

CABINET – 7 AUGUST 2024

PORTFOLIO: LEADERS / ALL

INTRODUCTION OF A PERFORMANCE MANAGEMENT FRAMEWORK / CONSIDERATION OF A RELATED MOTION REFERRED BY COUNCIL

1. RECOMMENDATIONS

- 1.1 It is recommended that Cabinet approve the Performance Management Framework.
- 1.2 It is recommended that Cabinet consider the response to the related motion referred by Council, outlined throughout section 8 of the report, including the comments of the Resources and Transformation O&S panel, and make recommendations to Council.

2. EXECUTIVE SUMMARY

- 2.1 Our new Corporate Plan 2024-2028 was approved at Full Council on April 8, 2024. This set our key priorities, commitments, and measures over the four-year life of the plan. As part of the delivery of the Corporate Plan, we said it would be underpinned by a suitable and proportionate Performance Management Framework that will monitor progress.
- 2.2 This report introduces the New Forest District Council Performance Management Framework. The framework, in **Appendix 1**, explains how it will work, how strategic measures will cascade throughout the organisation and how staff at every level will contribute and come together to ensure we deliver on the commitments of the Corporate Plan.

3. INTRODUCTION & PURPOSE

- 3.1 Our Corporate Plan 2024-2028 lays out a vision for New Forest District Council. It sets the priorities, commitments, and Key Performance Indicators (KPIs) that will operate over the four years of the plan. It is important there is strong and robust governance in place to ensure we stay on track and can realise the ambitions set out in the plan. The Performance Management Framework is the tool that monitors the progress towards these ambitions and sets out the rules, practices, reporting methods and cycles, and accountability needed to achieve them.
- 3.2 Performance management is a vital tool in understanding the way the organisation works, provides an opportunity for scrutiny, and identifies the areas which are performing well and intervene with corrective actions where areas are not performing as expected. This framework has been developed to ensure everyone is working to deliver our Corporate Plan and other key strategies, which will shape the way we work by informing service plans as well as team and individual goals.
- 3.3 The adoption of the framework is the next step in a shift towards a performance-based focus across the organisation. It will help us ensure that our staff work together as one

council, sharing knowledge and expertise across services and always adopt our key values and in all aspects of their work.

- 3.4 We should consider the framework alongside other key organisational factors such as Finance, Risk and our Transformation Programme – ‘Future New Forest’, which may influence what we do and how we deliver changes, and in a controlled and managed way.

4. THE NFDC PERFORMANCE MANAGEMENT FRAMEWORK

- 4.1 The Performance Management Framework is how progress towards the delivery of the commitments made in the Corporate Plan will be monitored, while also considering broader service objectives.

- 4.2 The framework pulls together performance monitoring functions from across all services into a single thread of activity that weaves down through the organisation and ensures delivery at every level. It is a structured approach that ensures appropriate, clear, and planned KPIs which align with the Corporate Plan are in place and are delivered with focus and dedication.

- 4.3 The diagram illustrates how the framework will drive activity, which is layered as follows:

Tier	Description	Monitors	Impact
Strategic	Large scale strategic drivers including, the Corporate Plan and ‘Future New Forest’ Transformation Programme	Corporate Dashboard, progress against KPIs, as agreed in the Corporate Plan.	Ensures delivery on our commitments and promotes effective scrutiny of progress towards delivery of key measures. It provides an opportunity to mitigate and intervene when things are not progressing as planned.
Operational	Operating plans and policies. Service plans, policies and procedures. Budget plans, risk, statutory duties.	Service dashboards, progress against KPIs, to include any relevant measures agreed in the Corporate Plan. Improvement plans, including any as directed by the ‘Future New Forest’ transformation programme.	The documents described link the strategic and front-line tiers and will drive the change, governing how we do things and will describe the activity needed to achieve goals at an operational level.
Front Line	Service delivery	Our staff will benefit from regular 121s and appraisals, with suitable measures that will be shaped by the Strategic and Operational level planning.	Teams and individuals will work in prescribed ways, with appropriate discretion and changed behaviours, focus on excellent performance and delivering change.

4.4 Those responsible for delivery will be clear of their roles and established monitors. Those accountable will seek insight and assurances that performance is as expected. Careful monitoring and scrutiny of progress towards key objectives, promotes continuous improvement through learning and deployment of corrective actions where necessary.

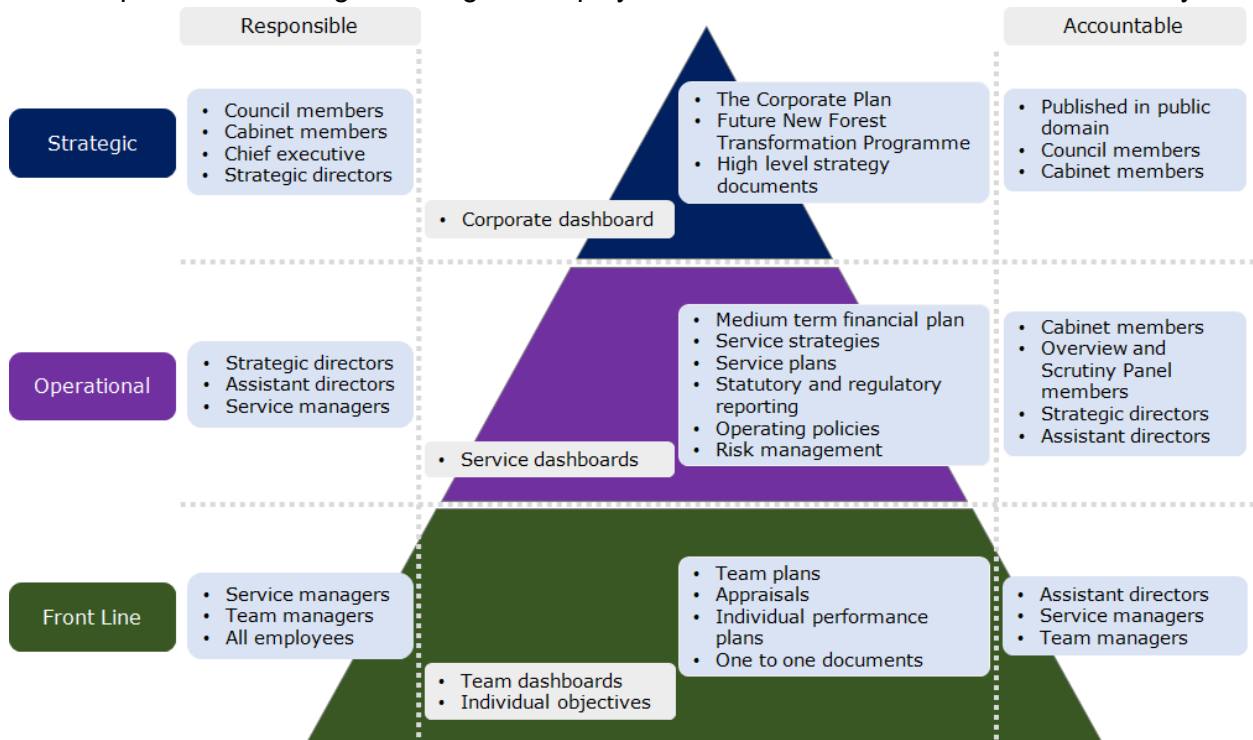


Figure 1 Performance Management Framework

4.5 We have developed key performance indicators (KPIs) that are focused, clear and align with the priorities of the Corporate Plan. The KPIs are owned and will be monitored within the relevant service area.

5. REPORTING

5.1 The dashboards, at every level will contain clear and unambiguous KPIs with targets. A handbook of NFDC definitions will be made available to all via SharePoint. Reporting is a collaborative business-based activity, provided by performance colleagues, driven by responsible officers and presented to those accountable.

5.2 All measures will be RAG rated (Red, Amber, Green) according to the performance against target.

- Green – On target or above target
- Amber – Below and up to 10% deviation from the lower threshold of the target
- Red – Over 10% deviation from the lower threshold of the target

5.3 In some cases, the standard thresholds will not be appropriate. In such instances, services will provide the most appropriate threshold to apply.

5.4 Accompanying text will give context which will aid readers to understand the story behind

the KPIs.

Good performance – we will:

- Highlight our successes
- Continue to learn from them
- Feed into governance and reporting mechanisms

Poor performance – we will:

- Show learning
- Ascertain any factors which could have contributed to the poor performance
- Take remedial actions to address poor performance
- Explain when we expect these remedial actions to take effect.

5.5 The definition and targets have been developed with responsible officers. As part of the accountability, and to ensure there is appropriate challenge in the target setting, EMT will undertake a final review of targets following panel and cabinet feedback.

6. REPORTING CYCLES

6.1 The Corporate Dashboard will be prepared as each quarter ends (July, October, January and April) for all measures where data has become available. Data will be collated, and services will be asked for any commentary as set out in the section above.

	Forum	Activity
1	Executive Management Team (EMT)	The dashboard will be presented. EMT will review the dashboard and pose questions for the services. EMT will request additional commentary and analysis.
1	Leadership Team Meeting	The dashboard will be presented. Leadership team will consider the dashboard, EMT comments and provide further narrative and analysis.
2	Overview and Scrutiny Panels	The dashboard will be submitted for review and scrutiny at panels. Members may require further information from Officers and make recommendations for any subsequent activity.
3	Cabinet	The dashboard will be submitted for review. Cabinet will consider all comments received, assign further action and ultimately approve the dashboard.
4	Publication	The dashboard will be published on newforest.gov.uk .

7. ACCOUNTABILITY AND CULTURE

7.1 The Performance Management Framework is not only about strategies and reporting KPIs, but it also ensures we move forward and grow as one council. Success requires a culture of continuous improvement and a performance-based approach to realising our strategic goals and key values.

7.2 We recognise the success of the framework is dependent upon everyone in our organisation working towards a set of agreed goals. All staff will therefore contribute to its success, and everyone will have a role to play in delivering the Corporate Plan.

- 7.3 The strategic direction will cascade throughout the organisation, ensuring appropriate measures are in place at every level. Ultimately, this will mean staff have goals and objectives that are linked to the strategic drivers of the council.
- 7.4 Our elected members, residents, partners, and staff all contributed to the development of our Corporate Plan and we will continue to be accountable to them throughout its lifespan.
- 7.5 The Corporate Plan introduces our new values. These underpin the council's vision and priorities by shaping our behaviours and the way we work. Our leadership team will direct and steer the development that helps us to grow.

Who	 Councillors, Leader, Portfolio Holders	 Scrutiny Panel Members, Councillors	 Chief Executive, Transformation and Improvement, Strategic Directors	 Assistant Directors, Service Managers	 Team Managers, Staff
How	Full Council, Cabinet, Portfolio Holder briefings	Overview and Scrutiny Panels	Executive Management Team, Change Control Board, Leadership, Programme meetings	Service briefings, Planning days, Service strategies, Service plans, Policy	Team meetings, Team plans, 121s, Personal development plans
Role and Responsibility	Vision and Direction. Approves the overall priorities and budget for the council. Leads the work of the cabinet, its programmes, and priorities. Shares the collective responsibility for decisions taken by the cabinet. Works with Strategic Directors.	Holds the executive and decision makers to account. Makes recommendations for improvement to the cabinet, other committees, the council or to local partners.	Leads the delivery of services. Ensures action is being taken to deal with areas of poor performance and risk. Develops areas of best practice and innovation. Leads the development and improvement roadmap.	Leads services. Accountable for service performance. Responsible for leadership, management and performance of key services. Leads on performance and the performance reporting cycle.	Reinforces the links between the Corporate Plan and individual objectives Motivates by providing feedback Aids understanding of performance management framework to teams and how individuals contribute to council priorities Delivers services.

These are supported by cross-cutting roles such as Finance, Risk, Democratic Services and Communications. All will have a role across the breadth of the organisation.

8. MOTION REFERRED BY THE COUNCIL

8.1 At the Council meeting of 13 May 2024, Cllr Richards moved the following motion:-

“This Council notes that:-

- 1. The Leader’s foreword to the Corporate Plan states that ‘As a well-established community leader, the Council has long recognised the strong heritage and a world-class environment we operate within, and work to protect and enhance. Tackling climate and environmental challenges is key to ensure that the special nature of the New Forest can be enjoyed by future generations.’*
- 2. Two of the four values of this Council are Ambition (We will be ambitious for our people and our place, embracing innovation and best practice) and Fairness (We will act fairly, honestly, and openly in all that we do).*
- 3. The first priority of this Council’s Future New Forest transformation programme is “Putting our customers at the heart of what we do”.*
- 4. This Council voted in October 2021 to declare a ‘Climate and Nature Emergency’.*
- 5. This Council’s Corporate Plan 2024 – 2028 does not include measurable targets and a mechanism to report progress against such targets to our residents.*
- 6. High performing organisations relish being measured as it allows them to demonstrate their outstanding performance.*
- 7. That in the draft consultation version of the Corporate Plan, a measurement of “Overall emissions from council activity (Kg of CO2)” was included.*

This Council resolves that:-

- 1. In order to be ambitious, transparent and put our customers at the heart of what we do SMART (Specific, Measurable, Achievable, Relevant and Timebound) targets should be published alongside the Corporate Plan for each item under the “It will be measured by” sections as soon as these targets have been agreed.*
- 2. The mechanisms for reporting against the targets, and publishing progress on a minimum of an annual basis, will be set out alongside the targets.*
- 3. The targets for Place Priority 2 “Protecting our climate, coast, and natural world” will be amended to include a measurement of “Overall emissions from council activity (Kg of CO2)” during this financial year and a target to then reduce these emissions agreed for each subsequent year of the corporate plan period, being reported against and published in line with point 2 above.”*

8.2 The motion was seconded by Cllr Parker and referred to the Resources and Transformation Overview and Scrutiny Panel for consideration. As the motion affects an

approved plan of the Council, namely the Corporate Plan, Cabinet will also review the motion through the onward consideration of this report. A draft amended motion is set out below for the Panel and Cabinet's onward consideration, which takes into account the technical view of Council officers and the arrangements that are already in place for target setting and monitoring of measures through the Climate Change and Nature Emergency (CC&NE) Annual Report.

This Council notes that:-

1. *The Leader's foreword to the Corporate Plan states that 'As a well-established community leader, the Council has long recognised the strong heritage and a world-class environment we operate within, and work to protect and enhance. Tackling climate and environmental challenges is key to ensure that the special nature of the New Forest can be enjoyed by future generations.'*
2. *Two of the four values of this Council are Ambition (We will be ambitious for our people and our place, embracing innovation and best practice) and Fairness (We will act fairly, honestly, and openly in all that we do).*
3. *The first priority of this Council's Future New Forest transformation programme is "Putting our customers at the heart of what we do".*
4. *This Council voted in October 2021 to declare a 'Climate Change and Nature Emergency'.*
5. *This Council's Corporate Plan 2024 – 2028 does not include measurable targets and a mechanism to report progress against such targets to our residents.*
6. *High performing organisations relish being measured as it allows them to demonstrate their outstanding performance.*
7. *That in the draft consultation version of the Corporate Plan, a measurement of "Overall emissions from council activity (Kg of CO2)" was included.*

This Council resolves that:-

1. In delivering our Corporate Plan 2024-2028, this Council stated that the plan would be underpinned by a suitable and proportionate Performance Management Framework that details the reporting regime for progress monitoring. This is now developed alongside a formal published set of KPIs, with targets (**Appendix 2**, 2024-2028 List of KPIs). Clear KPI definitions have been agreed with accountable officers (**Appendix 3**, NFDC handbook of definitions).
2. *The mechanisms for reporting against the targets, and publishing progress on a minimum of an annual basis, is set out in the Performance Management Framework and accompanying list of KPIs.*
3. *With respect to Place Priority 2 "Protecting our climate, coast, and natural world", and the consideration of the measure, "Overall emissions from council activity (Kg of CO2)", this motion is not supported*
 - a) *The overall emissions resulting from council activity will continue to be reported through the Climate Change and Nature Emergency (CC&NE) Annual Report. This report details the implementation and governance of activities resulting from the CC&NE Strategy and Action Plan and outlines the scope of emissions targets, performance measures and monitoring arrangements.*
 - b) *The resourcing implications of any additional targets and measures are not currently known or allocated.*

- c) *Cabinet recognise the value in more fully understanding this area and proposed to establish a Task and Finish group for 12 months, to consider this measure within the context of the Council's Climate Change and Nature Emergency Strategy and Action Plans. This will include consideration of adopted targets measures, scope, resource implications and prioritisation.*
- d) *Should the CC&NE Task and Finish group make recommendations for additional Climate Change and a Nature Emergency targets or measures to be adopted, these should reside within the CC&NE Action Plan as opposed to the Corporate Plan list of KPIs.*

9. GOVERNANCE AND APPROVAL PROCESS

- 9.1 The Performance Management Framework was presented to the Senior Leadership Team on May 7, 2024, with comments invited. It was presented to the Resources and Transformation Overview and Scrutiny Panel on 25 July 2024. All members were invited to share comments through this panel. Panel comments are added to this covering report in section 15. The framework is now presented to Cabinet for approval.

10. RESOURCE IMPLICATIONS

- 10.1 There are no new resource implications being introduced arising from this report in the immediate. The framework will instil approaches to deliver our priorities utilising existing resources. It is possible that there are additional future resourcing implications to support the embedding of the framework.

11. FINANCIAL IMPLICATIONS

- 11.1 A clear focus of the framework is to set in place the enablers for delivering on our Corporate Plan and Future New Forest ambitions. This includes a continued focus on objectives, values and our responsibilities, including financial. Any direct costs arising from the production of the framework are kept to a minimum.
- 11.2 The embedding of our performance led culture will support our Transformation in delivering lean and efficient processes. This will result in financial benefits that will be tracked as part of our Future New Forest benefits realisation programme.

