



**OPEN REPORT
COUNCIL**

Council – 25th July 2024

Report of Director of Corporate & Customer Services

PERFORMANCE MANAGEMENT – KEY & CORPORATE PERFORMANCE INDICATORS OUTTURN 2023/24

Report Author and Contact Details

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Wards Affected

All

Report Summary

This report summarises the yearly outturn performance against the District Council's Corporate Plan targets and Key Performance Indicators for the full year 2023/24. The report highlights where services have performed strongly and where improvements can be made. The report also highlights the District Councils performance against waste management, finance and Planning metrics recently launched by the Office for Local Government (Oflog).

Recommendations

1. The outturn performance against Corporate Plan targets for 2023/24 be noted.
2. The outturn performance against the Key Performance Indicators for 2023/24 be noted.
3. The outturn performance for 2021/22 against the newly launched Office for Local Government finance, waste management and Planning metrics be noted.
4. That annual reports continue to be presented to Members to highlight progress, demonstrate good performance and address areas for improvement.

List of Appendices

Appendix 1	Corporate Plan outturn 2023/24
Appendix 2	KPI outturn 2023/24
Appendix 3a	Office of Local Government Metrics 2021/22 – Finance
Appendix 3b	Office of Local Government Metrics 2021/22 – Waste
Appendix 3c	Office of Local Government Metrics 2020/22 – Planning

Background Papers

Council Meeting 05 March 2020

Consideration of report by Council or other committee

These reports may also be considered by the Scrutiny Committee

Council Approval Required

No

Exempt from Press or Public

No

PERFORMANCE MANAGEMENT – KEY & CORPORATE PERFORMANCE INDICATORS OUTTURN 2023/24

1. Background

Corporate Plan Targets

- 1.1 The current Corporate Plan 2020-24 (adopted by Council on 5th March 2020) sets out the District Council's priorities and areas for improvement. These priority areas are:
- People – Providing you with a high quality customer experience [2 actions]
 - Place – Keeping the Derbyshire Dales clean, green and safe [10 actions]
 - Prosperity – Supporting better homes and jobs for you [13 actions]
- 1.2 The Plan identifies a number of priority targets relating to the specific activities to be undertaken during the relevant financial year. These targets are assigned annually to specific teams and service areas for action. They set out how the Council will meet its long-term Corporate Plan targets. Progress against each during 2023/24 is set out in **Appendix 1**.
- 1.3 The Corporate Plan 2020-24 comes to a close at the end of the 2023/24 financial year. A new Corporate Plan 2024-28 has been agreed to set priorities and drive excellent performance in the coming years.

Key Performance Indicators (KPIs)

- 1.4 In addition, there are 12 Key Performance Indicators (KPIs) that measure the District Council's general organisational health. 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 2023/24.

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 processes.

- 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.

- Action achieved on time - **green**
- Action has been delayed / achieved later in the year than planned or will be completed soon after year-end - **amber**
- Actions not fully achieved in target time scale and not likely to be fully achieved by end of Q1 of 2024/25 - **red**.

3. COUNCIL PERFORMANCE – OUTTURN SUMMARY 2023/24

3.1 24 or 96% of the 25 Corporate Plan performance action indicators for the financial year 2023/24 were fully or partially achieved on time or slightly later than planned (classified as green or amber). Only 1 indicator is still being progressed, as Table 1 shows.

3.2 Table 1 also shows performance against KPIs, with 11 or 92% being fully or partially achieved. 10 or 83% met the target and 1 or 8% slightly missed the target. No indicators were unable to meet the target. (The waste indicator is unavailable until all data is calculated in June 2024.)

