

Cabinet – 2 April 2025

Corporate Plan: Key Performance Data for Quarters 1,2 and 3 2024-25

Purpose	For Decision
Classification	Public
Executive Summary	Corporate Plan Key Performance Indicators (KPIs) are presented for quarters 1,2 and 3 covering April 2024 to December 2024.
Recommendation(s)	To approve the Corporate Plan dashboards.
Reasons for recommendation(s)	These Key Performance Indicators are integral to our Corporate Plan 2024-2028. Reporting and accountability for the commitments set out in the plan are described in our Performance Management Framework.
Ward(s)	All
Portfolio Holder(s)	Councillor Jill Cleary, Leader
Strategic Director(s)	Alan Bethune, Strategic Director Corporate Resources S151 and Transformation
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Introduction

1. This report presents our corporate plan dashboards for the three quarters of 2024-25 for review and approval.

Background

2. Our Corporate Plan 2024-2028 was approved at Cabinet in April 2024. This was followed by the approval at Cabinet of our Performance Management Framework in August 2024. This laid out our reporting and monitoring arrangements for the corporate plan

and that each dashboard be presented to Cabinet for final sign-off and approval.

3. Our Executive Management Team (EMT) were asked to consider the list of Key Performance Indicators and associated targets. This work was concluded at EMT on the 10th October 2024. At that meeting, the quarterly dashboards of approved measures and targets could then be fed into the reporting cycle as laid out in our Performance Management Framework.
4. As part of this reporting cycle, our dashboards have previously been circulated to our Leadership team, EMT and all panels. Each panel has focussed attention to the measures under their remit.
5. The three dashboards containing KPI data where available is now presented to Cabinet for approval.
6. The following should be read in conjunction with the dashboards referenced in the appendices.

Layout of the dashboard.

7. There are 48 KPIs in total presented in the dashboard. Each is organised by the associated panel and Portfolio Holder. They are then organised by Corporate Plan theme and priority.

Data metadata is shown as follows:

- Desired direction of travel – indicates whether good performance is typified by an increasing or decreasing value
- Return format – shows the unit of the value being reported
- Frequency – shows how often the KPI is to be reported
- Target – shows the desired value
- This period – shows the value for the given reporting period
- RAG status is as per our Performance Management Framework
 - Green, on target or above target
 - Amber, up to 10% below target
 - Red, over 10% below target

Feedback from previous panels

8. The layout of the dashboards has been upgraded as per recommendations from panels. The dashboard is presented in colour and it is recommended that it is best viewed on an electronic device. The dashboard can then be viewed and zoomed in as appropriate.
9. Panels asked that it be clearer which panels the KPIs relate to. The dashboard now has a header for each panel with the KPIs listed below, further organised by Corporate Plan priority.
10. Changes have been applied to the layout for quarter 1 and quarter 2 with all 3 dashboards presented to Cabinet being in the same updated style.
11. The rearrangement of the dashboard has enabled the presentation to fit the page in a clearer format and make them easier to read.

Quarter 1

12. Data is presented for 36 of the KPIs, including some annual figures. Where possible, a baseline position is given. This provides a value as we step into the new reporting year (from April 2024) and gives numerical context to any KPIs reported at the start of the reporting year.

Q1 data covers April 2024 to the end of June 2024

Highlights

ID	Observation
Housing and Communities	
1	Homelessness duty cases successfully prevented continues good form from the baseline position.
2	This control is also reflected in the number of households in external emergency accommodation being low.
3	Number of families with children under 16 in external emergency shared accommodation over 6 weeks. Small numbers mean this is amber in numerical terms. Some staffing availability has impacted on this result.
8	Education and awareness sessions are underway in relation to serious crime, focussing on weapons control.

10	Thirteen cultural events were supported by NFDC against our target of six.
13	Our tenant satisfaction measure reports well with an 81% overall satisfaction level.
Place and Sustainability	
16-19	All our planning measures performed well. Although major and minor applications determined in time are amber, our local targets are set much higher than the government prescribed targets.
20	The total outstanding net dwelling supply is forecast to fall short of its target. Remedial actions are planned as per the Housing Delivery Action Plan.
24	It is thought at least in part, the significant increase in household waste sent for recycling is due to the move to wheeled bins for garden waste. Seasonal variations will likely impact this over the next two quarters.
27	Cooler weather over spring and summer meant lower visitor numbers utilising our water-filling stations.
28	The conversion from commercial to residential countered the development of industrial / employment land developed.
Resources and Transformation	
37	22 vacancies were filled first time. This is well above our target for this measure.
39	Where staff are unwell, appropriate notifications are sent to managers for action, in line with our agreed policy.
43 and 44	Council tax and non-domestic rate collection is on target.
46	99% of ICT incidents were resolved within the service level agreement.
47	The ICT annual work programme is delivering 100% on time and on budget
48	There was no downtime for our critical ICT systems.

