



OPEN REPORT SCRUNITY COMMITTEE

Scrutiny Committee – 6th December 2023

Report of Director of Regeneration and Policy

**PERFORMANCE MANAGEMENT – CORPORATE PLAN & KEY
PERFORMANCE INDICATORS OUTTURN Q1 and Q2 2023/24**

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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 Quarter 1 (April 2023 to June 2023) and Quarter 2 (July 2023 to September 2023). The report highlights where services have performed strongly and where improvements can be made.

Recommendations

1. The outturn performance against Q1 and Q2 Corporate Plan targets for 2023/24 be noted.
2. 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.

List of Appendices

Appendix 1 Q1 and Q2 Corporate Plan outturn 2023/24
Appendix 2 Q1 and Q2 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 – 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 Corporate 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 25 Corporate Plan actions for 2023/24 were agreed by Council in 2022. Progress during Quarter 1 and Quarter 2 of 2023/24 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 for Quarter 1 and Quarter 2 of 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.
- 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 Q2 of 2023/24

3. COUNCIL PERFORMANCE – OUTTURN SUMMARY 2022/23

- 3.1 Table 1 below shows performance against the Corporate Plan action. In summary, of the 25 Corporate Plan performance action indicators for Quarter 1 and Quarter 2 of 2023/24, 33 out of 50 (66%) were fully or partially achieved with 17 measures (34%) requiring attention.
- 3.2 Table 1 also shows performance against KPIs, with 10 being fully or partially achieved in each quarter (87%). In Q1, there were just 2 areas requiring attention and in Q2, only 1 area of slight concern where the target was missed by 0.5%.

	Totals	Green	Amber	Red
Q1 Corporate Plan Actions	25	14	9	2
Q2 Corporate Plan Actions	25	19	6	0
Q1 KPIs	12	10	1	1
Q2 KPIs (1 not available yet)	11	10	1	0
Totals	73	53	17	3
Percentage Totals	100%	73%	23%	4%

Table 1: Summary of Q1 and Q2 Corporate Plan actions and KPI results 23/24

- 3.3 The number of Corporate Plan actions that were fully achieved is 33 (66%), alongside 20 (87%) of the Key Performance Indicator targets.
- 3.4 Fifteen (30%) of the Corporate Plan actions are amber and two (9%) 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 Two (4%) of the Corporate Plan targets were ‘not fully achieved’ (red) and 1 (4%) of KPIs are ‘red’. The reasons for the targets not being fully achieved are outlined in the comments for each measure.

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 Q1 and Q2 of 2023/24 Corporate Plan Actions are shown in Appendix 1.

4.3 Achievements and successful actions include:

- £1.92m grant funding has been secured for leisure centre decarbonisation and work is progressing towards a fully costed scheme ready for procurement.
- £1.8m grant funding has been secured via Home Upgrade Grant scheme 2 (HUG2) and the target is to upgrade 58 homes by March 2025.
- The Home Options Support team have successfully worked with partners to support 239 clients in vulnerable households, against a target of 300 clients supported by the March 2024. Clients have been supported to £477,608.56 in total in financial gain.
- A new Traveller site has been granted permission and work has been undertaken to see if the site can be taken forward.
- DDDC has worked successfully with the contractor Blink to obtain 60% funding for the cost of installing EV chargers in all eight car parks. The team anticipate having most, if not all, EV Chargepoints installed by the end of March 2024.
- Work is progressing well on Year 1 of the Hurst Farm project – a Woodland Ranger has been successfully recruited and a Woodland Apprentice has started. An Evaluation consultant is in place and delivery has started of weekly dry-stone walling tasters. Community garden land has been cleared and preparation to create growing beds started.
- 17 green school visits and 3 green events have been held.
- 6 homes have been purchased to provide new homes for refugees, with a further 7 properties due to be purchased in Quarter 3.

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) or potential to miss the target include:

- The target to progress Phase 1 of the Ashbourne Business Park was delayed as the planning application for first phase of homes was refused, based on the proposed layout and design, despite the new link road to the A52 opening in May 2023. A revised planning submission for phase 1 is now in preparation and the brief for the wider site masterplan (phases 1 and 2) has been shared with landowners for their comment. Negotiations with landowners are continuing.
- The target to support 50 SMEs by March 2024 was marked as Amber as only 8 businesses were assisted in Q1. However, this rose to 19 businesses assisted in Q2 which is back on track to meet the target.
- The target is to provide adaptations to the homes of 60 disabled people by March 2024; however, only 27 have been completed in the first 2 quarters which means the work is slightly off-track to meet the target.
- Developments are still ongoing on the provision of Council housing.