12. CRIME AND DISORDER & DATA PROTECTION IMPLICATIONS

- 12.1 There are no Crime and Disorder or Data Protection implications arising directly from this report.

13. ENVIRONMENTAL IMPLICATIONS

- 13.1 The Performance Management Framework will act as a supporting mechanism for delivering our commitments to tackling environmental challenges and seek to be environmentally sustainable. It will take our commitments and support these as tangible objectives that we can deliver in order to preserve our unique place.

14. EQUALITY AND DIVERSITY IMPLICATIONS

14.1 Fundamentals from The Performance Management Framework, which ask all staff to contribute towards delivery of statutory and corporate priorities, will be applied to all staff across the organisation uniformly.

15. OVERVIEW AND SCRUTINY PANEL COMMENTS

15.1 The Performance Management Framework was presented to the Resources and Transformation Overview and Scrutiny Panel on the 25 July 2024 with all members having been asked to input through this panel.

15.2 Performance Management Framework

15.3 Some panel members raised additional key performance indicators that they would have liked to have seen as part of the corporate plan KPIs. These included:

- Housing waiting list numbers
- Universal Credit claimants
- Complaint numbers

15.4 Officers committed to consider the suggestions at a service level and clarified that some of these indicators are already reported through different mechanisms. Members also suggested measurement of performance on issues such as Parish / Town council engagement, customer satisfaction on new waste collection arrangements, crime, and homelessness, which officers undertook to consider where these were not duplicated elsewhere.

15.5 The panels recommendations for the Performance Management Framework were agreed.

15.6 Motion referred by Council

15.7 The motion was considered and discussed by members. There was broad agreement that the work in developing the key performance indicators has been thorough and the Performance Management Framework would provide the necessary visibility and accountability to the KPIs.

15.8 Officers clarified what would be covered in the Task and Finish group, its purpose and outputs in considering emissions measures that could be tracked through the Climate Change and Nature Emergency action plan. Some members expressed a future aspiration to identify the Council's total emissions, but given this would require significant resources, it was noted that the Task and Finish group would need to take a view on this as part of establishing the scope of its work..

15.9 The panel noted the updated recommendation to the proposed motion and approved this to be referred back to Council through Cabinet.

16. PORTFOLIO HOLDER COMMENTS

- 16.1 I welcome our new Performance Management Framework. This framework sets out how the commitments made in our corporate plan will be delivered. I'm encouraged by the extensive work that has taken place to ensure we have clarity around our agreed key performance indicators and how the Performance Management Framework will put in place the governance arrangements for reporting.
- 16.2 The appropriate vehicle for the setting, measuring and reporting of climate measures, is the Climate Change and Nature Emergency (CC&NE) Annual Report and action plan.
- 16.3 The proposed task and finish group is an opportunity for a cross section of members to engage positively on this agenda, to deepen understanding of the issues, and ensure that careful consideration is given to the scope of reporting, and the associated resource implications for the Council.

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Background Papers:

Appendices
1. Performance Management Framework
2. 2024-2028 List of KPIs
3. NFDC handbook of definitions



Performance management framework

Strategic framework

Transformation and performance

June 2024

Version 1

Editions

Version	Description / amendments	Creation date	Issue Date
1.0	Issued version	30/04/2024	-
1.1	Amended for review cycle	17/05/2024	12/06/2024

Acknowledgment - Performance management guide for local authority officers,
Local Government Association

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Introduction

Background

Our Corporate Plan 2024-28 lays out a vision for New Forest District Council. Our aim is to improve outcomes for residents, visitors, businesses, and our partners. We are working towards creating a modern, sustainable, and continuously improving organisation. As an employer, we want to continue to be a great place to work.

Our staff work together as one council, sharing knowledge and expertise across services, and always adopt our key values and in all aspects of their work. Our staff deliver excellent services, and we want them to lead our improvement journey, always performing at their best. Our staff will understand what is expected of them in terms of their performance, goals, and behaviour. They will also know how their role contributes to achieving the council's priority outcomes.

Performance management is a vital tool in understanding the way our organisation works and to identify the areas which are performing well and intervene with corrective actions where areas are not performing as expected. This framework has been developed to ensure everyone is working to deliver our Corporate Plan 2024-28 and other key strategies and shape the way we work by informing service plans as well as team and individual goals.

Overall better performance will be driven through focusing on clear, challenging, and relevant goals and measuring performance against these. This framework encourages regular and on-going feedback, to engender a culture of learning, and continuous improvement. Effective performance management relies on clear objectives, actions which deliver those objectives and measures of success.

At its heart, we will deliver the commitment made in our Corporate Plan by implementing a rigorous performance management process.

Performance management

Our Performance Management Framework clearly articulates the vision set out in our Corporate Plan. It will ensure this vision becomes our common purpose, binding all the services provided by the council.

We will use data and insight to highlight and build from our successes. This insight will also help us understand areas for improvement. We will identify the actions needed to deliver better outcomes. This approach has been adopted to encourage a culture of continuous improvement across the organisation.

Our Performance Management Framework is a structured approach that ensures appropriate measures are in place which align with our Corporate Plan priorities. These measures are clear, planned, and delivered with focus and dedication. Our activities are geared towards delivering the Corporate Plan while also considering broader service objectives. The framework ensures delivery at every level of our organisation.

Underpinning the delivery of the commitments of the Corporate Plan is the council's Transformation Programme – 'Future New Forest'. This ambitious programme stands alongside the council's existing service areas and has its own plans and measures of success designed to influence the way the council operates, supports strategic objectives, and focuses on the future of the organisation.

Corporate Plan 2024-28

Our Corporate Plan plays a principal role in the strategic framework for the council. It is the overarching document that sets out our vision, values, priorities, and commitments up to March 2028.

The plan focuses on the challenges we face, and all that we can do as an organisation to address them. It builds on the foundations already laid out, maintaining our commitment to financial sustainability and excellence in service delivery.

Vision and values

The Corporate Plan introduces a new vision for the council.

To secure a better future by supporting opportunities for the people and communities we serve, protecting our unique and special place, and securing a vibrant and prosperous New Forest.

The plan also introduces our new values, which underpin the council's vision and priorities by shaping our behaviours and the way we work (Fig.6).

Priorities



The council is dedicated to supporting vulnerable residents, addressing financial hardships, and ensuring access to affordable housing. Community engagement, homelessness prevention, and improving housing quality are central to this priority.

- Helping those in our community with the greatest need
- Empowering our residents to live healthy, connected and fulfilling lives
- Meeting housing needs



Recognising the significance of the district's natural environment, the council aims to balance growth with conservation efforts. Strategies include sustainable development, climate resilience, and enhancing community spaces.

- Shaping our place now and for future generations
- Protecting our climate, coast, and natural world
- Caring for our facilities, neighbourhoods, and open spaces in a modern and responsive way



The plan seeks to foster economic growth while ensuring inclusivity and sustainability. Initiatives include promoting the Solent Freeport, supporting local businesses, and championing skills development and employment opportunities.

- Maximising the benefits of inclusive economic growth and investment
- Supporting out high-quality business base and economic centres to thrive and grow
- Championing skills and access to job opportunities

The Corporate Plan paves the way for the future. It makes our ambitions very clear and helps us to understand our focus for the future, the way we need to work and those parts of our work that will enable us to meet with our performance ambitions.

Delivering our framework

The adoption of the Corporate Plan 2024-28 gave an opportunity to look at our approach to performance management and service planning.

We have developed a Performance Management Framework (Fig.1) that takes the commitments outlined in the Corporate Plan, works with our 'Future New Forest' Transformation Programme, and builds continuous improvement opportunities and learning throughout everything we do.

The framework cuts through to all service areas, from the strategic Corporate Plan commitments, through to service plans, and team or individual plans, reflecting also statutory duties and regulatory frameworks. It is embedded through every level of the organisation.

We have developed key performance indicators (KPIs) that are focused, clear and align with the priorities of the Corporate Plan. The KPIs are owned and will be monitored within the relevant service area, and it is important that this framework is simple and does not add to the reporting burden of our services.

There are other important factors that shape our work such as those duties prescribed in law. We have a budget that we will work within, as stated in our Medium-Term Financial Plan (MTFP). We have a Risk Management Strategy which will ensure all services have considered risk to their delivery priorities. Associated mitigation and controls will be in place alongside our KPIs as a mechanism to ensure our performance stays on track.

The framework will aid us in driving improvements at every level of the organisation and will help shape the work we do.

Our performance management framework

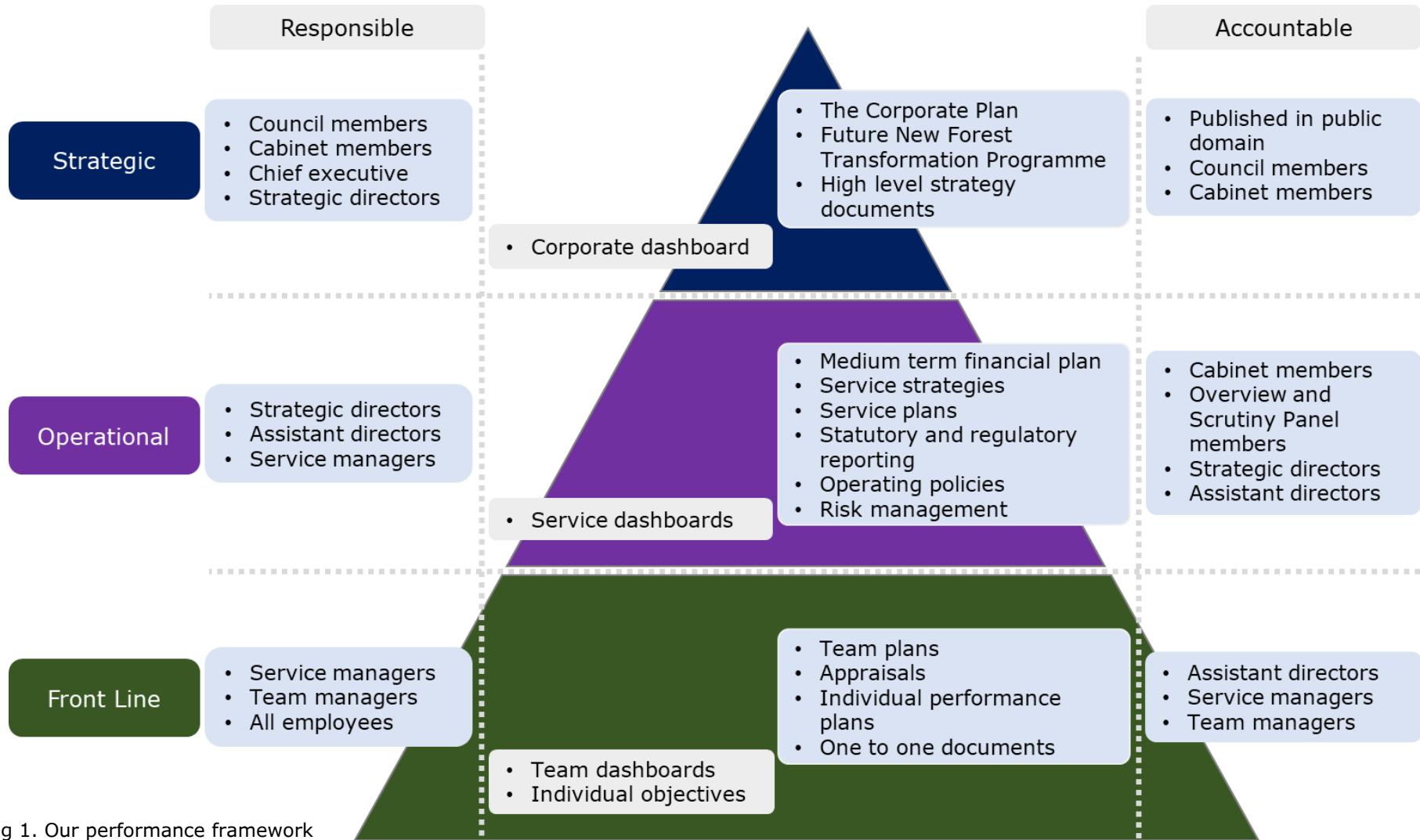


Fig 1. Our performance framework

	Strategic	Operational	Front Line
Description	<p>Large scale strategic drivers including</p> <ul style="list-style-type: none"> • The Corporate Plan • 'Future New Forest' Transformation Programme 	<ul style="list-style-type: none"> • Operating plans and policies. • Service plans, policies and procedures. • Budget plans, risk, statutory duties. 	<ul style="list-style-type: none"> • Service delivery
Monitors	<p>Corporate Dashboard, progress against KPIs, as agreed in the Corporate Plan.</p>	<p>Service dashboards, progress against KPIs, to include any relevant measures agreed in the Corporate Plan.</p> <p>Improvement plans, including any as directed by the 'Future New Forest' - Transformation Programme.</p>	<p>Our staff will benefit from regular 121s and appraisals, with suitable measures that will be shaped by the Strategic and Operational level planning.</p>
Impact	<p>Ensures delivery on our commitments and promotes effective scrutiny of progress towards delivery of key measures.</p> <p>Provides an opportunity to mitigate and intervene when things are not progressing as planned.</p>	<p>The documents described link the strategic and front-line tiers and will drive the change, governing how we do things and will describe the activity needed to achieve goals at an operational level.</p>	<p>Teams and individuals will work in prescribed ways, with appropriate discretion and changed behaviours, focus on excellent performance and delivering change.</p>

Fig 2. Monitors and impacts

Key performance indicators

The corporate dashboard

A corporate dashboard for the priorities outlined in the Corporate Plan will be produced on a quarterly basis. Within this dashboard, service performance against the Corporate Plan KPIs will be reported.

The dashboard focuses on these KPIs while drawing narrative from the services to provide context.

These KPIs will demonstrate the organisations successes and highlight areas for improvement, these measures are defined, unambiguous and clear in definition with agreed tolerance thresholds.

SMART principals

As part of the development of the Corporate Plan, we reached out to services to set KPI measures using SMART principles, that align closely to the commitments from the plan as well as being within the control of the council.

These measures should be:

- Specific – Clear in definition, unambiguous, standardised as far as possible and signed off by the service
- Measurable – We should be able to measure, develop or acquire the data needed to report the KPIs
- Achievable – the KPIs should provide sufficient motivation that it is within reach of the service
- Relevant - KPIs align and fit with the priorities set out in the Corporate Plan
- Time-bound - measures should have a clear time frame for delivery and set this expectation with the service

We also need our measures to be:

- Timely – data needs to be available. Ideally monthly, quarterly, and no longer than a quarter in arrears. Inevitably, we will have some annual measures.
- Balanced – have a combination of challenge, stretch but also highlight positive areas of focus. We should have a balanced spread across the priorities
- Comparable – definition should align with any national guidance such as Local Government Association (LGA) or the Office for Local Government (OFLOG) so that performance can be benchmarked and therefore appropriate targets can be set

Service plans

Service plans are developed by strategic directors and their service management teams. Service plans contain the work that is performed by each team and will be reviewed annually. This must include priorities that align with Corporate Plan objectives and any corresponding KPIs. It will also include any statutory requirements as part of the councils' obligations already set out in law.

These plans will capture key descriptions of each service, the work undertaken, development pathways, financial constraints, available resource, and a set of performance measures at the operational level.

All relevant performance measures, statutory, operational, and strategic for each service area will be structured to form a service dashboard. These dashboards will report agreed measures and will ensure that the services are performing well, provide an opportunity to deploy corrective action and remain on target to deliver the commitments made in the service plan.

Any relevant strategic measures as outlined by the Corporate Plan and Corporate Dashboard must be reflected in the service planning process and added to the services plan, asking the service to own and take responsibility for the performance of these measures.

This ensures accountability cascades through the organisation and the measures are owned by an accountable officer within the most appropriate service.

Reporting

As the strategic KPIs also appear in service plans and dashboards, services are able to regularly monitor performance before they feature in the corporate dashboard on a quarterly basis. This approach aims to avoid any surprises when measures are reported quarterly.

In order for service managers to meet their obligations, they will ask for this accountability from their service managers and teams.

Service managers will further break down the KPIs so they can be disseminated amongst their teams as areas of focus and built into the individual objectives for all staff.

RAG rating

All measures will be RAG rated (Red, Amber, Green) according to the performance against target.