	Totals	Action Achieved	Action Achieved Later	Action Not Achieved
Corporate Plan Actions	25	14 56%	10 48%	1 4%
KPIs	12 (1 unavailable)	10 (83%)	1 (8%)	0 (0%)
Totals	37	24 (65%)	11 (31%)	1 (3%)

Table 1: Summary of Corporate Plan actions and KPI results 23/24

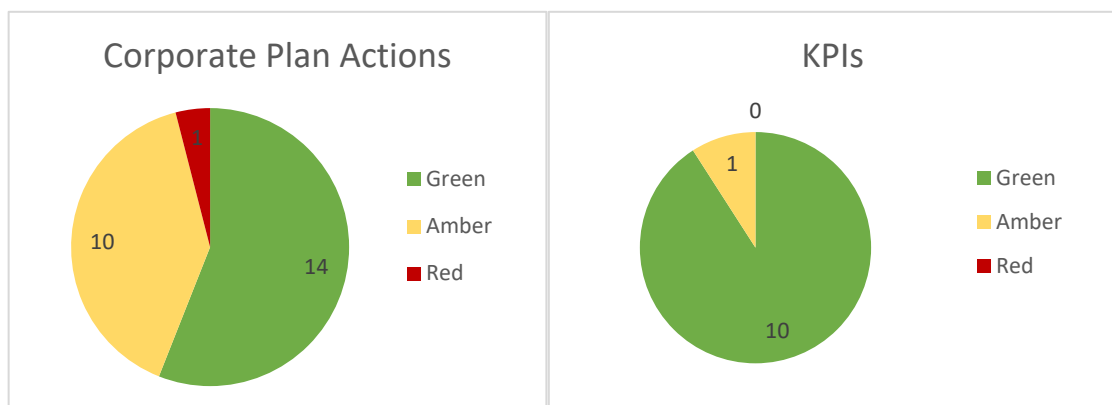


Table 2: Pie charts to show the Corporate Plan actions and KPI results 23/24

- 3.3 The number of Corporate Plan actions that were fully achieved on time (green) is 14 (56%), the majority of the actions. This is alongside 10 (83%) of the Key Performance Indicator targets meeting the target on time.
- 3.4 Ten (48%) of the Corporate Plan actions are amber, with one of the KPIs also classified as amber. These projects were either achieved later in the year than their target or soon after the 23/24 year began in April 2023.
- 3.5 One (4%) of the Corporate Plan targets was 'not fully achieved'. None of the KPIs failed to be achieved or are red.

4. CORPORATE PLAN TARGETS

- 4.1 Corporate Plan Actions tend to be more project-based, one-off projects and involve a range of partners; they are therefore normally more complex and have a longer term duration. There is more chance of targets not being met on time compared to service KPIs, although the majority of targets were achieved this year.
- 4.2 Detailed outcomes for 2023/24 Corporate Plan Actions are shown in Appendix 1.
- 4.3 Highlights of successful achievements include:
- A new link road to the A52 opened in Ashbourne in May 2023, as Phase 1 of the Ashbourne Business Park employment and housing development commenced. A brief for the site masterplan has been prepared to enable procurement to proceed via the Homes England Framework.
 - A successful bid was made to the Public Sector Decarbonisation Scheme phase 3b. Fully costed plans were produced for the decarbonisation of Arc Leisure Matlock and Wirksworth Leisure Centre. This will enable capital works to begin in 2024/25, funded by the Low Carbon Skills Fund.
 - 62 businesses have received substantive support, despite changes in the staff team, well above the target of 50 businesses.
 - The Waste Team have worked hard to promote the 3 R's and increase understanding of recycling via RISE and social media, visiting 25 schools to present the RISE workshop throughout the last year.
 - DDDC has worked successfully with partners CAB and Age UK to support 448 vulnerable households with £1,274,134 in total. This is an increase of 67 cases supported, compared to last year.
 - A 'Go Green' event was held in Ashbourne in July 2023 to showcase solutions to the climate crisis
 - 66 homes across the district received improvements to reduce home energy use and emissions.
 - 20 homes have been provided for Ukrainian refugees, double the target amount of 10 homes.

