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COUNCIL
26 JULY 2022

Report of the Director of Regeneration and Policy

PERFORMANCE MANAGEMENT – KEY & CORPORATE PERFORMANCE INDICATORS OUTTURN 2021/22

PURPOSE OF REPORT

This report summarises the outturn performance against the District Council's Corporate Plan Targets and Key Performance Indicators for the full year 2021/22, which is the second 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 2021/22 be noted.
2. The outturn performance against the Key Performance Indicators for 2021/22 be noted.
3. That bi-annual reports continue to be brought to Members 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 key priorities and projects. 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 measure general organisational health. They show the direction of Council performance overall. KPIs assist in maintaining service standards for 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

Corporate Plan Targets

- 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. These priority areas are:
- *People* – Providing you with a high quality customer experience [2 actions]
 - *Place* – Keeping the Derbyshire Dales clean, green and safe [8 actions]
 - *Prosperity* – Supporting better homes and jobs for you [11 actions]
- 1.2 For 2022/23, the Corporate Plan identifies a number of priority targets relating to the specific activities to be undertaken this year. These targets are assigned annually to specific teams and service areas for action. They set out how the Council will meet its annual Corporate Plan targets.
- 1.3 For 2021/22, the three corporate priority areas were sought to be delivered by 21 target actions, which were approved by Council on the 4th March 2021 [Minute 265/20]. Appendix 1 details progress on all 21 target actions contained in the Corporate Plan.

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 2021/22
- 1.5 This report updates the mid-year progress reports on both the Corporate Plan targets and Key Performance Indicators which was considered by Governance and Resources Committee 20th Jan 2022 [Minutes 249/21 and 250/21].

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.
- **Red** = has not achieved year's target and is unlikely to do so.

3 COUNCIL PERFORMANCE – OUTTURN SUMMARY 2021/22

3.1 In summary, of the 21 Corporate Plan performance action indicators for the financial year 2020/21 for which data is available, 19 were fully or partially achieved, as Table 1 shows. Table 1 also shows performance against KPIs, with nine being fully or partially achieved.

	Totals	Green	Amber	Red
Corporate Plan Actions	21	10	9	2
Key Performance Indicators	12	9	0	3
TOTAL	33	19	9	5

Table 1 - Summary of Performance Indicator Outcomes

Corporate Plan Targets

3.2 A lower proportion of Corporate Plan actions were fully achieved (10 of 21 actions, or 47.6%) 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 normally more complex and have a longer term duration. Outturn data suggest that COVID-19 has had a negative impact on the achievement of the timescales for the delivery of the Corporate Plan target actions and KPI delivery. It should be noted however, that progress has been made on almost all Corporate Plan actions despite the challenge of COVID-19.

3.3 Detailed outcomes for 2021/22 Corporate Plan Actions are shown in Appendix 1. Highlights include:

- The number of responses to the Residents Survey rose from 421 in 2020 to 1818 in 2021; an increase of over 400%. The increase was due in part to the comprehensive data gathering methods used: an online survey promoted via social media and the press, a postal survey sent to approx. 2000 households, face to face interviews with people under 35, and via an email sent to online panel members.
- The adoption of the Supplementary Planning Document on climate change, action planning to tackle Air Quality issues, and the securing of funding from central government to assist in decarbonisation works at the Town Hall, Depot and ABC
- 125 homes in the district had energy efficiency measures retrofitted under the Local Authority Delivery programmes, a with a further 68 homes due to be retrofitted by end of June 2023
- Hall Leys Park & Bath Gardens both successfully received Green Flag Awards
- Advice and support was given to 681 businesses [the target was 80]. This is a large increase from the 2020/21 outturn figure of 259 businesses helped. The benefits to businesses has been the receipt of grants (Resilience Grants totalling approx. £150,000 have been paid) and additional Flooding grants totalling £17,000 have been paid out in response to floods earlier in 2022. More

than £3.2 million has been paid in Omicron business grants to local firms during 2022. 120 businesses receiving the mandatory grants from government have also benefited from the discretionary Extended Restrictions Support Grant (funded from ARG).

- Overall, in the two years to March 2022 Derbyshire Dales District Council paid out £74,151,150 in COVID-19 grants to support local businesses in 17,202 grant payments. Across the numerous grant schemes available during this period, Derbyshire Dales District Council paid out more than 89% of the funds allocated by the Government, putting it in the top fifth of councils, exceeding the national average of 84%. But for those grants which were at local discretion, the District Council paid out 100% of its Government allocation to Dales businesses – more than £5 million. This included extra support to hospitality businesses, special grants to firms directly impacted by flooding earlier in 2022, and grants to small local businesses to help them adapt and grow post-Covid.
- In addition, support, either via signposting, referral or assistance with funding applications has been provided to 80 businesses (excluding those only engaged for COVID support). Eight businesses were supported to obtain other external grant funding to support business growth to the value of £241,272. In addition, a number of businesses were assisted to access DE-CARBONISE grants
- The formal review of the Derbyshire Dales Local Plan review process as determined by Council has been completed and was approved by Council in January 2022. The Neighbourhood Plans for Kirk Ireton, Brailsford and Ashbourne have been adopted
- Support for vulnerable households has continued. The combined outturn for services delivered by CAB, Adullam and Age UK is that 270 clients were supported, £665,810 debt was managed and £856,184 of financial gains were made