Green – On target or above target



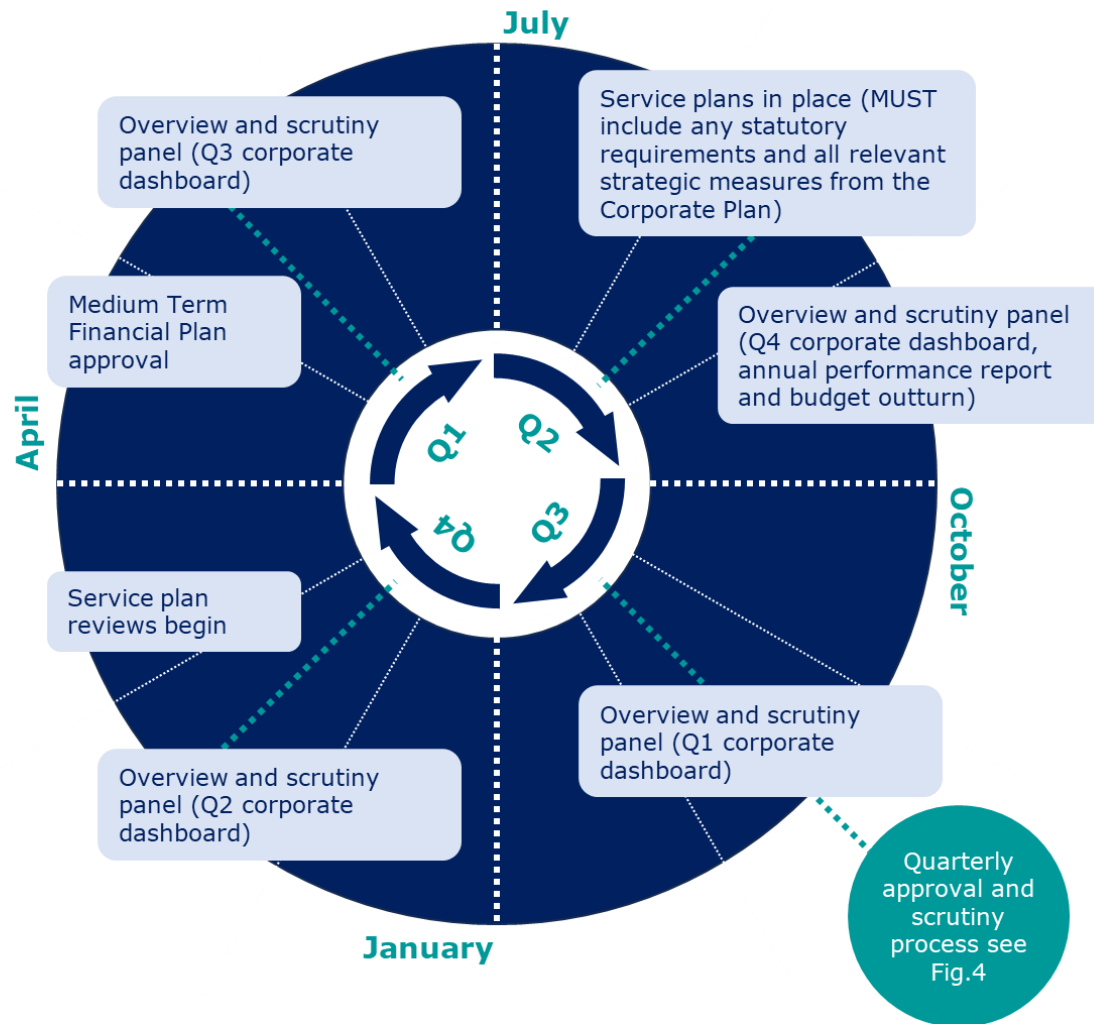
Amber – Below and up to 10% deviation from the lower threshold of the target



Red – Over 10% deviation from the lower threshold of the target

In some cases, the standard thresholds will not be appropriate. In such instances, services will provide the most appropriate threshold to apply.

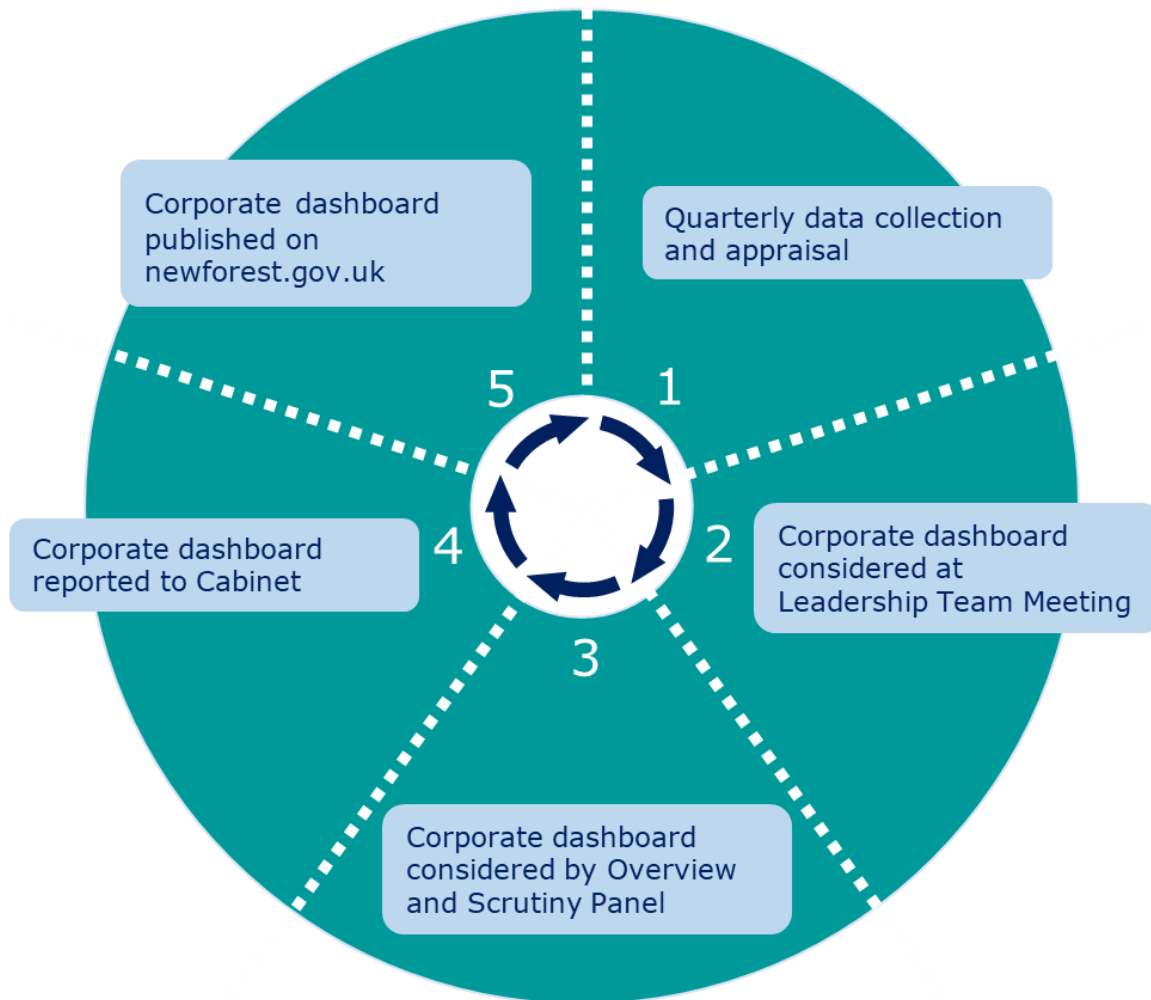
Reporting schedules



The corporate reporting cycle (Fig.3) covers a period of 12 months and encourages regular review of service plans to ensure they are effective and cover current operational level requirements reacting to current pressures.

The annual corporate reporting cycle guides this and outlines the governance in place prior to the publication of the Corporate Dashboard.

Fig 3. Annual corporate reporting cycle



A quarterly corporate reporting calendar (Fig. 4) will assist us in planning the publication schedule. There are a number of meetings where the dashboards will be presented and reviewed. Each plays an important role in ensuring there is appropriate scrutiny and accountability for performance.

Each quarterly dashboard will provide updated results, if available and present these alongside any targets and agreed tolerable thresholds.

All overview and scrutiny panels will be presented with the complete dashboard with each panel being responsible for an assigned subset of KPIs.

Fig 4. Quarterly reporting calendar

Exception reporting

All available data will be reported as per our quarterly schedule, and we follow the governance pattern described above.

We will apply the principals of exception reporting where there are areas of performance that are not within the agreed thresholds and are profiled to not meet targets. Accountable officers will be asked to provide additional information and this information will be added to the dashboard to enable panels and cabinet to consider any impact of poor performance.

This additional narrative will be vital and should cover the following:

- Any factors which could have contributed to the poor performance
- Remedial actions that will be undertaken to address poor performance
- When we expect these remedial actions to take effect.

When performance is within an agreed tolerance, accountable officers will also be asked to provide additional narrative context to aid understanding and to track activity which has had a positive impact on performance. Services will be encouraged to share areas of best practice.

Accountability

Transparency

Our elected members, residents, partners, and staff all contributed to the development of our Corporate Plan. Consultation focused on and shaped the priorities for the organisation between 2024 and 2028 and also prepared for challenges beyond.

Our services have considered the published Corporate Plan and have assisted in ensuring that the appropriate measures are in place that will enable us to meet our corporate priorities. We are therefore accountable to everyone who helped shape and continue to contribute to the success of our district.

The reporting cycle as detailed above enables scrutiny at all stages, this enables the dashboard to be updated with further clarity and context. Once approved by Cabinet the corporate dashboard will be published on the New Forest District Council website so that it is accessible in the public domain.

Roles and responsibilities

We recognise the success of the performance management framework is dependent upon everyone in our organisation working towards a set of agreed goals. All staff will therefore contribute to its success, and each have a role to play in delivering the Corporate Plan and applying our performance management framework (roles and responsibilities in detail at Fig.5).

Poor performance management can create a defensive position, prompting staff to focus on hitting the targets only and not think about the broader service. We will embed a culture of honesty and transparency that looks to learn from and turn around any poor performance. It is important that we deliver the right services and achieve the right outcomes for our residents.

Effective performance management is rooted in continuous improvement, which will help drive change and help us to deliver our 'Future New Forest' Transformation Programme.



These are supported by cross-cutting roles such as Finance, Risk, Democratic Services and Communications. All will have a role across the breadth of the organisation.

Fig 5. Roles and responsibilities

Values

The behaviours we exhibit when performing our duties will demonstrate our core values.

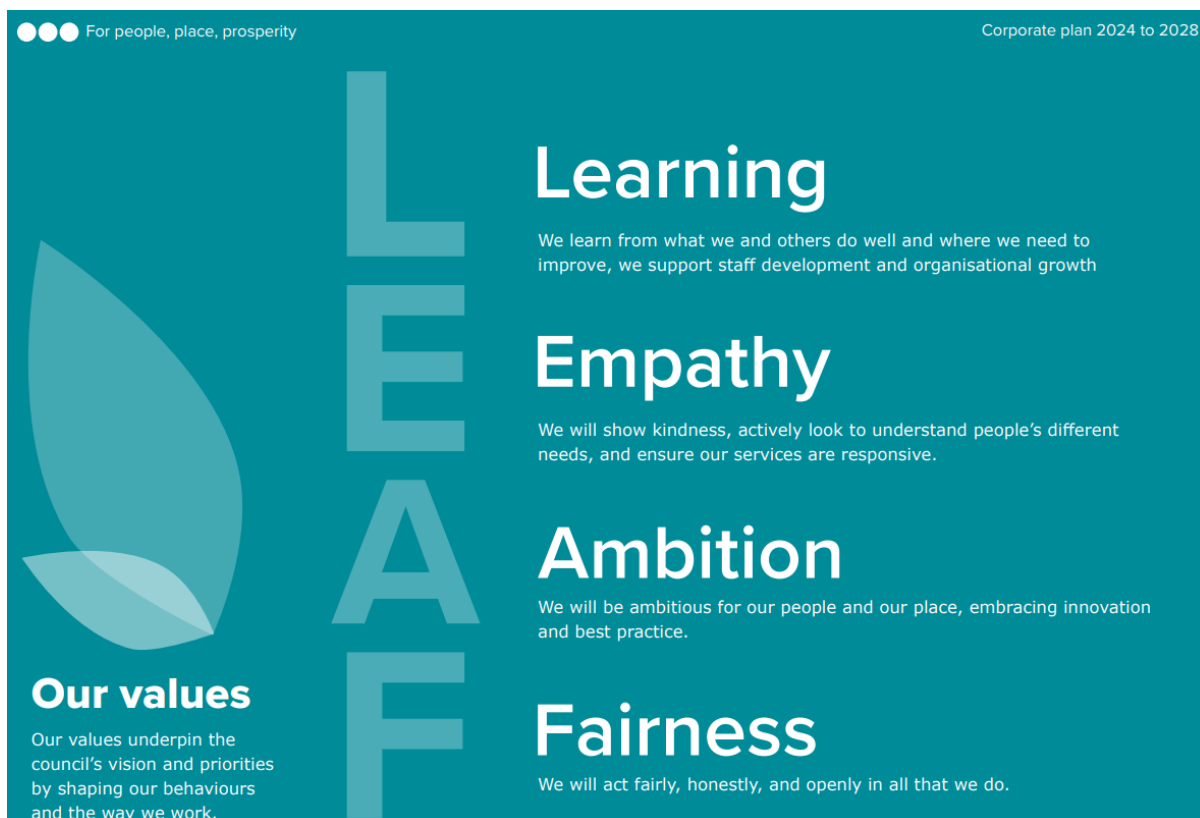


Fig 6. Our Values page taken from The Corporate Plan 2024 to 2028

Culture

Our leadership team will direct and steer the development that helps us to grow. They will seek approval for any investment needed to build any necessary infrastructure, following our governance arrangements. They will lead by example and exhibit our values and expected behaviours at all times. They will also direct staff to adopt these values and expected behaviours while undertaking their duties.

Similarly, staff will be required to demonstrate commitment to these values and behaviours, recognise their contribution to and support the delivery of the priorities in the Corporate Plan.

Our culture is one where we embrace new ways of working, welcoming our 'Future New Forest' Transformation Programme. We will be bold in changing our behaviours and the way we work.

We have demonstrated that we will listen to our residents and staff to encourage a culture of continuous improvement, willing to try new things, raise suggestions for improvement and actively reflect on things that are not as effective as they could be.

As an organisation, we will learn from and identify corrective actions to address areas of poor performance. We will be transparent, reporting these in our dashboards so all stakeholders have an accurate and honest appraisal of current position. We will remain positive about failure prevention, avoid blame culture and will learn from previous performance.

Equally when things go well, we will share successes and best practices and communicate these to our teams and the public. This will embed the effectiveness of the performance management framework.

It is essential to demonstrate our values and expected behaviours at all times so we can always deliver the best services to our residents. These behaviours should be reflected in every interaction with customers and colleagues. Our culture will lead us to focus on achieving positive outcomes and continually improve the services provided.

We will understand how we work with our elected Members, including the Overview and Scrutiny panels in a collaborative work environment. As ambassadors for the council, it is vital to represent the organisation in the best possible light.

Being financially aware will help in making informed decisions and optimising resources effectively. Our staff will actively engage in the performance management process to identify areas of improvement, receive feedback for excellent performance and share best practice.

Key performance standards

The following standards are applied to embed our performance management culture.

- Leadership - The leadership team play a pivotal role in the success of our performance management framework and embedding the framework into the way we work. Our leadership will encourage and enable learning and development by providing sufficient time, resource, and experience.
- Staff - A real commitment from all staff is needed to embed the framework into our behaviours and way we work. Staff must adopt a culture of continuous improvement throughout all levels of the organisation.
- Transparency - Staff are encouraged to flag risks and concerns to help prevent failure.
- Improvements - Reflection upon areas of failure or poor performance to identify change to help avoid future pitfalls is also to be encouraged.
- Communication - Performance management is to be approached in a positive manner, promoting good practice, communicating success, avoiding blame culture at all times, and learning from what we do well and where we need to improve.
- Support - Staff should be able to access support and advice whenever they need it to encourage learning and growth.
- Reinforcement - Demonstration of the benefits of performance management and celebrating successes, sharing best practices will be pivotal to the success of the performance management framework.