4.4 Corporate Plan actions that were achieved but not within timescales include:

- An affordable tender was not received for the Phase 1 re-development of the Bakewell Road town centre site, Matlock, despite being tendered twice. The proposed conversion of the former Market Hall was deferred by Council in December 2023 with a review of the position to be undertaken in 18 months' time should economic conditions improve.
- Slight delays mean the detailed designs for Ashbourne Reborn will be completed by May 2024, with Stage 2 procurement in Summer 2024.
- The Phase 2 feasibility study into a solar PV farm at Watery Lane, Ashbourne has been completed but the report has not gone to Council as legal issues remain with use of the site.
- Works to deliver a permanent traveller site have continued but no sites have been taken beyond feasibility stage. New site criteria were adopted in December 2023 and consultants commissioned to identify potential sites in February 2024. A report is due in June / July 2024.
- The provision of Council housing has been slightly delayed but subject to planning permission, building work should start during 2024.
- The 35 new homes at Ashbourne with NCHA are still onsite but have been delayed by problems with the utility connections.
- 53 adaptations to the homes of disabled people were fully completed in total, slightly missing the target of 60. Several more adaptations have been completed onsite, exceeding the target, but invoices have not been received and paid for the works so the cases cannot be marked as fully completed.
- The installation of four EV charging points was delayed until December 2023, which has delayed the trial of EV vehicles at the depot.
- Derbyshire County Council have a dedicated resource to progress the installation of EV chargers in up to eight District Council car parks. They have received funding and will lead on this with input from DDDC.

4.5 The following Corporate Action did not fully meet the target:

- Further feasibility work to support the delivery of strategic development sites could not be achieved as an ongoing vacancy in the Regeneration team has impacted progress. Nonetheless, further attempts at landowner engagement will be pursued in 2024/25.

5. Key Performance Indicators (KPIs)

5.1 Of the Council's 12 Key Performance Indicators, 10 (83%) were fully achieved and 1 (8%) slightly missed the target. (The waste indicator is unavailable until all data is calculated in June 2024.) Detailed updates are included in appendix 2. The table below summarises outturns for 2023/24.

Service Area	KPI Description	Target	Outturn 23/24
Corporate	% of undisputed invoices paid on time	99%	99.41%
	% of household waste which has been sent for reuse, recycling, composting or anaerobic digestion	58.5%	Not available until June 2024
	Average no. working days lost due to sickness absence per FTE employee	9 days per annum	6.78 working days lost due to sickness
Housing	The % of homeless households seeking assistance from the Council, for whom this intervention helped resolve their situation	75%	81.8%
Planning	% major planning application determined in 13 weeks or agreed extension of time period	>75%	100%
	% of minor planning application determined in 8 weeks or agreed extension of time period	>77%	86%
	% of other planning applications determined in 8 weeks or agreed extension of time period	>90%	92%
	% of appeals allowed against the LAs decision to refuse planning permission	<30%	23%
Revenues and Benefits	% Council Tax collected within the year	98.4%	97.82%
	% of Non-Domestic Rates collected within the year	97.3%	97.31%
	Speed of processing new claims for housing benefit and Council Tax support	24 days	13.00 days
	Speed of processing: notifications of changes in circumstances	8 days	4.47 days

Table 3: KPI outturn summary 2023/24

5.2 Notable successes include:

- 6.78 working days lost to sickness is well below the 9 day target and is the lowest figure recorded for this KPI since 2012/13.
- The percentage of homeless households seeking assistance from the Council, for whom this intervention helped resolve their situation, was significantly above target.
- The speed of processing new claims or changes for both Housing benefit and Council Tax support continues to be significantly above target.
- The percentage of undisputed invoices paid on time remains above 99% for the 10th consecutive year, since 2013/14.

5.3 Less successful outturns include:

- The collection rate of Council Tax for 2023/24 is 97.82%, which is below the target of 98.4% by only 0.58%. Payments have been impacted by the coronavirus pandemic and the 'cost of living' crisis. There was also a problem in obtaining court dates for recovery action.

