TBC	TBC	Programmed