Theme	Priority	Overview and Scrutiny Panel	NFDC ID	Short Name	Good Performance Up/ Down	Return Format	Freq.	Bench-marking*	Baseline	Total 2024 Target
People	Helping those in our community with the greatest need	Housing and Communities	1	Percentage of homelessness duty cases successfully prevented.	Up	%	Q	-	50%	>50%
		Housing and Communities	2	Number of households in external emergency accommodation.	Down	Num	Q	-	50	<50
		Housing and Communities	3	Number of families with children under 16 in external emergency shared accommodation over 6 weeks	Down	Num	Q	-	7	<7
		Housing and Communities	4	Number of Appletree careline services provided to customers.	Up	Num	Q	-	3,443	Maintain
	Empowering our residents to live healthy, connected and fulfilling lives	Housing and Communities	5	Resident perception that their quality of life is affected by the fear of crime	Down	%	2 years	-	24.5%	20%
		Housing and Communities	6	Resident perception that they feel safe when outside in their local area	Up	%	2 years	-	85%	85%
		Housing and Communities	7	Investment in and rollout of public space CCTV system	Up	£	Q	-	0	TBC
		Housing and Communities	8	Number of education and awareness sessions in relation to serious crime.	Up	Num	Q	-	0	Monitor
		Housing and Communities	9	Number of positive interventions in response to Public Spaces Protection Orders (1 and 2).	Both	Num	Q	-	953	Monitor
		Housing and Communities	10	Number of cultural events and activities supported by New Forest District Council.	Up	Num	Q	-	0	24
	Meeting housing needs	Housing and Communities	11	Number of affordable social housing homes delivered by NFDC and its partners.	On forecast	Num	Annual	-	133	53
		Housing and Communities	12	Number of affordable council homes delivered against the 2026 Target set?.	On forecast	Num	Annual	-	339	34
		Housing and Communities	13	Percentage score for overall tenant satisfaction with the Council as a landlord, as determined in the Tenant Satisfaction Measures (TSMs)	Up	%	Annual	TBC	69.5%	75%
		Housing and Communities	14	Number of council homes achieving Energy Performance Certification band C.	Up	Num	Annual	-	2,546	100
		Housing and Communities	15	Percentage scores for the 5 safety and compliance management Tenant Satisfaction Measures (TSMs)	Up	%	Q	-	96.08%	96.80%
Place	Shaping our place now and for future generations	Place and Sustainability	16	Percentage of major planning applications determined in time	Up	%	Q	86.7%	86%	60%
		Place and Sustainability	17	Percentage of minor planning applications determined in time	Up	%	Q	81.9%	94%	70%
		Place and Sustainability	18	Percentage of other planning applications determined in time	Up	%	Q	86.1%	97%	80%
		Place and Sustainability	19	Percentage of successful planning appeals	Up	%	Q	-	25%	10%
		Place and Sustainability	20	The total outstanding net dwelling supply as set out in our development plan.	Down	Num	Annual	-	8,443	7,720 + delivery shortfall TBC
	Protecting our climate, coast, and natural world	Place and Sustainability	21	Kilogrammes of non-recycled waste produced per household	Down	Kg	Q	95.95kg	106.75kg	439kg
		Place and Sustainability	22	Households using our chargeable garden waste service as a percentage of total properties in NFDC.	Up	%	Q	-	26%	27%
		Place and Sustainability	23	Emissions from the council's vehicle fleet.	Down	Tonnes of CO2e	Annual	-	1,696	N/A
		Place and Sustainability	24	Percentage of household waste sent for recycling.	Up	%	Q	41.36%	32.37%	37%
	Caring for our facilities, neighbourhoods and open spaces in a modern and responsive way	Place and Sustainability	25	Number of fly-tipping incidents per 1,000 people	Down	Num	Q	-	13.94	Monitor
Place and Sustainability		26	Percentage customer satisfaction with the appearance of their local area.	Up	%	2 years	-	93%	85%	
Place and Sustainability		27	Equivalent number of 0.5 litre bottles filled at water-filling stations – waste averted	Up	Num	Q	-	22,880	23,000	
Prosperity	Maximising the benefits of inclusive economic growth and investment	Place and Sustainability	28	Squared metres of industrial/employment land developed.	Up	Sqm	Annual	-	21,209sqm	Monitor
		Place and Sustainability	29	Level (£) of retained business rates (at source)	Up	£	Annual	-	£0	£0
	Supporting our high-quality business base and economic centres to thrive and grow	Place and Sustainability	30	Perceptions of our high streets and town centres.	Up	%	2 years	-	-	82.50%
		Place and Sustainability	31	Vacancies of retail premises within town/local centres	Down	%	Annual	-	10%	Monitor
	Championing skills and access to job opportunities	Place and Sustainability	32	Employment rate percentage of working age adults (aged 16-64).	% increase is good	%	Annual	-	80%	Monitor
		Place and Sustainability	33	Proportion (in percentage terms) of employee jobs with hourly pay below the living wage.	% decrease is good	%	Annual	-	14.2%	Monitor
Future New Forest	Putting our customers at the heart	Resources and Transformation	34	Resident satisfaction with Council services	Up	%	2 years	-	62%	78%
		Resources and Transformation	35	Staff satisfaction score with NFDC ICT services.	Maintain	Num	Annual	-	-	3.5
		Resources and Transformation	36	Resident satisfaction score with the quality of NFDC digital services	Maintain	Num	Annual	-	-	3.5
	Being an employer of choice	Resources and Transformation	37	Percentage of vacancies filled first time.	Up	%	Q	-	73.5%	80%
		Resources and Transformation	38	Percentage staff turnover.	Down	%	Annually	14.33%	13.48%	11%
		Resources and Transformation	39	Average number of days sickness absence per employee.	Down	Num	Q	8.91	9.88	8
		Resources and Transformation	40	Number of council apprenticeships	Up	Num	Annually	-	12	Monitor
	Being financially responsible	Resources and Transformation	41	Percentage variance to Council budget +/- (General fund budget variations).	On forecast	%	Q	-	-8.1%	+/- 3%
		Resources and Transformation	42	Percentage variance to Housing Revenue budget +/- (HRA budget variations).	On forecast	%	Q	-	3.89%	+/- 3%
		Resources and Transformation	43	Percentage of Council Tax collected in year	Up	%	Q	-	98.65%	98.5% by Q4
		Resources and Transformation	44	Percentage of Non-domestic Rates collected in year	Up	%	Q	-	98.96%	98.5% by Q4
	Designing modern and innovative services	Resources and Transformation	45	Benefit realisation from ICT investment	Maintain	%	Every 6 Months	-	-	70%
		Resources and Transformation	46	Percentage of ICT incidents resolved within SLA.	Up	%	Q	-	98.8%	95%
		Resources and Transformation	47	70% of ICT projects to be delivered on time and on budget in the annual work programme	Maintain	%	Q	-	-	70%
		Resources and Transformation	48	Percentage unscheduled downtime for critical systems	Down	%	Q	-	-	<5%



KPI DEFINITIONS

HANDBOOK

KPI Index

Corporate Plan 2024-28

Performance

July 2024

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1 INTRODUCTION

Referencing reportable KPIs identified in 2024-28 Corporate Plan to track progress against the set of theme priorities.

Further to a series of the Corporate Planning and Transformation workshops attended by the officers, the initial list of measures was suggested and later refined by the leadership team.

A number of indicators has been added from correspondence with Oflog (Office for Local Government) and the Resident Survey.

Each indicator page contains:

Theme Name – Priority
NFDC ID # – Short name
Long name
Rationale and context
Definition
Formula
Worked example
Good performance
Collection interval
Data Source
Return Format
Decimal Places
Reporting Frequency
Data Availability
Target Rationale
Target profile (2024 – 2028)
Reporting organisation
Spatial level
Further Guidance
Accountable service Manager
Data Owner

1.1 Purpose of this document

This document is to provide a formal representation of our commitment to measuring progress towards achieving desired outcomes.

It is intended to inform the public and the Members at the overview and scrutiny panels about the measures being presented.

PEOPLE THEME – Priority: Helping those in our community with the greatest need					
NFDC ID - Short name	001 - Percentage of homelessness duty cases successfully prevented.				
Long name	Percentage of homelessness duty cases successfully prevented. Homelessness duty cases picked up and worked to a successful outcome as a percentage of all received.				
Rationale and context	Strategic Priority to prevent homelessness through the use of multi-agency support, funds and advice.				
Definition	% Of Homelessness Duty Cases prevented				
Formula	Percentage of all people that the Council has a duty to take reasonable steps to help the applicant to secure the accommodation so that it does not cease to be available.				
Worked example	Number of cases prevented divided by all cases times by 100	Good performance	Good performance will be typified by an increase in the rate. 50% or more		
Collection interval	Monthly	Data source	Locata		
Return format	Percentage (%)	Decimal places	One		
Reporting frequency	Quarterly	Data availability	Monthly		
Target rationale	Preventing Homelessness and keeping people in their settled accommodation is the best outcome for the household. This usually result in costs savings.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	>50%	>50%	>50%	>50%	>50%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	>50%	>50%	>50%	>50%	>50%
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	>50%	>50%	>50%	>50%	>50%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
>50%	>50%	>50%	>50%	>50%	
Reporting organisation	Housing Options, NFDC				

Spatial level	District council	
Further guidance	N/A	
Accountable Service Manager	Chris Pope	Agreed date: 08/04/2024
Data owner	Chris Pope	Agreed date: 08/04/2024

PEOPLE THEME – Priority: Helping those in our community with the greatest need					
NFDC ID - Short name	002 - Number of households in external emergency accommodation				
Long name	Total number of households in external emergency accommodation.				
Rationale and context	Strategic Priority to develop in-house emergency accommodation and reduce the use and need for external emergency accommodation.				
Definition	Total number of households in external emergency accommodation in current reporting period.				
Formula	Number of people residing in external emergency accommodation.				
Worked example	Number of households	Good performance		50 or less	
Collection interval	Monthly	Data source		Locata	
Return format	Number (Num)	Decimal places		N/A	
Reporting frequency	Quarterly	Data availability		Monthly	
Target rationale	Emergency Accommodation is not only expensive, but it is not the most suitable accommodation for people. Whilst EA is needed it should be used in times of emergency and for the shortest amount of time.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	<50	<50	<50	<50	<50
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	<50	<50	<50	<50	<50
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	<50	<50	<50	<50	<50
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	<50	<50	<50	<50	<50
Reporting organisation	Housing Options, NFDC				
Spatial level	District council				

Further guidance	N/A	
Accountable Service Manager	Chris Pope	Agreed date: 08/04/2024
Data owner	Chris Pope	Agreed date: 08/04/2024

PEOPLE THEME – Priority: Helping those in our community with the greatest need					
NFDC ID - Short name	003 - Number of families with children under 16 in external emergency shared accommodation over 6 weeks				
Long name	Total number of families with children under 16 in external emergency shared accommodation over 6 weeks				
Rationale and context	Strategic Priority to end the use of Bed and Breakfast accommodation				
Definition	Total number of families with children under 16 in external emergency shared accommodation over 6 weeks during current reporting period				
Formula	Number of families with children aged under 16 residing in emergency accommodation				
Worked example	Number of people	Good performance		7 or less	
Collection interval	Monthly	Data source		Locata	
Return format	Number (Num)	Decimal places		N/A	
Reporting frequency	Quarterly	Data availability		Monthly	
Target rationale	Government target to not use shared accommodation for families with children aged 16 or less for more than 6 weeks.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	<7	<7	<7	<7	<7
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	<7	<7	<7	<7	<7
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	<7	<7	<7	<7	<7
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
<7	<7	<7	<7	<7	
Reporting organisation	Housing Options, NFDC				
Spatial level	District council				

Further guidance	N/A	
Accountable Service Manager	Chris Pope	Agreed date: 08/04/2024
Data owner	Chris Pope	Agreed date: 08/04/2024

PEOPLE THEME – Priority: Helping those in our community with the greatest need					
NFDC ID - Short name	004 - Number of Appletree careline services provided to customers				
Long name	Total number of Appletree careline services provided to customers				
Rationale and context	As there are increasing numbers of people being supported to live independently, we want to ensure any associated risks are mitigated. NFDC provides a Careline service which customers can subscribe to. Currently these are mainly analogue but there is a switch to digital underway. Customers will have a 'hub' or device installed in their homes. A number of peripherals are then connected to this device such as fall detectors and CO ₂ alarms. A number of residents at the same property can be provided with peripherals (also known as services) to a single device. This measure counts the number of such services to our customers.				
Definition	Total number of Appletree careline services provided to customers in current reporting period including, alarm monitoring, pendant, CO ₂ , fire alarm and fall detectors.				
Formula	Number of units peripherals				
Worked example	Number of units of peripherals (number of existing services + new Services)	Good performance		Good performance is a high number of subscribed services.	
Collection interval	Quarterly	Data source		Appletree Careline	
Return format	Number (Num)	Decimal places		N/A	
Reporting frequency	Quarterly	Data availability		Quarterly	
Target rationale	To build from existing customer base. We are cautious about increasing targets as there is a programme of work to digitise services which will involve connection of devices via 4 or 5g as opposed to a physical connection. Network bandwidth challenges may mean the service is not operable in some parts of our district.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	Maintain	Maintain	Maintain	Maintain	Maintain
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	Maintain	Maintain	Maintain	Maintain	Maintain
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	Maintain	Maintain	Maintain	Maintain	Maintain
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total

	Maintain	Maintain	Maintain	Maintain	Maintain
Reporting organisation	Appletree Careline, NFDC				
Spatial level	District council				
Further guidance	Moving to Digital Voice BT Help				
Accountable Service Manager	Brian Byrne		Agreed date: 30/05/2024		
Data owner	Carrie Hesp		Agreed date: 08/04/2024		

PEOPLE THEME – Priority: Empowering our residents to live healthy, connected and fulfilling lives					
NFDC ID - Short name	005 - Resident perception that their quality of life is affected by the fear of crime				
Long name	Resident perception that their quality of life is affected a great deal/fair amount by fear of crime				
Rationale and context	The total NFDC score of resident survey respondents stating that their quality of life is affected by the fear of crime a great deal or a fair amount.				
Definition	Taking the perception score from our service, those answering the top two satisfaction scores as a proportion of all scores.				
Formula	Total number of respondents answering top two scores / total number of respondents				
Worked example	(375 / 500) * 100 = 75.0%	Good performance	Good performance will be typified by a decreased rate		
Collection interval	2 years	Data source	Residents survey		
Return format	Percentage (%)	Decimal places	One		
Reporting frequency	2 years	Data availability	2 years		
Target rationale	<p>Low fear of crime and high satisfaction rate of living in the New Forest as a safe space.</p> <p>24.5% is our baseline figure. I would expect to see this reduced. Scores by areas range from 11% to 31%. Setting a target to 20% as this would mean proportionately, from a current score of 190 would need 38 fewer responding negatively. This will be challenging but will need this reduction for it to be significant.</p>				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	N/A	N/A	N/A	N/A	20%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	N/A	N/A	N/A	N/A	N/A
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	N/A	N/A	N/A	N/A	20%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	N/A	N/A	N/A	N/A	N/A

Reporting organisation	Performance, NFDC	
Spatial level	District council	
Further guidance	N/A	
Accountable Service Manager	Richard Knott	Agreed date: 29/04/2024
Data owner	Saq Yasin	Agreed date: 29/04/2024

PEOPLE THEME – Priority: Empowering our residents to live healthy, connected and fulfilling lives					
NFDC ID - Short name	006 - Resident perception that they feel safe when outside in their local area				
Long name	Resident perception that they feel safe or very safe when outside in their local area				
Rationale and context	<p>The total NFDC score of resident survey respondents stating that they feel safe when outside in their local area.</p> <p>This should be the aggregated set of answers, and this can be broken down by during the day, after dark in the corresponding narrative.</p>				
Definition	This should be the aggregated set of answers, and this can be broken down by during the day, after dark in the corresponding narrative.				
Formula	Total number of respondents answering top two scores / total number of respondents				
Worked example	(375 / 500) * 100 = 75.0%	Good Performance	Good performance will be typified by an increased rate		
Collection interval	2 areas	Data Source	Resident survey		
Return format	Percentage (%)	Decimal Places	One		
Reporting frequency	2 years	Data Availability	2 years		
Target rationale	High percentage of population feeling safe when outside in their local area.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	N/A	N/A	N/A	N/A	85%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	N/A	N/A	N/A	N/A	N/A
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	N/A	N/A	N/A	N/A	85%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
N/A	N/A	N/A	N/A	N/A	
Reporting organisation	Performance, NFDC				
Spatial level	District council				

Further guidance	N/A	
Accountable Service Manager	Richard Knott	Agreed date: 08/04/2024
Data owner	Saq Yasin	Agreed date: 08/04/2024

PEOPLE THEME – Priority: Empowering our residents to live healthy, connected and fulfilling lives					
NFDC ID - Short name	007 - Investment in and rollout of public space CCTV system				
Long name	Investment in and rollout of public space CCTV system				
Rationale and context	<p>The administration have invested £300k in the expansion of the public space CCTV system. Priority focus is on rural communities and areas not currently under coverage where evidence necessitates CCTV. Locations are reviewed and agreed by CCTV Steering Group. Investment is also within the Control Room and server room for expanded coverage.</p> <p>It is envisaged that between 15-18 additional cameras will be installed across the district.</p>				
Definition	Site surveys in readiness for installation, Parish Council agreement for additional revenue support and contributions, Control Room & Server Room upgrades, community engagement events and consultation and camera installation.				
Formula	N/A - progress report				
Worked example	Progress on key areas identified in definition	Good performance		Good performance will be progress in key definitions	
Collection interval	Quarterly	Data source		Steering Group update, approval and installation progress from primary contractor	
Return format	£	Decimal places		N/A	
Reporting frequency	Quarterly	Data availability		Quarterly	
Target rationale	Reduce fear of crime and disorder, improve community confidence in isolated areas and enhance preventative and protective measures against crime and disorder.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	TBC	TBC	TBC	TBC	TBC
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	TBC	TBC	TBC	TBC	TBC
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	TBC	TBC	TBC	TBC	TBC
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	TBC	TBC	TBC	TBC	TBC

Reporting organisation	CCTV, NFDC	
Spatial level	District council	
Further guidance	N/A	
Accountable Service Manager	Brian Byrne	Agreed date: 26/04/2024
Data owner	Brian Byrne	Agreed date: 26/04/2024

PEOPLE THEME – Priority: Empowering our residents to live healthy, connected and fulfilling lives			
NFDC ID - Short name	008 - Number of education and awareness sessions in relation to serious crime.		
Long name	Number of education and awareness sessions in relation to serious crime.		
Rationale and context	<p>The district council meets its community safety duties through the combined partnership under the name of Safer New Forest. In January 2024, a new duty defined as the Serious Violence Duty came into effect. This places requirements on the council and its partners in publishing a response strategy to serious violence with a view to identifying persons at risk and diverting them away from crime. The partnership published their strategy and through the coordinated effort of partners from Safer New Forest and a delivery group convening under the Partnership Action Group (PAG) will be identifying targeted interventions for delivery.</p>		
Definition	<p>The agreed cohort of serious violence is defined as:</p> <ol style="list-style-type: none"> 1. Most serious violence – existing definition (1a and 1b where it is GBH and above incl. death by dangerous driving). 2. Robbery (3a and 3b). 3. Possession of a weapon offences (7). 4. Public order (violent disorder [65] and riot [64/1] only). 5. Any violence with injury (1b) not included under MSV where a bladed implement was used. <p>This metric will measure the number of educational sessions held in relation to the above by the Safer New Forest Partnership.</p>		
Formula	Number of overall partnership interventions which are tracked and recorded through the Partnership Action Group (PAG) overseen by the Safer New Forest partnership.		
Worked example	Number of overall partnership interventions which are tracked and recorded through the Partnership Action Group (PAG) overseen by the Safer New Forest partnership.	Good performance	<p>Good performance will be typified by delivering the requisite number of education awareness sessions as referred by our partners.</p> <p>We will aim to meet the initial response of higher volume of interventions based on risk. In the medium to long term this should reduce based on positive outcomes and change in behaviour, and any associated reduction in serious crime.</p>
Collection interval	Quarterly	Data source	Safer New Forest Partnership data to include Police, Education, Probation, Youth Offending Team & Community Safety
Return format	Number (Num)	Decimal places	N/A
Reporting frequency	Quarterly	Data availability	Quarterly