6. Office for Local Government Metrics for Finance, Waste and Planning

- 6.1 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 recently developed an online tool which brings together a selection of existing metrics across a range of service areas.
- 6.2 Relevant indicators for Derbyshire Dales currently focus on waste management, finance and planning. Data has been published for the years 2021-22 for waste management and finance and for years 2020-22 for planning. This data is set out in **Appendix 3**.
- 6.3 The data published for 2021/22 shows that for waste management, Derbyshire Dales performs strongly for both Household waste recycling rate and Residual household waste against both similar local authorities and nationally. Derbyshire Dales District Council is well above average for both measures.
- 6.4 The Derbyshire Dales has a higher household recycling rate (51.5%) than both the median of Derbyshire Dales similar local authorities (44.8%) and the England median (41.9). Derbyshire Dales has a lower rate of residual household waste collected per household (368.4kg per household) than both the median of Derbyshire Dales Derbyshire Dales similar local authorities (449.6kg per household) and the England median (501.1kg per household).
- 6.5 The data for the recycling contamination rate shows that Derbyshire Dales has a lower rate (5.4%) than the England median (5.5%) but not the Derbyshire Dales similar local authorities (5.1%). For this measure, DDDC is in the average range.
- 6.6 The data published for planning is over two years from 2020-22 and reorganises the data into two categories – major and non-major planning applications. DDDC has used the categories of major, minor and other planning applications until 2023/24 but will use the new categories from 2024/25.
- 6.7 Derbyshire Dales decides both categories on time at a higher rate than both similar local authorities and nationally. Derbyshire Dales District Council is significantly above average for decisions on major planning applications and slightly above average for non-major applications.
- 6.8 Regarding planning decisions overturned on appeal, Derbyshire Dales had 0% for major planning applications in 2021/22, which was again better than both comparison groups. Planning decisions overturned on appeal for non-major

planning applications in 2021/22 was below both figures for both comparison groups.

6.9 The data published for finance indicates that:

- Levels of non-ring-fenced reserves in 2021/22 as a percentage of net revenue expenditure were higher than the average of similar authorities the average English district.
- Levels of non ring-fenced reserves in 2021/22 as a percentage of service spending were also higher than similar authorities and the average English district.
- Total core spending power per dwelling in 2021/22 at £264.81 is higher than for similar authorities £240.72 and the average English authority £242.19.
- Levels of debt in 2021/22 are significantly lower than the average English Authority.
- Council tax revenue per dwelling in 2021/22 was £1,755.05, which was higher than similar authorities £1,655.32 and the average English authority £1,556.44.
- The level of band D council tax in 2021/22 was £219.27, which was significantly higher than similar authorities £173.67 and the average English authority £192.56.
- Collection rates for both Council tax and non-domestic rates are better than both the median of Derbyshire Dales' similar local authorities and the England median for districts.
- The number of upheld complaints for Derbyshire Dales was 0.0 per 100,00 population, lower than both the median of Derbyshire Dales' similar local authorities and the England median for districts.

6.10 It is anticipated that the Office of Local Government will develop more metrics for local authorities in the future. It is therefore considered that it is appropriate for these performance measures to be included in the Council's performance management regime in the future.

7. Consultation

7.1 None required as report concerns past actions.

8. Timetable for Implementation

8.1 No timetable as reporting past events

9. Policy Implications

8.1 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.

10. Financial and Resource Implications

9.1 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.

11. Legal Advice and Implications

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

12. Equalities Implications

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

13. Climate Change Implications

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

13. Risk Management

13.1 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 regularly by Service Managers and by Corporate Leadership Team.

Report Authorisation

Approvals obtained from:-

	Named Officer	Date
Chief Executive	Paul Wilson	11/06/2024
Director of Resources/ S.151 Officer	Karen Henriksen	11/06/2024
Monitoring Officer (or Legal Services Manager)	Helen Mitchell	17/07/2024