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| REPORT TO: | Environmental & Development Services Committee | AGENDA ITEM: 7 |
| DATE OF MEETING: | 21st November 2013 | CATEGORY: DELEGATED |
| REPORT FROM: | Director of Community & Planning Services / Director of Housing & Environmental Services / Chief Executive | OPEN |
| MEMBERS' CONTACT POINT: | Stuart Batchelor (ext. 5820) Bob Ledger (ext. 5775) Frank McArdle (ext 5700) | DOC: |
| SUBJECT: | Corporate Plan 2009-14: Performance Management Report (1 July – 30 September 2013) | REF: |
| WARD (S) AFFECTED: | All | TERMS OF REFERENCE: |

1.0 Recommendations

1.1 That Members:

- (a) Note the progress and achievements during the period 1 July to 30 September 2013, in relation to the Council's Corporate Plan 2009/14.
- (b) Review where progress has failed to achieve the specified target and consider the adequacy of the remedial action taken.

2.0 Purpose of Report

- 2.1 To report details of progress and achievements during the period 1 July to 30 September 2013, in relation to the Council's Corporate Plan 2009 –2014.
- 2.2 Details are provided in the respective appendices outlined below, which are attached to this report.
 - ☒ Progress against Corporate Plan 'Key Projects' as attached at Appendix A; and,
 - ☒ Progress against Corporate Plan 'Performance Measures' as attached at Appendix B.

3.0 Detail

Executive Summary

It is important that Members scrutinise the performance of the Council as part of the democratic process. This report reflects the second quarter's performance on the key targets the Council has set and approved.

Corporate Plan 2009/14

- 3.1 To provide context the Council's Corporate Plan 2009-14 Action Plan consists of four main themes or priorities (*Sustainable Growth & Opportunity: Safe & Secure: Lifestyle Choices: and Value For Money*).
- 3.2 In March 2013, the Corporate Plan was refreshed along the current themes, with an emphasis being placed on how our actions will make a difference to our residents and stakeholders. In order to focus our actions, performance will be measured against a reduced number of actions or key projects and performance measures.
- 3.3 Each theme contains a number of outcomes that help explain what the theme is about. In order that the Council and its stakeholders are able to tell whether the outcomes are being delivered, a number of key projects (with a series of tasks/ milestones) and performance measures have been allocated to each outcome that will be monitored either on a quarterly or annual basis.
- 3.4 This Committee is responsible for the delivery of 3 outcomes [*Developing economic and employment opportunities within the District; increasing recycling resulting in less waste being sent to landfill; and, sustainable planning*] within the **Sustainable Growth & Opportunity** theme.

Progress to 30 September 2013

Key Projects

- 3.5 Table 1 below; summarises the progress made against key projects. It shows that 6 (85.7%) tasks for the quarter have been completed.

Table 1: Progress against Corporate Plan Projects (as at 30 September 2013)

| Theme | 'Completed' Tasks | 'Failed' Tasks | 'Not Applicable' | Total |
|----------------------------------|-------------------|----------------|------------------|-------------|
| Sustainable Growth & Opportunity | 6 (85.7%) | 1 (14.3%) | 0 | 7 (100%) |

- 3.6 Those tasks that have not been completed and the remedial action taken are summarised in Table 2 below.

Table 2: Corporate Plan – Key Projects– 'Failed' Tasks (as at 30 September 2013)

| Project | Task 'not completed' | Remedial Action |
|--|--|---|
| GP 06 -Progress the Planning Core Strategy as part of the District's Local Development Framework (LDF) | GP 06.2 - Publish the Draft Local Plan | A further round of consultation is being undertaken on the Sustainability Appraisal in line with other HMA local authorities. |

Performance Measures

- 3.7 Table 3 overleaf provides a summary of performance against targets for both the current quarter and projected out turn for the year. It shows that one (33.3%) quarterly target has

been 'achieved'. No targets have been set for any of the proxy' measures. It is also predicted that 2 (50.0%) targets are 'on track' for the year end.

Table 3: Performance Measures – performance against targets (as at 30 September 2013)

| Theme | Quarter 2 Target | | | Total | Projected Annual Target | | |
|----------------------------------|------------------|--------------|---------------------------------|--------------|-------------------------|--------------|---------------------------|
| | 'Achieved' | 'Failed' | 'N/a' / Proxy ^{Note 1} | | 'On Track' | 'At Risk' | 'Proxy' ^{Note 1} |
| Sustainable Growth & Opportunity | 1 (33.3%) | 2 (66.7%) | 8 | 11 (100%) | 2 (50.0%) | 2 (50.0%) | 7 |

Note 1 Proxy Measures are outside the Council's direct control but provide an indication of the 'overall health of the district' For instance: A Council Strategy to 'improve employment opportunities in the area' may have an impact on the local unemployment rate

- 3.8 Table 4 below, summarises both the quarterly targets that have 'not been met' and where the projected annual target maybe 'at risk' of failure. Brief comments and remedial action taken is also provided.