Target Rationale	We are targeted to those individuals that are identified and referred to us. Referrals will come from our partners based on their assessment of risk. There is therefore no baseline or specific target.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	Monitor	Monitor	Monitor	Monitor	Monitor
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	Monitor	Monitor	Monitor	Monitor	Monitor
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	Monitor	Monitor	Monitor	Monitor	Monitor
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
Monitor	Monitor	Monitor	Monitor	Monitor	
Reporting organisation	Community Safety, NFDC				
Spatial level	District council				
Further guidance	Serious Violence Duty - GOV.UK (www.gov.uk)				
Accountable Service Manager	Brian Byrne		Agreed date: 26/04/2024		
Data owner	Nikki Swift		Agreed date: 26/04/2024		

PEOPLE THEME – Priority: Empowering our residents to live healthy, connected and fulfilling lives					
NFDC ID - Short name	009 - Number of positive interventions in response to Public Spaces Protection Orders (1 and 2).				
Long name	Number of positive interventions in response to Public Spaces Protection Orders (1 and 2).				
Rationale and context	<p>The District Council following public consultation, implemented 2 Public Space Protection Orders which came into effect on July 1st 2023. The orders relate to fire setting and the feeding and petting of New Forest animals.</p> <p>The Council have delegated education and enforcement of the orders to the National Park Authority, Forestry England and the Verderers. The primary focus is on education with enforcement through the issuing of a fixed penalty notice being utilised when necessary. Alongside the reporting of positive interventions incidents where enforcement was necessary will also be reported.</p>				
Definition	Total number of engagements with members of the public vs that of issuing of fixed penalty notices to promote positive behaviour and wellbeing in the Forest.				
Formula	Number of individual engagements.				
Worked example	Quarterly response figures obtained from authorised officer organisations	Good Performance	Good performance is high intervention and low issuing of FPN.		
Collection interval	Quarterly	Data Source	National Park Authority, Forestry England & The Verderers.		
Return format	Number (Num)	Decimal Places	N/A		
Reporting frequency	Quarterly	Data Availability	Quarterly		
Target rationale	<p>We, along with our partners will undertake targeted interventions. Details are captured centrally.</p> <p>No target is possible as the numbers engaged depends on partner activity as well as visitor behaviour.</p>				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	Monitor	Monitor	Monitor	Monitor	Monitor
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	Monitor	Monitor	Monitor	Monitor	Monitor
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	Monitor	Monitor	Monitor	Monitor	Monitor
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total

	Monitor	Monitor	Monitor	Monitor	Monitor
Reporting organisation	Community Safety (through NPA, Forestry England & The Verderers), NFDC				
Spatial level	District council				
Further guidance	Public Spaces Protection Orders - New Forest District Council				
Accountable Service Manager	Brian Byrne		Agreed date: 26/04/2024		
Data owner	Nikki Swift		Agreed date: 26/04/2024		

PEOPLE THEME – Priority: Empowering our residents to live healthy, connected and fulfilling lives					
NFDC ID - Short name	010 - Number of cultural events and activities supported by New Forest District Council.				
Long name	Total number of cultural events and activities supported by New Forest District Council.				
Rationale and context	Meets corporate plan priorities and service plan aims.				
Definition	NFDC provides signposting, sector specific and financial support to a number of arts and culture projects across the district.				
Formula	Number of projects				
Worked example	Number of projects = 25	Good Performance		25 and year on year increase	
Collection interval	Quarterly	Data Source		Project dashboard	
Return format	Number (Num)	Decimal Places		N/A	
Reporting frequency	Quarterly	Data Availability		Quarterly	
Target rationale	NFDC is striving to empower the residents by supporting cultural activities in the district. The number is anticipated to increase as we strengthen our role in cultural leadership and secure additional funding year on year.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	6	6	6	6	24
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	6	6	6	6	24
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	7	7	7	7	28
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	8	8	8	8	32
Reporting organisation	Environmental and Regulation, NFDC				
Spatial level	District council				

Further guidance	N/A	
Accountable Service Manager	Jo McClay	Agreed date: 18/04/2024
Data owner	Kealy Whenray	Agreed date: 18/04/2024

PEOPLE THEME – Priority: Meeting housing needs					
NFDC ID - Short name	011 - Number of affordable social housing homes delivered by NFDC and its partners.				
Long name	Total number of Affordable housing units completed by NDFC and its partners.				
Rationale and context	To meet Corporate Plan People Priority 3: Meeting Housing Needs				
Definition	Total number of Affordable Housing units, including shared ownership, low-cost homeownership and First Homes programmed and delivered by NDFC, Registered Providers and Developers.				
Formula	Number of homes forecast and delivered				
Worked example	Number of homes delivered against those forecast	Good performance	Good performance will be typified in the delivery of Affordable Housing units identified within the pipeline by the end of the reporting period.		
Collection interval	Quarterly	Data source	NFDC Affordable Housing Monitoring data base. Data from Registered Providers and Developers		
Return format	Number (Num)	Decimal places	One		
Reporting frequency	Annual	Data availability	Quarterly		
Target rationale	It is only possible to accurately set affordable housing completion targets for a limited period ahead, typically 12 months. Meaningful targets cannot be set for future years because annual delivery does not track averages. Furthermore predictions can rise or fall significantly as new opportunities may be introduced to the programme, or anticipated schemes fall by the wayside.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	N/A	N/A	N/A	N/A	53
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	N/A	N/A	N/A	N/A	N/A
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	N/A	N/A	N/A	N/A	TBC
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
N/A	N/A	N/A	N/A	TBC	

Reporting organisation	Housing Strategy & Development, NFDC	
Spatial level	District council	
Further guidance	N/A	
Accountable Service Manager	Tim Davis	Agreed date: 26/04/2024
Data owner	Catherine Bonnett	Agreed date: 26/04/2024

PEOPLE THEME – Priority: Meeting housing needs					
NFDC ID - Short name	012 - Number of affordable council homes delivered against the 2026 target.				
Long name	Total number of additional affordable homes that completed during the year, including Buy Backs				
Rationale and context	To meet Corporate Plan People Priority 3: Meeting Housing Needs, and Housing Strategy objective to deliver additional council-owned affordable housing for rent and shared ownership				
Definition	The number of additional NFDC affordable homes for rent and shared ownership				
Formula	Number of homes forecast and delivered				
Worked example	Number	Good performance	Good performance will be typified in the delivery of Affordable Housing units to meet the target in the Housing Strategy		
Collection interval	Quarterly	Data source	NFDC Affordable Housing Monitoring data base		
Return format	Number (Num)	Decimal places	One		
Reporting frequency	Annual	Data availability	Quarterly		
Target rationale	It is only possible to accurately set affordable housing completion targets for a limited period ahead, typically 12 months. Meaningful targets cannot be set for future years because annual delivery does not track averages. Furthermore predictions can rise or fall significantly as new opportunities may be introduced to the programme, or anticipated schemes fall by the wayside.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	N/A	N/A	N/A	N/A	34
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	N/A	N/A	N/A	N/A	N/A
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	N/A	N/A	N/A	N/A	TBC
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
N/A	N/A	N/A	N/A	TBC	

Reporting organisation	Housing Strategy & Development, NFDC	
Spatial level	District council	
Further guidance	N/A	
Accountable Service Manager	Tim Davis	Agreed date: 26/04/2024
Data owner	Tim Davis	Agreed date: 26/04/2024

PEOPLE THEME – Priority: Meeting housing needs					
NFDC ID - Short name	013 - Percentage score for overall tenant satisfaction with the Council as a landlord, as determined in the Tenant Satisfaction Measures (TSMs)				
Long name	Tenant satisfaction collected annually as part of the RSH dictated 'Tenant Satisfaction Measures' - Specifically 'Taking everything into account, how satisfied or dissatisfied are you with the service provided by New Forest District Council', reported as percentage				
Rationale and context	Key driver and measurement of success as dictated by the Regulator of Social Housing. Reference also the Tenant Engagement Strategy and Corporate Strategy driving customer service and tenant satisfaction				
Definition	Measurement of satisfaction in services and NFDC as a landlord for all Council Housing Tenants, including low-cost home ownership and low-cost rental accommodation (LCHO & LCRA) as set out in the Social Housing Regulation Act 2023				
Formula	A. Number of respondents (weighted where required) who reported they are very satisfied. FIRST added to A. Number of respondents (weighted where required) who reported they are fairly satisfied. THEN divided by B. Number of respondents (weighted where required) who answered the question (not including any tenants who gave an unprompted not known or not applicable response). Multiplied by 100.				
Worked example	264 (Very Satisfied) + 202 (Fairly Satisfied) divided by 575 = 0.81. 0.81 x 100 = 81%	Good performance	≥75%		
Collection interval	Twice yearly - for reporting Annually (April to March)	Data source	Externally collected and provided by independent research provider		
Return format	Percentage (%)	Decimal places	One		
Reporting frequency	Annual	Data availability	Bi-annually provided internally		
Target rationale	Aim to improve satisfaction through strategic actions to improve customer service				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	N/A	N/A	N/A	N/A	75%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	N/A	N/A	N/A	N/A	80%
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	N/A	N/A	N/A	N/A	82%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
N/A	N/A	N/A	N/A	84%	

Reporting organisation	Tenant Engagement/Housing Business Team, NFDC	
Spatial level	District council	
Further guidance	Transparency, Influence and Accountability (including Tenant Satisfaction Measures) - GOV.UK (www.gov.uk)	
Accountable Service Manager	Kirsty Farmer	Agreed date: 18/04/2024
Data owner	David Brown	Agreed date: 18/04/2024

PEOPLE THEME – Priority: Meeting housing needs					
NFDC ID - Short name	014 - Number of council homes achieving Energy Performance Certification band C.				
Long name	Energy Performance Data (EPC), will be completed yearly to include reactive equipment replacement and planned work activities.				
Rationale and context	Key driver and measurement of success in improvement energy performance of homes to meet the councils Greener Housing Strategy, Government Energy Performance target EPC 2030 and decarbonisation legislation for 2050.				
Definition	An Energy Performance Certificate (EPC). Is the UK's measurement of efficiency for domestic and commercial buildings. It is also used in the government's calculation for fuel poverty. Achieving EPC band C or above provides important data on a home's energy efficiency, average fuel consumption and the amount of carbon dioxide produced yearly. Using EPC data is beneficial to consider fuel poverty and decarbonisation together.				
Formula	Manual 12-month review of repairs and planned works. Update of assets to report on yearly improvement.				
Worked example	Previous years EPC data plus current years improvements.	Good performance	Good performance will be an increase in the numbers of homes with EPC band C or above and decrease in homes with EPC band D or lower for the councils 5200 homes.		
Collection interval	For reporting annually in April.	Data source	Uniclass, DRS, Keystone & Locata, External modelling software.		
Return format	Number (Num)	Decimal places	One		
Reporting frequency	Annual	Data availability	Annual		
Target rationale	Government target. Councils' own strategy, improving standards, Increased efficiency of housing stock and reduction in fuel poverty. The target for 2025 - 2030 will change to capture available funding opportunities and should be set yearly.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	N/A	N/A	N/A	2,646	2,646
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	N/A	N/A	N/A	2,946	TBC
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	TBC	TBC	TBC	TBC	TBC
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
TBC	TBC	TBC	TBC	TBC	

Reporting organisation	Housing Maintenance, NFDC	
Spatial level	District council	
Further guidance	Clean Growth Strategy (publishing.service.gov.uk)	
Accountable Service Manager	Sophie Tuffin	Agreed date: 22/04/2024
Data owner	Callum Ranger	Agreed date: 22/04/2024

PEOPLE THEME – Priority: Meeting housing needs			
NFDC ID - Short name	015 - Percentage scores for the 5 safety and compliance management Tenant Satisfaction Measures (TSMs)		
Long name	An Average of Cumulative/Current Month Percentage Scores for all Building Safety TSM sections: <ul style="list-style-type: none"> ▪ Gas safety ▪ Fire safety ▪ Asbestos management ▪ Water safety ▪ Lift safety 		
Rationale and context	To provide monthly performance monitoring within the areas we need to publish yearly (FY) statistics for as a council. By publishing statistics onto our TSM Dashboard monthly, it highlights key areas where we are over/under performing prior to year-end data collation. This measure gives an overall picture of latest performance across all of the safety and compliance TSMs.		
Definition	The TSMs are a core set of performance measures against which all providers must publish their performance. This measure is an average score across the 5 measures		
Formula	Formula for BS01, BS02, BS03, BS04 and BS05 follows the following structure - ((Total required checks carried out as at year end) / (Total properties/dwellings required to have the check carried out as at year end)) x 100) - represented as 2 decimal place percentage. An average is then applied to all of these percentage figures, to give the final KPI.		
Worked example	The ((Sum/all numerators across the 5 measures) / (Sum of all denominators across the 5 measures) x 100). (Sum (4497 + 1386 + 1417 + 490 + 302) / Sum (4579 + 1450 + 1442 + 649 + 302) x 100) = 96.08%	Good performance	BS01 >= 97%, BS02, 03, 04, 05 >= 95% Average score is on or above target, higher values are better
Collection interval	Monthly	Data source	Uniclass, DRS, Keystone & Locata
Return format	Percentage (%)	Decimal places	Two
Reporting frequency	Quarterly	Data availability	Monthly
Target rationale	To uphold high standards and identify in the first instance areas of improvement.		

	<p>Individual figures can be made available on request.</p> <p>The current baseline figure is 96.08 using the worked example. At year-end, the water safety measure fell sharply and so we believe this has undercounted our performance. We therefore set a target that includes the water safety measure improving from 490 to a 550 count. This would represent a value of 96.8% which is more than our current baseline of 96.08. There will be small margins affecting this measure and underperformance in any of the 5 area will affect the overall score. Thresholds will need to set accordingly.</p>				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	96.8%	96.8%	96.8%	96.8%	96.8%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	96.8%	96.8%	96.8%	96.8%	96.8%
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	96.8%	96.8%	96.8%	96.8%	96.8%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	96.8%	96.8%	96.8%	96.8%	96.8%
Reporting organisation	Housing Maintenance, NFDC				
Spatial level	District council				
Further guidance	Tenant Satisfaction Measures: Technical requirements (publishing.service.gov.uk)				
Accountable Service Manager	Sophie Tuffin			Agreed date: 29/04/2024	
Data owner	Callum Ranger			Agreed date: 29/04/2024	

PLACE THEME – Priority: Shaping our place now and for future generations			
NFDC ID - Short name	016 - Percentage of major planning applications determined in time		
Long name	Percentage of major planning applications determined in time. Major applications include those which propose 10 or more dwellings; where a site is 0.5 hectares or more and it is not known how many houses are proposed; the provision of a building or buildings where the floor space to be created is 1,000 square metres or more; or a development carried out on a site having an area of 1 hectare or more)		
Rationale and context	The Government specifies the period of time within which decisions should be made on planning and related applications. A timely manner is statutory defined as within 13 weeks or unless an application is subject to Environmental Impact Assessment, in which case a 16-week period applies. If the Council and an applicant agree, the period of time for deciding a planning application can be extended beyond the period specified by the Government. The Government sets out the criteria as to how it assesses the performance of local planning authorities in terms of speed of decision making. The Government’s current criteria is that at least 60% of major applications must be decided either within the time specified by the Government or within an extended period agreed between the Council and the applicant. National Planning report requirement.		
Definition	<p>Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly - This is the percentage of major development planning application decisions (PAs) that have a Planning Performance Agreement (PPAs), Extension of Time (EoT) and/or Environmental Impact Assessment (EIA) that have been granted within the agreed timeframe, each financial quarter.</p> <p>PA: This is short for 'planning agreement' which is used in the planning application statistics a shorthand term for covering Planning Performance Agreements.</p> <p>A timely manner is statutory defined as within 13 weeks or unless an application is subject to Environmental Impact Assessment, in which case a 16-week period applies, for all major applications. This was previously reported as NI 157a.</p>		
Formula	Number of major applications determined in 13 weeks/total number of major applications determined x 100		
Worked example	SUM=1000/1200 *100	Good performance	Good performance will be typified by maintaining levels at or above government target an increase in the rate.
Collection interval	Calendar Quarters (for the previous 3 months)	Data source	Planning software database
Return format	Percentage (%)	Decimal places	One

Reporting frequency	Quarterly	Data availability		Quarterly. Published Q end + 2 weeks	
Target rationale	Government Target				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	60%	60%	60%	60%	60%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	60%	60%	60%	60%	60%
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	60%	60%	60%	60%	60%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
60%	60%	60%	60%	60%	
Reporting organisation	Development Management, NFDC				
Spatial level	District council				
Further guidance	N/A				
Accountable Service Manager	Mark Wyatt		Agreed date: 26/04/2024		
Data owner	Martine Parkes		Agreed date: 26/04/2024		

PLACE THEME – Priority: Shaping our place now and for future generations			
NFDC ID - Short name	017 - Percentage of minor planning applications determined in time		
Long name	Percentage of minor planning applications determined in time. (A minor planning application is for works affecting up to 9 homes, or up to 1,000 sqm floorspace).		
Rationale and context	<p>The Government specifies the period of time within which decisions should be made on planning and related applications. A timely manner is statutory defined as within 8 weeks (56 days) or unless an application is subject to Environmental Impact Assessment, in which case a 16-week period applies. If the Council and an applicant agree, the period of time for deciding a planning application can be extended beyond the period specified by the Government. The Government sets out the criteria as to how it assesses the performance of local planning authorities in terms of speed of decision making. The Government’s current criteria is that at least 70% of 'minor' applications must be decided either within the time specified by the Government or within an extended period agreed between the Council and the applicant. National Planning report requirement.</p>		
Definition	<p>Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly - This is the percentage of major development planning application decisions (PAs) that have a Planning Performance Agreement (PPAs), Extension of Time (EoT) and/or Environmental Impact Assessment (EIA) that have been granted within the agreed timeframe, each financial quarter.</p> <p>PA: This is short for 'planning agreement' which is used in the planning application statistics a shorthand term for covering Planning Performance Agreements.</p> <p>A timely manner is statutory defined as within 8 weeks or unless an application is subject to Environmental Impact Assessment, in which case a 16-week period applies, for all major applications. This was previously reported as NI 157a.</p>		
Formula	$\text{Number of applications determined in 8 weeks} / \text{total number of minor applications determined} \times 100$		
Worked example	SUM=1000/1200 *100	Good performance	Good performance will be typified by maintaining levels at or above government target an increase in the rate.
Collection interval	Calendar Quarters (for the previous 3 months)	Data source	Planning software database
Return format	Percentage (%)	Decimal places	One
Reporting frequency	Quarterly	Data availability	Quarterly. Published Q end + 2 weeks

