



OPEN REPORT SCRUNITY COMMITTEE

Scrutiny Committee – 19th October 2023

Report of Director of Regeneration and Policy

PERFORMANCE MANAGEMENT – KEY & CORPORATE PERFORMANCE INDICATORS OUTTURN 2022/23

Report Author and Contact Details

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Wards Affected

All

Report Summary

This report summarises the outturn performance against the District Council's Corporate Plan targets and Key Performance Indicators for the full year 2022/23. The report highlights where services have performed strongly and where improvements can be made. The report also highlights the District Council's performance against waste management and finance metrics recently launched by the Office for Local Government.

Recommendations

1. The outturn performance against Corporate Plan targets for 2022/23 be noted.
2. The outturn performance against the Key Performance Indicators for 2022/23 be noted.
3. The outturn performance for 2021/22 against the newly launched Office for Local Government finance and waste management metrics be noted.
4. That bi-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 2022/23
Appendix 2	KPI outturn 2022/23
Appendix 3a	Office of Local Government Metrics 2021/22 – Finance
Appendix 3b	Office of Local Government Metrics 2021/22 – Waste

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 – KEY & CORPORATE PERFORMANCE INDICATORS OUTTURN 2022/23

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 [14 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 annual Corporate Plan targets. The **26 Corporate Plan actions for 2022/23** were agreed by Council on 3 March 2022. Progress against each during 2022/23 is set out in **Appendix 1**.

Key Performance Indicators (KPIs)

1.3 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 2022/23

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.

- 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)
- Red = actions not fully achieved in target time scale and not likely to be fully achieved by end of Q1 of 2023/24

3. COUNCIL PERFORMANCE – OUTTURN SUMMARY 2022/23

3.1 In summary, of the 26 Corporate Plan performance action indicators for the financial year 2022/23 for which data is available, 21 were fully or partially achieved. 3 indicators were still being progressed, as Table 1 shows.

3.2 Table 1 also shows performance against KPIs, with 9 being fully or partially achieved.

	Totals	Green	Amber	Red
Corporate Plan Actions	26	18	3	5
KPIs	12	9	0	3
Totals	38	27	3	8

Table 1: Summary of Corporate Plan actions and KPI results 22/23

3.3 The number of Corporate Plan actions that were fully achieved is 18 (69%), alongside 9 (75%) of the Key Performance Indicator targets.

3.4 Three (11.5%) of the Corporate plan actions are amber and none of the KPIs are 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 Five (19%) of the Corporate Plan targets were ‘not fully achieved’ (red) and 3 (25%) of KPIs 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. Therefore typically fewer will be fully achieved on time (green) compared to service KPIs.

4.2 Detailed outcomes for 2022/23 Corporate Plan Actions are shown in Appendix 1.

4.3 Highlights of completed actions include:

- The target to enable and provide debt and welfare advice to 300 vulnerable households was exceeded by 27% and with support for a total of 381 cases.
- 75 small and medium sized businesses were provided with support and 9 clients were also supported to secure £129,510 of external grant funding

- The Levelling Up funding bid was successful and the MoU was signed in Feb 2023. Programme delivery is now underway.
- Capital funding for £64,000 was approved at Council in November to help facilitate the installation of further EV charge points in a possible 8 locations.

4.4 Some of the Amber actions that signify delay (action has been achieved later in the year than planned or will be completed soon after year-end) include:

- The target was to acquire 10 additional homes and provide a further 33 affordable homes with our housing association partners in 2022/23. By the end of Q1 in 23/24 a total of 30 homes will be owned by the council and 36 with housing association partner; over a third more than planned.
- 68 of the target 70 homes of disabled people were adapted, with work planned for other properties.
- There was a delay in reviewing the District Council's Financial Regulations as a result revised Contract Standing Orders were not considered by Council until June 2022. These were, however, considered and approved by the Council on 29 September 2022.