3.4 Unfortunately two Corporate Plan actions were not achieved;

- A total of 59 adaptations to homes of disabled people were achieved, against the target of 70. The reduced number is a reflection of the slowdown in referrals received during the pandemic. Whilst this is disappointing it should be noted that all District Council processes associated with this target area were completed on time and as a result no application was delayed by the actions of the District Council.
- Council determined at the meeting on 27th April 2022, due to ecology and ground conditions, to cease the development of the proposed site for travellers. Progressing a site remains a corporate goal.

Key Performance Indicators (KPIs)

3.5 Of the Council's 12 **Key Performance Indicators**, 75% were fully achieved and 25% were not achieved. The table below summarizes outturns for 2021/22.

Service Area / CMT Lead	Description	2021/22 Target	Full Year
Corporate	% of undisputed invoices paid on time	99.00%	99.12%

Service Area / CMT Lead	Description	2021/22 Target	Full Year
	% of household waste which has been sent for reuse, recycling, composting or anaerobic digestion	58.5%	46.5% at Q3*
	Average no. working days lost due to sickness absence per FTE employee- quarterly*	10	10.77 days
Housing	The percentage of homeless households seeking assistance from the Council for whom this intervention helped resolve their situation	75%	tbc
Planning	% of Major planning applications determined in 13 weeks	>75%	86%
	% of Minor planning applications determined in 8 weeks	>77%	85%
	% of Other planning applications determined in 8 weeks	>90%	92%
	% of appeals allowed against LA's decision to refuse planning application	<30%	24%
Revenues & Benefits	% of Council Tax collected within the year	98.4%	98.1%
	% of Non-Domestic rates collected within the year	97.3%	97.9%
	Speed of processing new claims (days)	24 days	12.71 days
	Speed of processing: notifications of changes in circumstances (days)	8 days	5.46 days

Table 2 - KPI Outturns for 2021/22

*Quarter 4 figures not yet available

3.6 Notable successes include:

- Over 99% of undisputed invoices were paid on time. Overall in 2021/22 we took an average of 8.95 days from invoice receipt to pay a supplier invoice.
- 92% of 'Other' planning applications were determined in 8 weeks
- 97.9% of Non-Domestic rates were collected within the year
- The speed of processing new claims for benefits is twice as fast as the target of 24 days, at 12.71 days. This far exceeds the national average; for example Quarter 3 for 2021/22 has national average processing times as 19 days

3.7 Less successful outturns include:

- The current average for waste recycling at Q3, is 46.5% which does not meet the 2020/21 target of 58.5%. Percentages have decreased due to the suspension of food waste collection from mid-July until the end of November, the suspension of garden waste during August, and the suspension of excess recycling from September until the end of November 2021. It is anticipated that the planned improvements to collections throughout the current financial year will result in increased amounts of waste recycling.

- Although the target of 98.4% of Council Tax collected within the year was not achieved, it is important to note that the actual collection rate at 98.1% was only just below the target. The Council took the decision to take no court action in respect of council tax arrears for the whole of 2020/21 and the first half of 2021/22, due to the COVID pandemic and not wishing to increase financial pressures for residents at that difficult time.
- Average sickness absence at 10.77 days slightly exceeded the target of 10 days. It is worth noting that, in common with other small organisations, figures have been skewed by a small number of people who needed long term absence in order to recover from serious illness. The long term absence level fell to below 40% of all sickness only in November 2021; whereas in May 2021, July 2021 and January 2022 long term sickness accounted for more than 70% of all sick days. This was predominantly for post-operative recovery and treatment.
- Please note that COVID-related absence data has been recorded separately, so COVID-related sickness absence is not included in the reported District Council sickness absences statistics, unless Covid absence has been for a duration of more than two weeks.
- There has been a noticeable increase in non-work related stress which has led to our offering improved mental health support. These include two external sources of counselling support, an in-house mental health trainer delivering workshops, five mental health first aiders, support of the HR Manager and HR Officer, an optional online learning module, and advice in staff working guidance on the importance of mental wellbeing.

3.8 It is proposed to continue reporting performance results for the Corporate Plan 2020 - 2024 and Key Performance Indicators to Members twice a year. This will highlight progress and good performance, as well as 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 direct financial considerations arising from the recommendations contained in this 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 some Corporate Plan targets may continue to experience delays, particularly given inflation, material costs and labour market shortages in the wake of the COVID-19 pandemic and other global changes. This risk may continue to have service and reputational consequences for the District Council as we progress through 2022/23. To mitigate this, progress is monitored quarterly by Service Managers and by the Corporate Leadership Team.

4.4. Equality

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

4.5 Climate Change Impact Assessment

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

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