Target rationale	Government Target				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	70%	70%	70%	70%	70%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	70%	70%	70%	70%	70%
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	70%	70%	70%	70%	70%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
70%	70%	70%	70%	70%	
Reporting organisation	Development Management, NFDC				
Spatial level	District council				
Further guidance	N/A				
Accountable Service Manager	Mark Wyatt		Agreed date: 26/04/2024		
Data owner	Martine Parkes		Agreed date: 26/04/2024		

PLACE THEME – Priority: Shaping our place now and for future generations			
NFDC ID - Short name	018 - Percentage of other planning applications determined in time		
Long name	Percentage of other planning applications determined in time. (Applications not included in major or minor application).		
Rationale and context	<p>The Government specifies the period of time within which decisions should be made on planning and related applications. A timely manner is statutory defined as within 8 weeks (56 days). If the Council and an applicant agree, the period of time for deciding a planning application can be extended beyond the period specified by the Government. The Government sets out the criteria as to how it assesses the performance of local planning authorities in terms of speed of decision making. The Government’s current criteria is that at least 80% of 'other' applications must be decided either within the time specified by the Government or within an extended period agreed between the Council and the applicant. National Planning report requirement.</p>		
Definition	<p>Percentage of other development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly - This is the percentage of major development planning application decisions (PAs) that have a Planning Performance Agreement (PPAs), Extension of Time (EoT) and/or Environmental Impact Assessment (EIA) that have been granted within the agreed timeframe, each financial quarter.</p> <p>This includes householder developments, applications for advertisement consent and listed building consent. subject to the definition of "major" development it could also include the following use classes:</p> <ul style="list-style-type: none"> C1 (hotels) C2 (residential institutions) C4 (houses in multiple occupations for 3 to 6 residents) E (gymnasiums, indoor recreations not involving motorised vehicles or firearms) F1 (non-residential institutions) <p>Sui generis uses except drinking establishments and hot food takeaways): Certain uses do not fall within any use class and are considered ‘sui generis’. Such uses include: betting offices/shops, payday loan shops, theatres, houses in multiple occupation for more than 6 residents, hostels providing no significant element of care, scrap yards, petrol filling stations and shops selling and/or displaying motor vehicles, retail warehouse clubs, nightclubs, launderettes, taxi businesses, amusement centres, casinos, cinemas, concert halls, bingo halls and dance hall.</p>		
Formula	$\text{Number of applications determined between 8 and 13 weeks as calculated in planning software} / \text{total number of other applications determined} \times 100$		
Worked example	SUM=1000/1200 *100	Good performance	Good performance will be typified by an increase in the rate.

Collection interval	Calendar Quarters (for the previous 3 months)			Data source	Planning software database
Return format	Percentage (%)			Decimal places	One
Reporting frequency	Quarterly			Data availability	Quarterly. Published Q end + 2 weeks
Target rationale	Government Target				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	80%	80%	80%	80%	80%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	80%	80%	80%	80%	80%
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	80%	80%	80%	80%	80%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
80%	80%	80%	80%	80%	
Reporting organisation	Development Management, NFDC				
Spatial level	District council				
Further guidance	N/A				
Accountable Service Manager	Mark Wyatt			Agreed date: 26/04/2024	
Data owner	Martine Parkes			Agreed date: 26/04/2024	

PLACE THEME – Priority: Shaping our place now and for future generations			
NFDC ID - Short name	019 - Percentage of successful planning appeals		
Long name	Percentage of allowed planning appeals. An allowed appeal being an appeal that is determined contrary to the Planning Authority recommendation.		
Rationale and context	<p>The Government measures the quality of decision making by looking at the percentage of the total number of decisions made by the authority on applications that are subsequently overturned (allowed) at appeal. Major and non-major applications are assessed separately. The Government sets out the criteria as to how it assesses the performance of local planning authorities in terms of quality of decision making. The Government’s assessment of quality of decision making is undertaken over a two-year period from the beginning of April to the end of March. The Government’s current criteria is that:</p> <ul style="list-style-type: none"> • No more than 10% of an authority’s total number of decisions on major applications made during the assessment period should be overturned at appeal; • No more than 10% of an authority’s total number of decisions on non-major applications made during the assessment period should be overturned at appeal. National planning reporting requirement. 		
Definition	Number of appeals submitted by applicants who were initially refused planning permission by the authority, appeals against the non-determination of a planning application by an applicant or an appeal against a condition imposed on a planning permission. A successful planning appeal outcome for the Council would be an application dismissed by the Planning Inspector in accordance with the Planning Authority decision, an appeal dismissed on what would have been the likely decision in the case of a non-determination appeal and an appeal dismissing an appeal seeking relief or variation of a condition of planning permission. An allowed appeal is a decision in favour of the appellant and against the Planning Authority decision.		
Formula	Number of appeal decisions that are allowed by the planning inspectorate/total number of appeals determined x 100		
Worked example	1 (appeal allowed) / 7 (total planning appeals submitted) = 1.14 * 100 = 14%	Good performance	Good performance will be typified by maintaining the <10% rate.
Collection interval	Calendar Quarters (for the previous 3 months)	Data source	Planning software database
Return format	Percentage (%)	Decimal places	One
Reporting frequency	Quarterly	Data availability	Quarterly. Published Q end + 2 weeks
Target rationale	Government Target		

Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	<10%	<10%	<10%	<10%	<10%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	<10%	<10%	<10%	<10%	<10%
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	<10%	<10%	<10%	<10%	<10%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	<10%	<10%	<10%	<10%	<10%
Reporting organisation	Development Management, NFDC				
Spatial level	District council				
Further guidance	Planning Inspectorate Ministerial Statistics Background Quality Report 23rd November 2023 - GOV.UK (www.gov.uk)				
Accountable Service Manager	Mark Wyatt		Agreed date: 02/07/2024		
Data owner	Martine Parkes		Agreed date: 02/07/2024		

PLACE THEME – Priority: Shaping our place now and for future generations			
NFDC ID - Short name	020 - The total outstanding net dwelling supply as set out in our development plan.		
Long name	The total outstanding net dwelling supply as set out in our development plan.		
Rationale and context	Reporting requirement as set out in Annual monitoring report		
Definition	<p>‘Total outstanding net dwelling supply’ means the future identified/committed and achievable housing supply as of the base date (1 April each year) for the remainder of the Local Plan period. To meet the adopted Local Plan 2016-2036 Part 1 overall minimum housing requirement of at least 10,420 dwellings set out in Policy STR5, the ‘outstanding net dwelling supply’ for the remainder of the Plan period up to 2036 will need to be equal to or greater than the residual housing requirement for that period (the residual housing requirement = overall housing requirement 2016-2036 minus actual net housing completions to date). The KPI target is therefore for the ‘total outstanding net dwelling’ supply to be equal to or greater than the residual housing requirement for the remainder of the Local Plan period.</p>		
Formula	Total housing supply identified in adopted LP Pt1 minus housing delivered plus any additional windfalls		
Worked example	10420 (total supply in LP Pt1) - c.3000 (completed since 2016) + x (windfalls not previously identified)	Good performance	Good performance will be typified by continued good supply pipeline of housing whilst delivering housing completions
Collection interval	Annual	Data source	Annual monitoring with HCC
Return format	Number (Num)	Decimal places	One
Reporting frequency	Annual	Data availability	Annual - financial year end + 4 months
Target rationale	<p>The targets are based on the Local Plan 2016-2036 Part 1 Cumulative Housing Delivery Targets for the end of 2023/24, 2024/25, 2025/26 and 2026/27 (+ housing delivery shortfall in the Plan period to date).</p> <p>Considering a 4-month delay in the reportable data availability, the EOY targets will be reported in Q2 of the following year.</p>		

Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	N/A	N/A	N/A	N/A	7,720 + delivery shortfall TBC
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	N/A	N/A	N/A	N/A	7,320 + delivery shortfall TBC
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	N/A	N/A	N/A	N/A	6,920 + delivery shortfall TBC
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	N/A	N/A	N/A	N/A	6,220 + delivery shortfall TBC
Reporting organisation	Planning Policy, NFDC				
Spatial level	District council				
Further guidance	N/A				
Accountable Service Manager	Tim Guymer		Agreed date: 05/06/2024		
Data owner	James Smith / Peter McGowan		Agreed date: 05/06/2024		

PLACE THEME – Priority: Protecting our climate, coast, and natural world					
NFDC ID - Short name	021 - Kilogrammes of non-recycled waste produced per household				
Long name	Amount of non-recycled waste collected by the council from households that is sent for disposal.				
Rationale and context	This is a recognised KPI that will be directly comparable with other LAs and will show progress against our waste strategy.				
Definition	"Non-recycled waste" is any household waste that is not sent for reuse, composting or recycling.				
Formula	Total non-recycled waste tonnage divided by the number of households in the District				
Worked example	15,000 tonnes / 83,000 households = 0.18 tonnes * 1000 = 180kg	Good Performance	Good performance is indicated by a reducing number		
Collection interval	Quarterly (but note 2-month lag for data e.g. Qtr1 data available end August)	Data Source	Various - our own, plus some from HCC, collated by Nicola Plummer		
Return format	Kg	Decimal Places	One		
Reporting frequency	Quarterly	Data Availability	Quarterly (but lag of 2 months from end of quarter)		
Target rationale	Quarterly targets reflect a 5% reduction on previous years				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	111 kg	107 kg	109 kg	112 kg	439 kg
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	TBC	TBC	TBC	TBC	TBC
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	TBC	TBC	TBC	TBC	TBC
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	TBC	TBC	TBC	TBC	TBC
Reporting organisation	Waste and Transport team, Place Operations, NFDC				
Spatial level	District council				

Further guidance	WasteDataFlow Waste Management (www.wastedataflow.org)	
Accountable Service Manager	Chris Noble	Agreed date: 09/04/2024
Data owner	Nicola Plummer	Agreed date: 09/04/2024

PLACE THEME – Priority: Protecting our climate, coast, and natural world					
NFDC ID - Short name	022 - Households using our chargeable garden waste service as a percentage of total properties in NFDC.				
Long name	Households using our chargeable garden waste service as a percentage of total properties in NFDC				
Rationale and context	This is an indicator of service quality and our efforts to increase recycling of garden waste and progress against waste strategy				
Definition	The % of households who subscribe to our garden waste collection service				
Formula	Total number of households using the service / total number of households x 100.				
Worked example	(20,000 / 83,000) *100 = 24.09%	Good performance	Good performance will be typified by an increase in the rate.		
Collection interval	Quarterly	Data source	Bartec		
Return format	Percentage (%)	Decimal places	One		
Reporting frequency	Quarterly	Data availability	Available within first 2 weeks of new quarter		
Target rationale	Quarterly target reflects steady growth in subscription numbers				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	25%	26%	27%	27%	27%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	TBC	TBC	TBC	TBC	TBC
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	TBC	TBC	TBC	TBC	TBC
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	TBC	TBC	TBC	TBC	TBC
Reporting organisation	Waste and Transport team, Place Operations, NFDC				
Spatial level	District council				

Further guidance	N/A	
Accountable Service Manager	Chris Noble	Agreed date: 09/04/2024
Data owner	Samantha Marrache	Agreed date: 09/04/2024

PLACE THEME – Priority: Protecting our climate, coast, and natural world					
NFDC ID - Short name	023 - Emissions from the council's vehicle fleet.				
Long name	Tonnes of CO ₂ e emissions from Council fossil-fuelled vehicles and plant				
Rationale and context	Council has committed to reducing emissions as part of climate and nature emergency				
Definition	Tonnes of CO ₂ e emitted by Council fossil-fuelled vehicles and plant				
Formula	The CO ₂ e emissions from fossil-fuelled vehicles, plant and small tools for the year. The litres of Petrol and Diesel consumed use conversion factors from the Carbon emission accounting tool, which is updated annually and will be adjusted accordingly. e.g.: 1 litre of diesel = 2.51233g CO ₂ e, 1 litre of Petrol = 2.19352 g CO ₂ e.				
Worked example	1 litre of diesel = 2.51233 g CO ₂ e, 1 litre of Petrol = 2.19352 g CO ₂ e.	Good performance	Good performance will be typified by a reducing number		
Collection interval	Annually	Data source	Data is taken from Fuel Tran for bunkered fuel, which is managed by Housing. Data is taken from Velocity for fuel cards. Aggregated and added to the Carbon Emissions accounting tool, provided by Facilities		
Return format	Tonnes of CO ₂ e	Decimal places	N/A		
Reporting frequency	Annual	Data availability	By end of first month after the end of the year		
Target rationale	Reduction will align to vehicle replacement/greener fleet strategy. This is to be agreed by [end of 2024].				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	N/A	N/A	N/A	N/A	TBC
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	N/A	N/A	N/A	N/A	TBC
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	N/A	N/A	N/A	N/A	TBC

	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	N/A	N/A	N/A	N/A	TBC
Reporting organisation	Waste and Transport team, Place Operations, NFDC				
Spatial level	District council				
Further guidance	N/A				
Accountable Service Manager	James Carpenter / Roxie King / Chris Noble		Agreed date: 12/06/2024		
Data owner	Simon Cooper		Agreed date: 09/04/2024		

PLACE THEME – Priority: Protecting our climate, coast, and natural world					
NFDC ID - Short name	024 - Percentage of household waste sent for recycling.				
Long name	Total tonnage of non-recycled waste collected by the council from households that is sent for recycling, composting or reuse				
Rationale and context	This is a recognised KPI that will be directly comparable with other LAs and will show progress against waste strategy.				
Definition	Household waste only. Any tonnages of waste recycled/composted/reused as a % of total household waste tonnages.				
Formula	Total household tonnage collected for recycling, composting or reuse / total household waste * 100				
Worked example	(20,000 tonnes / 60,000 tonnes) * 100 = 33.3%	Good performance	Good performance will be typified by an increase in the rate.		
Collection interval	Quarterly. However, reporting on actuals will be delayed as data reports nationally are subject to audit by Waste Data Flow	Data source	Various - our own, plus some from HCC, collated by Nicola Plummer		
Return format	Percentage (%)	Decimal places	One		
Reporting frequency	Quarterly	Data availability	Quarterly (but lag of 2 months from end of quarter)		
Target rationale	Recycling rate unlikely to see significant reduction until service change in 2025.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	37%	37%	37%	37%	37%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	TBC	TBC	TBC	TBC	TBC
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	TBC	TBC	TBC	TBC	TBC
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
TBC	TBC	TBC	TBC	TBC	
Reporting organisation	Waste and transport team, Place Operations, NFDC				

Spatial level	District council	
Further guidance	Local authority collected waste management - annual results 2022/23 - GOV.UK (www.gov.uk)	
Accountable Service Manager	Chris Noble	Agreed date: 09/04/2024
Data owner	Nicola Plummer	Agreed date: 09/04/2024

PLACE THEME – Priority: Caring for our facilities, neighbourhoods and open spaces in a modern and responsive way					
NFDC ID - Short name	025 - Number of fly-tipping incidents per 1,000 people				
Long name	Total number of fly-tipping incidents reported by the public, per 1,000 residents				
Rationale and context	A simple way of monitoring our progress in reducing fly-tipping via enforcement and behaviour change				
Definition	No. of fly-tipping incidents reported to NFDC by the public. Fly-tips reported by operatives or from other sources are NOT included - this is to provide parity with fly capture reporting				
Formula	No. incidents / (NFDC population * 1,000)				
Worked example	2,500 incidents / 175,000 (175,942 people (2022 media population estimate; source: Nomis) * 1,000 = 14.2 2,500/175,942 x 1,000	Good performance	Good performance = a reduction in this number		
Collection interval	Quarterly	Data source	Streetscene-collated fly-tipping data		
Return format	Number (Num)	Decimal places	One		
Reporting frequency	Quarterly	Data availability	At end of first month after end of quarter		
Target rationale	Accurate reporting with aspiration to reduce the number of fly-tipping incidents via enforcement and behavioural change.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	<13.94	<13.94	<13.94	<13.94	<13.94
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	TBC	TBC	TBC	TBC	TBC
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	TBC	TBC	TBC	TBC	TBC
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	TBC	TBC	TBC	TBC	TBC
Reporting organisation	Streetscene, NFDC				

Spatial level	District council	
Further guidance	N/A	
Accountable Service Manager	Iain Park	Agreed date: 09/04/2024
Data owner	Stewart Phillips	Agreed date: 09/04/2024

PLACE THEME – Priority: Caring for our facilities, neighbourhoods and open spaces in a modern and responsive way					
NFDC ID - Short name	026 - Percentage customer satisfaction with the appearance of their local area.				
Long name	Percentage of resident survey respondents satisfied with the appearance of their local area				
Rationale and context	The total NFDC score of resident survey respondents stating that they are very satisfied or fairly satisfied with the appearance of their local area.				
Definition	Taking the perception score from our service, those answering the top two satisfaction scores as a proportion of all scores.				
Formula	Total number of respondents answering top two scores / total number of respondents				
Worked example	(375/500) * 100 = 75.0%	Good performance	Good performance will be typified by an increased rate		
Collection interval	2 years	Data source	Resident survey		
Return format	Percentage (%)	Decimal places	One		
Reporting frequency	2 years	Data availability	2 years		
Target rationale	<p>The total NFDC score of resident survey respondents stating that they are very satisfied or fairly satisfied with the appearance of their local area.</p> <p>“How satisfied or dissatisfied are you with your local area as a place to live?” = 93%. This is an ever so slightly different question. We will ask a specific question around this. I would expect this to be around the 85% mark.</p>				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	N/A	N/A	N/A	N/A	85%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	N/A	N/A	N/A	N/A	N/A
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	N/A	N/A	N/A	N/A	85%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
N/A	N/A	N/A	N/A	N/A	
Reporting organisation	Place Operations & Sustainability, NFDC				