Table 4: Performance Measures - targets 'at risk' of failure (as at 30 September 2013)

| Description | Qtr 2 Target | Qtr 2 Actual | Comments and Planned Remedial Action |
|--|--------------|--------------|--|
| GM 05 -Residual waste per household (Kgs) | 125.00 | 131.6 | Indicator above target at end of the quarter although the figure should be lower in the remaining two quarters with the introduction of the new recycling service. |
| GM 06 - Proportion of household waste recycled and composted | 52.60% | 50.7% | Indicator below target at end of the quarter although the figure should higher in the remaining two quarters with the introduction of the new recycling service. |

Managing Risks

- 3.9 The Council has a comprehensive risk register, which details all known service risks, control mechanisms and review dates. Table 5 below outlines the main risks across the Sustainable Growth & Opportunity theme of the Corporate Plan.

Table 5: Managing Risks

| Risk Description | Likelihood | Impact | Mitigating Action |
|---|----------------|--------|--|
| Judicial review & appeals against Planning decisions - criticism, time and cost of having to defend our position, possible costs awarded against the Council. | Treat the Risk | Medium | Quarterly review of procedures to provide early identification of high-risk cases, counsel opinion sought when necessary. Ongoing review of new statutory procedures, continued advice from counsel when required. |

| Risk Description | Likelihood | Impact | Mitigating Action |
|--|-------------------|---------------|---|
| Failure of Sharpe's Pottery Museum - closure of facility (including the T.I.C.). | Tolerate the Risk | Low | Councillor representation on Board. Attendance at Board meetings by Officers. |
| Failure of tourism partnership - loss of service to potential visitors to the area. Adverse impact on businesses in local visitor economy. Adverse publicity and loss of standing with partners. Grants may need to be repaid. | Treat the Risk | Low | Regular review of activities and agreements. Ongoing monitoring of agreements. |
| Suitability of house waste for composting | Treat the risk | Low | Keep abreast of ongoing national discussions and maintain relations with partner contractors. |
| Increase in fuel costs resulting in budget overspend | Tolerate the risk | Low | Ensure routes are fully optimised Monthly monitoring and reporting of actual spend against budget. |

Service Area Commentary

- 3.10 To assist Members in their assessment of progress made, the Lead Officer for each of the performance measures has provided some supplementary information on how the performance measures are supporting the delivery of the outcomes.
- 3.11 Within Community and Planning Services, work continues to be focussed on delivering the Local Plan and processing the increased levels of planning applications being received. Whilst the timetable for the Local Plan has slipped this is unavoidable if the process is to be successful. The Council has adopted a new process for supporting neighbourhoods in their spatial planning as an identified action in the Corporate Plan.
- 3.12 The second quarter targets for both household waste recycled and residual waste per household were not hit. It is though anticipated that the new kerbside recycling scheme will mean that both targets have a good probability of being achieved by year end. In answer to a query raised at the Committee considering the quarter 1 figures, these two indicators are in effect expressing the same information in two different ways.
- 3.13 The new kerbside recycling scheme was introduced on the 7th October. As a result of rescheduling rounds to make them more efficient and changing collection days for many to enable green and brown bins to be collected on the same day, nearly all 41,000 households experienced some change in their collection arrangements albeit for some it was just the time of day. It is pleasing therefore to report that the number of complaints and missed bins in the transition period was very low. This is attributable to both the quality of the pre change information we issued as well as the patience and understanding of residents.

- 3.14 Within Economic Development, the summer period saw a major programme of markets and other town centre activities, together with visitor promotion of South Derbyshire and The National Forest.

4.0 Financial Implications

- 4.1 There are no specific financial implications relating to this report. The need to continually improve whilst delivering the ambitions of the *Corporate Plan* will require a sustained efficiency programme, including the shifting of resources to the priority areas.

5.0 Corporate Implications

- 5.1 The Council aspires to be an “excellent” Council in order to deliver the service expectations of our communities.
- 5.2 This performance report evidences an improvement in how we are meeting those demands and expectations.
- 5.3 This report has no implications in respect of meeting the Public Sector Equality Duty of the Equalities Act 2010.

6.0 Conclusions

- 6.1 A high level of performance and improvements has delivered a range of outcomes for local communities.
- 6.2 This performance report evidences significant improvement in how the Council is meeting demands and expectations.