- 4.5 There were no Corporate Actions in Q2 that did not fully meet their targets and only 2 un-met Corporate Actions in Q1:
- There was inadequate capacity to progress feasibility work on strategic development sites due to vacancies within the team in Q1. In Q2, the sites have been listed and prioritised.
 - The Phase 1 re-development of the Bakewell Road town centre site was re-tendered as an acceptable or affordable tender has again not been received. In Q2, this project was put on hold.

5. Key Performance Indicators (KPIs)

5.1 Detailed updates are included in appendix 2. Table 2 below summarises outturns for Q1 and Q2 of 2023/24.

Service Area	Description	2023/24 Target	Q1 Result + comment	Q2 Result + comment
Corporate	% of undisputed invoices paid on time	99%	99.34% 2 errors by Accounts Payable accounted for 6 of the 7 late payments – mis-identifying multiple page PDFs.	98.95% 1 more Accounts Payable PDF error (steps have been taken to mitigate this now) leading to 4 of the 13 paid late. Monitoring of approvals will help get more paid on time.
	% of household waste which has been sent for reuse, recycling, composting or anaerobic digestion	58.5%	57.1%	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.
	Average no. working days lost due to sickness absence per FTE employee	2.25 per quarter	1.706	1.71 If Q1 & Q2 sickness levels continue throughout the rest of the financial year, we will achieve the year-end target.
Housing	The % of homeless households seeking assistance from	75%	71%	80%

Service Area	Description	2023/24 Target	Q1 Result + comment	Q2 Result + comment
	the Council, for whom this intervention helped resolve their situation			
Planning	% major planning application determined in 13 weeks or agreed extension of time period	>75%	100% - Excellent performance.	100% - Excellent performance.
	% of minor planning application determined in 8 weeks or agreed extension of time period	>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.
	% of other planning applications determined in 8 weeks or agreed extension of time period	>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.
	% of appeals allowed against the LAs decision to refuse planning permission	<30%	28% of s78 appeals allowed. 7 appeal decisions in total – 2 allowed.	25% of s78 appeals allowed. 4 appeal decisions in total – 1 allowed.
Revenues and Benefits	% Council Tax collected within the year	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.
	% of Non-Domestic Rates collected within the year	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.

Service Area	Description	2023/24 Target	Q1 Result + comment	Q2 Result + comment
	Speed of processing new claims for housing benefit and Council Tax support	24 days	12.4 – well on target	12.65 - well on target
	Speed of processing: notifications of changes in circumstances	8 days	5.24 - well on target	5.34 - well on target

Table 2: Q1 and Q2 2023/24 KPI outturn summary

5.2 Notable successes include:

- Excellence in Planning continues with all 4 Planning indicators on target for both Q1 and Q2, including a low number of successful appeals against decisions made. 100% of all major planning applications were determined in 13 weeks or agreed with an extension of time period for both quarters.
- The average number of working days lost due to sickness absence per FTE employee was significantly below the 2.25 days per quarter target for both quarters.
- The speed of processing housing benefit and Council Tax cases remains at an excellent level, well above target for both Q1 and Q2.
- The % Council Tax and Non-Domestic Rates collected within the year is also at a high level with well over half of the required amount collected at the half year point.

5.3 Slightly less successful outturns include:

- The % of household waste which has been sent for reuse, recycling, composting or anaerobic digestion was 57.1%, which means the target of 58.5% has been narrowly missed.
- The % of homeless households seeking assistance from the Council, for whom this intervention helped resolve their situation was 71% against a target of 75% for Q1 but this improved to 80% and was on target for Q2.

6. Consultation

6.1 None required as report concerns past actions.

7. Timetable for Implementation

7.1 No timetable as reporting past events

8. 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.

9. 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.

10. Legal Advice and Implications

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

11. Equalities Implications

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

12. Climate Change Implications

12.1 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	28/11/2023
Director of Resources/ S.151 Officer (or Financial Services Manager)	Karen Henriksen	28/11/2023
Monitoring Officer (or Legal Services Manager)	Helen Mitchell	27/11/2023