Spatial level	District council	
Further guidance	N/A	
Accountable Service Manager	James Carpenter	Agreed date: 26/04/2024
Data owner	Saq Yasin	Agreed date: 26/04/2024

PLACE THEME – Priority: Caring for our facilities, neighbourhoods and open spaces in a modern and responsive way					
NFDC ID - Short name	027 - Equivalent number of 0.5 litre bottles filled at water-filling stations – waste averted				
Long name	Equivalent number of 0.5 litre bottles filled at water-filling stations – waste averted				
Rationale and context	To monitor reduction in waste that we are promoting via provision of water refill stations, as part of waste and climate strategies				
Definition	The water usage at refill stations is monitored and this can be converted to 0.5 litre bottles.				
Formula	Litres of water used divided by 0.5 = No. equivalent water bottles filled				
Worked example	10,000 litres / 0.5 = 20,000 bottles	Good performance	Good performance = an increase in bottles		
Collection interval	Quarterly	Data source	Streetscene-collated building readings		
Return format	Number (Num)	Decimal places	One		
Reporting frequency	Quarterly	Data availability	At end of first month after end of quarter		
Target rationale	Accurate reporting. Currently no mechanism for increasing usage. Units are not operational during below winter cold conditions.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	9,200	13,800	0	0	23,000
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	TBC	TBC	TBC	TBC	TBC
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	TBC	TBC	TBC	TBC	TBC
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	TBC	TBC	TBC	TBC	TBC
Reporting organisation	Streetscene, NFDC				
Spatial level	District council				

Further guidance	N/A	
Accountable Service Manager	Chris Noble	Agreed date: 09/04/2024
Data owner	Stewart Phillips	Agreed date: 09/04/2024

PROSPERITY THEME – Priority: Maximising the benefits of inclusive economic growth and investment					
NFDC ID - Short name	028 - Squared metres of industrial/employment land developed.				
Long name	Squared metres of industrial/employment land developed.				
Rationale and context	Reporting requirement as set out in Annual monitoring report.				
Definition	Square meter of industrial/employment land developed by third party developers as recorded by annual monitoring figures recorded by NFDC and HCC				
Formula	Sqm of industrial/employment land developed				
Worked example	Sqm of industrial/employment land delivered following monitoring visit in accordance with permission	Good performance		Good performance will be an increase in floorspace	
Collection interval	Annual	Data source		Monitoring records from HCC	
Return format	Squared metres (sqm)	Decimal places		One	
Reporting frequency	Annual	Data availability		Annual - financial year end + 4 months (July/August)	
Target rationale	No specific target available but adopted Local plan sets targets for employment land to be delivered over the 20-year period (time frame of local plan 2016-2036).				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	Monitor	Monitor	Monitor	Monitor	Monitor
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	TBC	N/A	N/A	N/A	N/A
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	TBC	N/A	N/A	N/A	N/A
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	TBC	N/A	N/A	N/A	N/A
Reporting organisation	Planning Policy, NFDC				
Spatial level	District council				

Further guidance	N/A	
Accountable Service Manager	Tim Guymer	Agreed date: 26/04/2024
Data owner	James Smith / Peter McGowan	Agreed date: 26/04/2024

PROSPERITY THEME – Priority: Maximising the benefits of inclusive economic growth and investment					
NFDC ID - Short name	029 - Level (£) of retained business rates (at source)				
Long name	The value of national non-domestic rates retained from business premises in the Solent Freeport Tax Site situated within the New Forest District Council area.				
Rationale and context	Freeports are areas designated by the government that will benefit from incentives to encourage economic activity. They offer occupiers business rates relief and other incentives to support capital investment, skills and employment. Business rates growth generated from the tax sites can be retained by New Forest District Council and reinvested in services for the benefit of local residents.				
Definition	Value of business rates growth generated from the Solent Freeport tax site				
Formula	Monetary value of business rates growth generated from the Solent Freeport tax site				
Worked example	Rateable Value X Appropriate Rating Multiplier = Retained Rates	Good performance	Good performance will be typified by an increase in the rate		
Collection interval	Annual	Data source	Records from business rate billing system		
Return format	£	Decimal places	N/A		
Reporting frequency	Annual	Data availability	Quarterly		
Target rationale	Where investment takes place on Freeport tax sites, resulting business rates above a specified base line are retained by the Freeport company provided that this investment is in line with Freeport objectives. These retained rates will then be re-invested across the Solent region to realise the objectives set out in the Freeport Full Business Case. As such, the level of retained business rates on New Forest tax sites is a helpful indicator on how the Freeport is progressing in relation to its ambitions within our district.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	N/A	N/A	N/A	N/A	£0
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	N/A	N/A	N/A	N/A	£450,000
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	N/A	N/A	N/A	N/A	£750,000
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	N/A	N/A	N/A	N/A	£950,000

Reporting organisation	Place Operations & Sustainability, NFDC	
Spatial level	District council	
Further guidance	Freeports business rates relief: local authority guidance - GOV.UK (www.gov.uk)	
Accountable Service Manager	Clive Tritton	Agreed date: 5/06/2024
Data owner	Martin Cole	Agreed date: 26/04/2024

PROSPERITY THEME – Priority: Supporting our high-quality business base and economic centres to thrive and grow					
NFDC ID - Short name	030 - Perceptions of our high streets and town centres.				
Long name	Resident survey respondents stating that stating that they are satisfied with the high streets and town centres in their local area.				
Rationale and context	<p>The total NFDC score of resident survey respondents stating that they are very satisfied or fairly satisfied with the high streets and town centres in their local area.</p> <p>This will need a specific question but given other perception questions, I would expect this to be around the 82.5% mark, lower than the 85 for other questions as we know this is lower and needs to grow.</p>				
Definition	Taking the perception score from our service, those answering the top two satisfaction scores as a proportion of all scores.				
Formula	Total number of respondents answering top two scores / total number of respondents.				
Worked example	(375/500) * 100 = 75.0%	Good performance	Good performance will be typified by an increased rate		
Collection interval	2 years	Data source	Resident survey		
Return format	Percentage (%)	Decimal places	One		
Reporting frequency	2 years	Data availability	2 years		
Target rationale	<p>The total NFDC score of resident survey respondents stating that they are very satisfied or fairly satisfied with the high streets and town centres in their local area.</p> <p>This will need a specific question but given other perception questions, I would expect this to be around the 82.5% mark, lower than the 85% for other questions as we know this is lower and needs to grow.</p>				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	N/A	N/A	N/A	N/A	82.5%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	N/A	N/A	N/A	N/A	N/A
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	N/A	N/A	N/A	N/A	82.5%

	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	N/A	N/A	N/A	N/A	N/A
Reporting organisation	Place Operations & Sustainability, NFDC				
Spatial level	District council				
Further guidance					
Accountable Service Manager	James Carpenter		Agreed date: 29/04/2024		
Data owner	Saq Yasin		Agreed date: 29/04/2024		

PROSPERITY THEME – Priority: Supporting our high-quality business base and economic centres to thrive and grow					
NFDC ID - Short name	031 - Vacancies of retail premises within town/local centres				
Long name	Percentage of vacant retail units within town/local centres				
Rationale and context	Reporting requirement as set out in Annual monitoring report				
Definition	Percentage of vacant retail units following annual retail survey undertaken by policy team				
Formula	Number of vacant premises/total number of properties x 100				
Worked example	5 (vacant units) / y (total number of units) x 100	Good performance		Percentage of vacant units decreases	
Collection interval	Annual	Data source		Survey by Policy Team	
Return format	Percentage (%)	Decimal places		One	
Reporting frequency	Annual	Data availability		Annual - financial year end + 4 months	
Target rationale	No specific target available but collection of data allows analysis, particularly against comparable areas				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	N/A	N/A	N/A	N/A	Monitor
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	N/A	N/A	N/A	N/A	Monitor
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	N/A	N/A	N/A	N/A	Monitor
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	N/A	N/A	N/A	N/A	Monitor
Reporting organisation	Planning Policy, NFDC				
Spatial level	District council				

Further guidance		
Accountable Service Manager	Tim Guymer	Agreed date: 26/04/2024
Data owner	James Smith / Peter McGowan	Agreed date: 26/04/2024

PROSPERITY THEME – Priority: Championing skills and access to job opportunities			
NFDC ID - Short name	032 - Employment rate percentage of working age adults (aged 16-64).		
Long name	The % of residents (aged 16-64) of New Forest District who are in employment ('Employment' measures the number of people in paid work or who had a job that they were temporarily away from (for example, because they were on holiday or off sick)).		
Rationale and context	Employment rate is one indicator of the health of a local and national economy. The Corporate Plan acknowledges the indivisible link between access to a place to live and employment as part of a joined-up approach to helping make the New Forest as prosperous a place as it can be. NFDC will work with partners to ensure the district meets the needs of its businesses and residents in order to support high quality employment, economic growth and investment.		
Definition	The % of residents (aged 16-64) of New Forest District who are in employment ('Employment' measures the number of people in paid work or who had a job that they were temporarily away from (for example, because they were on holiday or off sick)). These district level estimates are less precise than national or regional figures because they are based on smaller numbers of survey respondents.		
Formula	Number		
Worked example	Data from ONS	Good performance	A change to the employment rate is not a measure of performance of NFDC, rather it is an indicator of the wider health of the local and national economy
Collection interval	Annual. Current data covers the period October 2022 to September 2023 and was published in November 2023	Data source	The data source is the Office for National Statistics (ONS) Annual Population Survey
Return format	Percentage (%)	Decimal places	One
Reporting frequency	Annual	Data availability	Annual data October up to and including September, published year end + 2 months (i.e. November)
Target rationale	This is a monitor only indicator		

Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	N/A	N/A	N/A	N/A	Monitor
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	N/A	N/A	N/A	N/A	Monitor
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	N/A	N/A	N/A	N/A	Monitor
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	N/A	N/A	N/A	N/A	Monitor
Reporting organisation	Economic Development, NFDC				
Spatial level	District council				
Further guidance	Estimates of employment are based on the Annual Population Survey. ONS data on employment, unemployment and economic inactivity in New Forest can be found at www.ons.gov.uk/visualisations/labourmarketlocal/E07000091/#employment-rate				
Accountable Service Manager	James Carpenter		Agreed date: 08/04/2024		
Data owner	Sally Igra		Agreed date: 08/04/2024		

PROSPERITY THEME – Priority: Championing skills and access to job opportunities			
NFDC ID - Short name	033 - Proportion of employee jobs with hourly pay below the living wage.		
Long name	Estimates of the number and proportion (in percentage terms) of UK employee jobs with hourly pay below the living wage, as defined by the Living Wage Foundation.		
Rationale and context	<p>Proportion of employee jobs paid below the living wage are an indicator of the 'quality' of jobs within a local economy, especially in a district where the hospitality sector is an important employer. Nationally, hospitality ('Accommodation and food services') had the highest proportion of jobs paid below the Living Wage in April 2021. The Corporate Plan acknowledges the indivisible link between access to a place to live and employment as part of a joined-up approach to helping make the New Forest as prosperous a place as it can be. NFDC will work with partners to ensure the district meets the needs of its businesses and residents in order to support high quality employment, economic growth and investment.</p>		
Definition	<p>The data is based on estimates from the Annual Survey of Hours and Earnings (ASHE). ASHE covers employee jobs in the United Kingdom. It does not cover the self-employed, nor does it cover employees not paid during the reference period. Hourly and weekly estimates are provided for the pay period that included a specified date in April. They relate to employees on adult rates of pay, whose earnings for the survey pay period were not affected by absence. Annual estimates are provided for the tax year that ended on 5th April in the reference year. They relate to employees on adult rates of pay who have been in the same job for more than a year. ASHE is based on a 1% sample of jobs taken from HM Revenue and Customs' Pay As You Earn (PAYE) records. Consequently, individuals with more than one job may appear in the sample more than once. ASHE data are weighted to UK population totals from the Labour Force Survey (LFS) based on classes defined by region, occupation, age and sex.</p>		
Formula	Number		
Worked example	Data from ONS	Good performance	A change to the proportion (in percentage terms) of employee jobs with hourly pay below the living wage is not a measure of performance of NFDC, rather it is an indicator of the wider health of the local & national economy and the quality of jobs within the district.
Collection interval	Annual Data; 2023 data released in January 2024	Data source	The data source is the Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE)
Return format	Percentage (%)	Decimal places	One
Reporting frequency	Annual	Data availability	Annual Data released year end + 1 month (i.e. January)

Target rationale	This is a monitor only indicator				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	N/A	N/A	N/A	N/A	Monitor
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	N/A	N/A	N/A	N/A	Monitor
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	N/A	N/A	N/A	N/A	Monitor
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
N/A	N/A	N/A	N/A	Monitor	
Reporting organisation	Economic Development, NFDC				
Spatial level	District council				
Further guidance	The data source is the Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE)				
Accountable Service Manager	James Carpenter		Agreed date: 08/04/2024		
Data owner	Sally Igra		Agreed date: 08/04/2024		

FUTURE NEW FOREST THEME – Priority: Putting our customers at the heart					
NFDC ID - Short name	034 - Resident satisfaction with Council services				
Long name	Percentage resident satisfaction with Council services in perception measures.				
Rationale and context	It is important that we deliver good services and that these are gauged by our residents. This measures uses satisfaction scores of our resident survey conducted every 2 years, starting from 2022.				
Definition	Taking the perception score from our service, those answering the top two satisfaction scores as a proportion of all scores.				
Formula	Total number of respondents answering top two scores / total number of respondents				
Worked example	(375 / 500) * 100 = 75.0%	Good performance		High	
Collection interval	2 years	Data source		Resident survey	
Return format	Percentage (%)	Decimal places		One	
Reporting frequency	2 years	Data availability		2 years	
Target rationale	Residents must consciously give a positive (and not indifferent or negative response).				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	N/A	N/A	N/A	N/A	78%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	N/A	N/A	N/A	N/A	N/A
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	N/A	N/A	N/A	N/A	78%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	N/A	N/A	N/A	N/A	N/A
Reporting organisation	Performance, NFDC				
Spatial level	District council				

Further guidance		
Accountable Service Manager	Saq Yasin	Agreed date: 19/04/2024
Data owner	Saq Yasin	Agreed date: 19/04/2024

FUTURE NEW FOREST THEME – Priority: Putting our customers at the heart					
NFDC ID - Short name	035 - Staff satisfaction score with NFDC ICT services.				
Long name	Staff survey average satisfaction score of 3.5 or higher (out of 5) for the question what would be your overall rating of the NFDC ICT service				
Rationale and context	Designed to monitor how effective the ICT service is perceived to be by council staff with questions designed around specific topics to allow further focus. The aim is measuring the average 'satisfaction' internally on the quality of ICT services. 3.5 would be the target average across all responses to that question.				
Definition	[For the question, What would be your overall rating of the NFDC ICT service]. Average of all respondent scores				
Formula	AVERAGE of score responses				
Worked example	=AVERAGE (of all scores)	Good performance	>=3.5		
Collection interval	Annual	Data source	Internal Staff Survey scores		
Return format	Number (Num)	Decimal places	One		
Reporting frequency	Annual	Data availability	Annual		
Target rationale	Designed to measure perceived satisfaction from internal staff of the digital services offered to them in order to support delivery of council services. Where targets are not met, feedback will be explored and opportunities for continuous improvement explored.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	N/A	N/A	N/A	N/A	>=3.5
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	N/A	N/A	N/A	N/A	N/A
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	N/A	N/A	N/A	N/A	>=3.5
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
N/A	N/A	N/A	N/A	N/A	
Reporting organisation	ICT, NFDC				

Spatial level	District council	
Further guidance	Industry best practice recognises staff surveys as a tool to collect feedback to feed into action plans for continuous improvement	
Accountable Service Manager	Rich Bird/ Kim Gray	Agreed date: 26/04/2024
Data owner	Rich Bird/ Kim Gray	Agreed date: 26/04/2024

FUTURE NEW FOREST THEME – Priority: Putting our customers at the heart					
NFDC ID - Short name	036 - Resident satisfaction score with the quality of NFDC digital services				
Long name	Resident survey average satisfaction score of 3.5 or higher (out of 5) for the question How do you rate the quality of digital services at the council				
Rationale and context	Designed to monitor how effective the councils’ digital services are perceived to be by our residents with questions designed around specific topics to allow further focus. The aim is measuring the average ‘satisfaction’ externally on the quality of Digital services. 3.5 would be the target average across all responses to that question.				
Definition	[For the question, How do you rate the quality of digital services at the council]. Average of all respondent scores				
Formula	AVERAGE of score responses				
Worked example	=AVERAGE (of all scores)	Good performance	>=3.5		
Collection interval	2 years	Data source	External Resident survey scores		
Return format	Number (Num)	Decimal places	One		
Reporting frequency	Annual	Data availability	Annual		
Target rationale	Designed to measure perceived satisfaction from our residents of the digital services offered to them in order to support delivery of council services. Where targets are not met, feedback will be explored and opportunities for continuous improvement explored				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	N/A	N/A	N/A	N/A	>=3.5
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	N/A	N/A	N/A	N/A	N/A
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	N/A	N/A	N/A	N/A	>=3.5
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
N/A	N/A	N/A	N/A	N/A	
Reporting organisation	ICT, NFDC				