4.5 The following Corporate Actions did not fully meet their targets:

- Negotiations are still continuing with landowners, therefore the Masterplan for Ashbourne Airfield has not yet been achieved.
- Less than 50% (193) of the minimum of 400 social media followers of Invest in Derbyshire Dales has been achieved.
- Little progress has been made on the delivery of a permanent site to meet identified Traveller needs by March 2023.
- No tenders were received within the cost envelope for the redevelopment of the Bakewell Road town centre site, Matlock. As such no contract was awarded, and construction has been delayed.
- Recruitment challenges meant the implementation of the Regeneration Service restructure was delayed. Two posts are now filled, but three are currently vacant (Claims and Monitoring Officer, Senior Regeneration Officer, Derbyshire Dales Business Advisor).

5. Key Performance Indicators (KPIs)

5.1 Of the Council's 12 Key Performance Indicators, 9 (75%) were fully achieved and 3 (25%) were not achieved. Detailed updates are included in appendix 2. The table below summarises outturns for 2022/23

Service Area	Description	Target	Outturn 22/23
Corporate	% of undisputed invoices paid on time	99%	99.42%

Service Area	Description	Target	Outturn 22/23
	% of household waste which has been sent for reuse, recycling, composting or anaerobic digestion	58.5%	52.7%
	Average no. working days lost due to sickness absence per FTE employee	9	9.74
Housing	The % of homeless households seeking assistance from the Council, for whom this intervention helped resolve their situation	75%	79.9%
Planning	% major planning application determined in 13 weeks or agreed extension of time period	>75%	96%
	% of minor planning application determined in 8 weeks or agreed extension of time period	>77%	84%
	% of other planning applications determined in 8 weeks or agreed extension of time period	>90%	90.4%
	% of appeals allowed against the LAs decision to refuse planning permission	<30%	30%
Revenues and Benefits	% Council Tax collected within the year	98.4%	97.8%
	% of Non-Domestic Rates collected within the year	97.3%	97.0%
	Speed of processing new claims for housing benefit and Council Tax support	24 days	11.14 days
	Speed of processing: notifications of changes in circumstances	8 days	5.56 days

Table 2: KPI outturn summary

5.2 Notable successes include:

- Speed of processing new claims for housing benefit and Council Tax support is less than half the target length, at 11 days
- 96% of major planning application determined in 13 weeks or agreed with an extension of time period

5.3 Less successful outturns include:

- The collection rate for Non-Domestic Rates for 2022/23 is 97.0%, which is below the target of 97.3% by only 0.3%
- The collection rate of Council Tax for 2022/23 is 97.8%, which is below the target of 98.4% by only 0.4%
- The average number of working days lost due to sickness absence per FTE employee per annum quarterly outturn is 9.74 per annum, or 2.43

days average per quarter, for the financial year 2022/23 days. As a result the annual target has been narrowly missed

6. Office for Local Government Finance Metrics

- 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 and finance. Data has been published for 2021-22 and is set out in **Appendix 3**.
- 6.3 The data published for 2021/22 shows that for waste management the Derbyshire Dales has a higher household recycling rate (51.5%) than both the median of Derbyshire Dales CIPFA nearest neighbours (47.6%) and the England median (41.9).
- 6.4 Derbyshire Dales has a lower rate of residual household waste collected per household (368.4kg) than both the median of Derbyshire Dales CIPFA nearest neighbours (422.3kg) and the England median (502.kg). In regards to the recycling contamination rate, Derbyshire Dales has a lower rate (5.4%) than the England median (5.6%) but not the nearest CIPFA neighbours (5.2%)
- 6.5 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.
 - The level of band D council tax in 2021/22 was £219.27, which was significantly higher than similar authorities £171.67 and the average English authority £192.56.
 - Council tax revenue per dwelling in 2021/22 was £1,755, which was higher than similar authorities £1,655 and the average English authority £1,556.
 - Levels of debt are significantly lower than the average English Authority.
- 6.6 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 should 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 quarterly by Service Managers and by Corporate Leadership Team.

Report Authorisation

Approvals obtained from:-

	Named Officer	Date
Chief Executive	Paul Wilson	10/10/2023
Director of Resources/ S.151 Officer (or Financial Services Manager)	Karen Henriksen	11/10/2023
Deputy Monitoring Officer (or Legal Services Manager)	Jason Spencer	11/10/23