Spatial level	District council	
Further guidance	Industry best practice recognises staff surveys as a tool to collect feedback to feed into action plans for continuous improvement	
Accountable Service Manager	Rich Bird/ Kim Gray	Agreed date: 26/04/2024
Data owner	Rich Bird/ Kim Gray	Agreed date: 26/04/2024

FUTURE NEW FOREST THEME – Priority: Being an employer of choice					
NFDC ID - Short name	037 - Percentage of vacancies filled first time.				
Long name	Percentage of NFDC vacancies filled in the first recruitment round.				
Rationale and context	We want to attract the best staff and ensure our recruitment processes are as effective as possible. We will consider new ways of ensuring we have a competitive advantage in recruiting new staff.				
Definition	This will count all new posts or existing posts that have become vacant. The first round of recruitment shall be the first wave of recruitment activity (ultimately, unsuccessful round)				
Formula	No of second or more recruitments waves for unique posts / total number of posts advertised over the reporting period.				
Worked example	If there were 5 posts, 2 recruited first time, numerator would be 2. Denominator would be 5. In this case, $2/5 \times 100 = 40\%$	Good performance	Good performance will be typified by higher percentages		
Collection interval	Calendar Quarters (for the previous 3 months)	Data source	iTrent		
Return format	Percentage (%)	Decimal places	One		
Reporting frequency	Quarterly	Data availability	We would want this at Q end		
Target rationale	80% is a good target to aim for, considering difficulties in recruitment Nationally in Local Government.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	80%	80%	80%	80%	80%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	80%	80%	80%	80%	80%
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	80%	80%	80%	80%	80%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
80%	80%	80%	80%	80%	
Reporting organisation	Recruitment Team, Human Resources, NFDC				

Spatial level	District council	
Further guidance	N/A	
Accountable Service Manager	Heleana Aylett	Agreed date: 08/04/2024
Data owner	Heleana Aylett	Agreed date: 08/04/2024

FUTURE NEW FOREST THEME – Priority: Being an employer of choice					
NFDC ID - Short name	038 - Percentage staff turnover.				
Long name	The rate of staff leaving NFDC.				
Rationale and context	Although a degree of turnover is healthy and brings outside experience into the authority, high turnover brings unnecessary costs and retention rates need to be monitored in this respect				
Definition	This will include all turnover of staff including permanent, fixed term and temporary posts. It will include resignations and contract terminations.				
Formula	Number of leavers/Number of staff				
Worked example	If the total number of leavers in a year is 90, then 90/800 (total staff average) = 11%	Good performance		Good performance will be typified by a decreasing rate.	
Collection interval	Annual	Data source		iTrent	
Return format	Percentage (%)	Decimal places		One	
Reporting frequency	Annual	Data availability		Annual	
Target rationale	The turnover rate for 2022/23 was 13.48%. A realistic target would be 11%.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	N/A	N/A	N/A	N/A	11%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	N/A	N/A	N/A	N/A	11%
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	N/A	N/A	N/A	N/A	11%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
N/A	N/A	N/A	N/A	11%	
Reporting organisation	Human Resources, NFDC				
Spatial level	District council				

Further guidance	N/A	
Accountable Service Manager	Heleana Aylett	Agreed date: 08/04/2024
Data owner	Heleana Aylett	Agreed date: 08/04/2024

FUTURE NEW FOREST THEME – Priority: Being an employer of choice					
NFDC ID - Short name	039 - Average number of days sickness absence per employee.				
Long name	Average number of days sickness absence per NFDC FTE employee.				
Rationale and context	We want to ensure our colleagues can remain at work well in an environment that supports their health and wellbeing. We will review our absence management framework to ensure it strikes the balance of proactive attendance management with effective health and wellbeing support.				
Definition	This will include all sickness absences over a 12 months rolling period for all employees.				
Formula	Number of sickness absence days / FTE				
Worked example	If there were 7000 sickness days / 800 FTE = 8.75 sickness days per FTE over 12 months	Good performance	Good performance will be typified by a decreasing rate		
Collection interval	Calendar quarters (for the previous 3 months)	Data source	iTrent		
Return format	Number (Num)	Decimal places	Two		
Reporting frequency	Quarterly	Data availability	Monthly		
Target rationale	The Councils current absence rate is 9.88 days per FTE. The CIPD Health and Wellbeing Survey 2023 identified the average public sector rate is 10.6 days per FTE. In 2020 the Councils absence rate was 8.66 days per FTE and CIPD identified a UK public sector average of 8 days. The Council is working toward returning to the pre-pandemic absence rate aiming for 8 days per FTE.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	2	2	2	2	8
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	2	2	2	2	8
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	2	2	2	2	8
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
2	2	2	2	8	

Reporting organisation	Human Resources, NFDC	
Spatial level	District council	
Further guidance	CIPD Health and Wellbeing Data	
Accountable Service Manager	Heleana Aylett	Agreed date: 08/04/2024
Data owner	Sophie Taylor	Agreed date: 08/04/2024

FUTURE NEW FOREST THEME – Priority: Being an employer of choice					
NFDC ID - Short name	040 - Number of council apprenticeships				
Long name	Number of apprentices currently in posts at NFDC and the number of existing staff undertaking an apprenticeship.				
Rationale and context	Learning opportunities and the development of our staff will be a key element of becoming an Employer of Choice.				
Definition	This will include those on full apprenticeships and also existing staff undertaking an apprenticeship.				
Formula	Number of staff on recognised apprenticeships				
Worked example	Number of apprenticeships	Good performance		Good performance will be typified by an increase in the rate.	
Collection interval	Annual	Data source		LMS	
Return format	Number (Num)	Decimal places		One	
Reporting frequency	Annual	Data availability		Annual	
Target rationale	Delivery of the People Strategy will inform the resources required to be able to focus on the training and development of our staff, including apprenticeships.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	Monitor	Monitor	Monitor	Monitor	Monitor
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	TBC	TBC	TBC	TBC	TBC
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	TBC	TBC	TBC	TBC	TBC
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	TBC	TBC	TBC	TBC	TBC
Reporting organisation	Human Resources, NFDC				
Spatial level	District council				

Further guidance	N/A	
Accountable Service Manager	Heleana Aylett	Agreed date: 08/04/2024
Data owner	Heleana Aylett	Agreed date: 08/04/2024

FUTURE NEW FOREST THEME – Priority: Being financially responsible					
NFDC ID - Short name	041 - Percentage variance to Council budget +/- (General fund budget variations).				
Long name	The percentage in year anticipated budget variation from the approved budget.				
Rationale and context	To ensure that the Council's net expenditure remains within an acceptable variation level from the approved budget.				
Definition	All reported budget variations from the approved budget as a percentage of the set budget for the year.				
Formula	Net Budget variations/Total Original Net Budget Requirement				
Worked example	If budget variation is +£250,000 and total budget is £25m, reported variance would be 1.00%	Good performance	Good performance will be typified by variations remaining within tolerance set (+/- 3%)		
Collection interval	Quarterly	Data source	Unit 4/ Cabinet Financial Monitoring Reports		
Return format	Percentage (%)	Decimal places	One		
Reporting frequency	Quarterly	Data availability	Quarterly		
Target rationale	+/-3% variation is considered to be a reasonable tolerance level within reserve amounts available				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	+/- 3%	+/- 3%	+/- 3%	+/- 3%	+/- 3%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	+/- 3%	+/- 3%	+/- 3%	+/- 3%	+/- 3%
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	+/- 3%	+/- 3%	+/- 3%	+/- 3%	+/- 3%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
+/- 3%	+/- 3%	+/- 3%	+/- 3%	+/- 3%	
Reporting organisation	Accountancy, NFDC				
Spatial level	District council				

Further guidance	N/A	
Accountable Service Manager	Kevin Green	Agreed date: 09/04/2024
Data owner	Kevin Green	Agreed date: 09/04/2024

FUTURE NEW FOREST THEME – Priority: Being financially responsible					
NFDC ID - Short name	042 - Percentage variance to Housing Revenue budget +/- (HRA budget variations).				
Long name	The percentage in year anticipated budget variation from the approved budget.				
Rationale and context	To ensure that the Council's net expenditure remains within an acceptable variation level from the approved budget.				
Definition	All reported budget variations from the approved budget as a percentage of the set budget for the year.				
Formula	Net Budget variations/Total Original Income or Expenditure Budget				
Worked example	If budget variation is +£100,000 and total budget is £30m, reported variance would be 0.33%	Good performance		Good performance will be typified by variations remaining within tolerance set (+/- 3%)	
Collection interval	Quarterly	Data source		Unit 4/ Cabinet Financial Monitoring Reports	
Return format	Percentage (%)	Decimal places		One	
Reporting frequency	Quarterly	Data availability		Quarterly	
Target rationale	+/-3% variation is considered to be a reasonable tolerance level within reserve amounts available				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	+/- 3%	+/- 3%	+/- 3%	+/- 3%	+/- 3%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	+/- 3%	+/- 3%	+/- 3%	+/- 3%	+/- 3%
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	+/- 3%	+/- 3%	+/- 3%	+/- 3%	+/- 3%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
+/- 3%	+/- 3%	+/- 3%	+/- 3%	+/- 3%	
Reporting organisation	Accountancy, NFDC				
Spatial level	District council				

Further guidance	N/A	
Accountable Service Manager	Kevin Green	Agreed date: 09/04/2024
Data owner	Kevin Green	Agreed date: 09/04/2024

FUTURE NEW FOREST THEME – Priority: Being financially responsible					
NFDC ID - Short name	043 - Percentage of Council Tax collected in year				
Long name	The percentage of council tax due to be collected in the year.				
Rationale and context	The percentage of council tax due in 2024/25 collected in the year.				
Definition	The percentage of council tax due in 2024/25 collected in the year.				
Formula	The total amount of council tax collected as a percentage of the total amount of council tax due				
Worked example	If we are due to collect £100m and we collect £95m our collection rate is 95%	Good performance	We aim to be at least 95% by the end of Q4		
Collection interval	Calendar Quarters (for the previous 3 months)	Data source	NEC		
Return format	Percentage (%)	Decimal places	One		
Reporting frequency	Quarterly	Data availability	Monthly		
Target rationale	We aim to maximise collection. Cumulative target.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5%
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5%	
Reporting organisation	Revenue and Benefits, NFDC				
Spatial level	District council				

Further guidance	N/A	
Accountable Service Manager	Ryan Stevens	Agreed date: 09/04/2024
Data owner	Ryan Stevens	Agreed date: 09/04/2024

FUTURE NEW FOREST THEME – Priority: Being financially responsible					
NFDC ID - Short name	044 - Percentage of Non-domestic Rates collected in year				
Long name	The percentage of non-domestic rates due to be collected in the year.				
Rationale and context	The percentage of non-domestic rates due in 2024/25 collected in the year.				
Definition	The percentage of non-domestic rates due in 2024/25 collected in the year.				
Formula	The total amount of business rates collected as a percentage of the total amount of business rates due				
Worked example	If we are due to collect £100m and we collect £95m our collection rate is 95%	Good performance		We aim to be at least 95% by the end of Q4	
Collection interval	Calendar Quarters (for the previous 3 months)	Data source		NEC	
Return format	Percentage (%)	Decimal places		One	
Reporting frequency	Quarterly	Data availability		Monthly	
Target rationale	We aim to maximise collection. Cumulative target.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5%
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5%	
Reporting organisation	Revenue and Benefits, NFDC				
Spatial level	District council				

Further guidance	N/A	
Accountable Service Manager	Ryan Stevens	Agreed date: 09/04/2024
Data owner	Ryan Stevens	Agreed date: 09/04/2024

FUTURE NEW FOREST THEME – Priority: Designing modern and innovative services					
NFDC ID - Short name	045 - Benefit realisation from ICT investment				
Long name	70% of benefits realised at project closure across all ICT projects in the annual work programme.				
Rationale and context	Designed to track successful benefits realisation within ICT projects through regular investment of the Digital Strategy. Benefits could be financial, efficiency, effectiveness, compliance for example.				
Definition	Each project will have a defined set of objectives with this KPI monitoring YES / NO realisation. Further details of benefit realisation is covered within project level documentation.				
Formula	$(\text{Total Project Benefits Realised} / \text{Total ICT Project Benefits}) \times 100$				
Worked example	$(70 / 100) * 100 = 70\%$	Good performance		>=70%	
Collection interval	6 Months	Data source		ICT Project Reporting	
Return format	Percentage (%)	Decimal places		One	
Reporting frequency	Every 6 Months	Data availability		Every 6 Months	
Target rationale	Measuring performance of projects through benefits realisation to provide assurance of ICT investment and return on investment.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	70%	70%	70%	70%	70%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	70%	70%	70%	70%	70%
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	70%	70%	70%	70%	70%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
70%	70%	70%	70%	70%	
Reporting organisation	ICT, NFDC				
Spatial level	District council				

Further guidance	KPI will depend on the number of projects in progress and reaching a status of closed. This time could mean the KPI is static for extended periods until project closure or post project realisation.	
Accountable Service Manager	Rich Bird	Agreed date: 26/04/2024
Data owner	Rich Bird	Agreed date: 26/04/2024

FUTURE NEW FOREST THEME – Priority: Designing modern and innovative services					
NFDC ID - Short name	046 - Percentage of ICT incidents resolved within SLA.				
Long name	Percentage of ICT incidents resolved within SLA.				
Rationale and context	To measure the volume of incident tickets being logged that are being resolved in a timely manner and within set parameters.				
Definition	Includes all ICT incidents that are logged with the ICT Service Desk which have been resolved within its service level agreement.				
Formula	$(\text{Total number of incidents resolved within SLA parameters} / \text{Total number of incidents}) \times 100$				
Worked example	$(95 / 100) * 100 = 95\%$	Good performance	Good performance is indicated by the target being met or within an agreed tolerance		
Collection interval	Quarterly	Data source	ICT Service Management Platform		
Return format	Percentage (%)	Decimal places	One		
Reporting frequency	Quarterly	Data availability	Quarterly		
Target rationale	Target to resolve incidents within an agreed SLA and restore digital services in a timely manner for staff to continue providing council services.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	95%	95%	95%	95%	95%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	95%	95%	95%	95%	95%
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	95%	95%	95%	95%	95%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	95%	95%	95%	95%	95%
Reporting organisation	ICT, NFDC				
Spatial level	District council				

Further guidance	Industry best practice such as ITIL, recognises the importance of resolving incidents within an agreed SLA.	
Accountable Service Manager	Kim Gray	Agreed date: 26/04/2024
Data owner	Kim Gray	Agreed date: 26/04/2024

FUTURE NEW FOREST THEME – Priority: Designing modern and innovative services					
NFDC ID - Short name	047 - ICT projects to be delivered on time and on budget in the annual work programme				
Long name	70% of ICT projects are delivered on time and on budget in the annual work programme when measuring against the latest project board approved project plan.				
Rationale and context	Designed to monitor project delivery being on time and on budget as two examples of typical project success measures.				
Definition	Each project will have an agreed budget with appropriate spend tracking against this amount. Project plans can evolve across the lifetime of a project so the tracked 'on time' element of the KPI will be against the latest approved project plan or approved strategic delivery date.				
Formula	$(\text{Total Projects on Time and On Budget} / \text{Total Number of ICT Projects}) \times 100$				
Worked example	$(70 / 100) * 100 = 70\%$	Good performance		>=70%	
Collection interval	Quarterly	Data source		ICT Project Reporting	
Return format	Percentage (%)	Decimal places		One	
Reporting frequency	Quarterly	Data availability		Quarterly	
Target rationale	Aiming to deliver projects in a timely manner and within agreed budget thresholds.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	70%	70%	70%	70%	70%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	70%	70%	70%	70%	70%
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	70%	70%	70%	70%	70%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
70%	70%	70%	70%	70%	
Reporting organisation	ICT, NFDC				
Spatial level	District council				

Further guidance	KPI will depend on the number of active projects, can be updated quarterly to reflect in progress status of budget and plan then a final review of the project at closure stage.	
Accountable Service Manager	Rich Bird	Agreed date: 26/04/2024
Data owner	Rich Bird	Agreed date: 26/04/2024

FUTURE NEW FOREST THEME – Priority: Designing modern and innovative services					
NFDC ID - Short name	048 - Percentage unscheduled downtime for critical systems				
Long name	Percentage unscheduled downtime for critical systems				
Rationale and context	To measure availability of critical ICT infrastructure and applications				
Definition	Includes critical (tier 1) infrastructure services and applications that have a significant impact on service delivery if unavailable. This is for unscheduled downtime within hours (8am - 5pm Monday to Friday, excluding bank holidays)				
Formula	Percentage of unscheduled downtime within defined period This is a quantified amount of downtime for tier 1 systems (time unit) / availability for all tier 1 systems (time unit), expressed as a percentage				
Worked example	2/375 = 0.0053	Good performance	Good performance is indicated by the target being met and a decrease in the rate		
Collection interval	Quarterly	Data source	ICT Reporting: P1 incident management process		
Return format	Percentage (%)	Decimal places	Up to 2 (two)		
Reporting frequency	Quarterly	Data availability	Quarterly		
Target rationale	Target for critical system downtime to be kept to a minimum and core systems to be available as much as possible.				
Target profile	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024/25 Total
	<5%	<5%	<5%	<5%	<5%
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025/26 Total
	<5%	<5%	<5%	<5%	<5%
	Q1 2026	Q2 2026	Q3 2026	Q4 2026	2026/27 Total
	<5%	<5%	<5%	<5%	<5%
	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
<5%	<5%	<5%	<5%	<5%	
Reporting organisation	ICT, NFDC				

Spatial level	District council	
Further guidance	Industry best practice such as ITIL, recognises the importance of resolving incidents within an agreed SLA and proactive maintenance to prevent unplanned downtime.	
Accountable Service Manager	Kim Gray	Agreed date: 26/04/2024
Data owner	Kim Gray	Agreed date: 26/04/2024