Quarter 2

13. Data is presented for 27 of the KPIs. In quarter 2, we are able to reflect on the quarter 1 position.

Q2 data covers July 2024 to the end of September 2024

Highlights

ID	Observation
Housing and Communities	
1	Homelessness duty cases successfully prevented has dipped from a strong starting position in Q1. Advice and practical support continues to be offered while solutions are being sought by the team.
2	Households in external emergency accommodation has accordingly increased from 44 to 59 (with a target of below 50).
3	Number of families with children under 16 in external emergency shared accommodation over 6 weeks. This is now on target from an amber-rated position last quarter.
4	The number of Appletree Careline services did peak at just over 4000 services at the start of the period but fell later.
7	CCTV – a number of new cameras have been deployed and this is reflected in our spend.
10	Six further cultural events were supported by NFDC in the last quarter.
15	There are very high compliance rates for our five safety and compliance management, Tenant Satisfaction Measures (TSMs).
Place and Sustainability	
16-19	Performance for our planning measures continue to perform well, however major applications determined in time is below target. Our locally set target of 85% is 25 percentage points above the government prescribed target of 60%.

	2 of our 15 appeals were allowed, 13 being dismissed. These small numbers give large variances (against target).
22	Households using our chargeable garden waste service performs well to our (cumulative) targets.
25	Fly-tipping remains green-rated.
27	Cooler weather over spring and summer meant lower visitor numbers utilising our water-filling stations. This remains amber in that it is lower than our target, albeit by 4.5%.
Resources and Transformation	
37	45 vacancies were filled first time, and this continues above target.
39	Employee absence remains a challenge, being reported red-rated over the first two quarters this year. There has been a drop in short term absences but an increase in long term absence. HR have capacity to support managers to resolve.
41 and 42	Our budget position remains strong.
43 and 44	Council tax and non-domestic rate collections are on target.
46	98% of ICT incidents were resolved within the service level agreement.

Quarter 3

14. Data is presented for 27 of the KPIs. In quarter 3, we are able to reflect on the quarter 2 position.

Q3 data covers October 2024 to the end of December 2024

Highlights

ID	Observation
Housing and Communities	
1	<p>Homelessness duty cases successfully prevented dipped from a strong starting position in Q1 to red in Q2. This is now amber although a much improving picture.</p> <p>The private rental offering presents challenges for the service however, we continue to work with landlords and agents to get the right outcomes for our residents in the district – preventing homelessness and reducing the number of families in emergency accommodation.</p>
2	<p>That improving picture has seen Households in external emergency accommodation shift from red last quarter to green in Q3.</p> <p>This is against the backdrop of families with complex needs and the affordability of private rented accommodation.</p>
3	<p>Number of families with children under 16 in external emergency shared accommodation over 6 weeks.</p> <p>This is the second quarter this measure has remained green which represents good ongoing performance when factoring in the family need to maintain proximity to school/education, doctor or health facilities, family support networks, employment factors or other complex needs.</p>
4	<p>The number of Appletree Careline services to customers. Although amber-rated, this represents a further 156 services. The reported 3 933 Appletree services is 3.8% below our targets which were revised in October 2024.</p>
7	<p>Investment in CCTV system. The cumulative spend commitment is above target. New locations across Holbury, Bransgore and Fordingbridge have been agreed. Additional locations have been secured in Fawley, Gangwarily and Ashley. 17 cameras have come online with 10 further planned in January 2025.</p>
8	<p>Number of education and awareness sessions in relation to serious crime.</p> <p>A further 47 sessions have been delivered to 289 attendees.</p>

9	<p>Number of positive interventions in response to Public Spaces Protection Orders (1 and 2).</p> <p>We continue to work with partners in relation to Public Spaces Protection Orders. A much-reduced number of interventions, as expected due to seasonal variances and no fixed penalty notices were issued.</p>
10	22 Cultural events and activities were supported by New Forest District Council thus far on this cumulative measure.
15	Our five safety and compliance management measures continue to perform very well.
Place and Sustainability	
16-19	<p>Performance for our planning measures continue to perform well. Major applications determined in time is ever so slightly below target. Our locally set target of 85% is 25 percentage points above the government prescribed target of 60%.</p> <p>3 of 5 planning appeals were allowed. Small numbers give large variances (against target). This is against the context of 195 planning decisions made over the same period.</p>
22	Households using our chargeable garden waste service performs well to our (cumulative) targets.
24	<p>Percentage of household waste sent for recycling.</p> <p>There is a data lag and so Q3 is not yet available. Q2 data has been received and is above target.</p>
25	Fly-tipping remains green-rated. This measure is presented as per 1000 of the population with the actual number of fly-tipping incidents also provided in the narrative (502).
Resources and Transformation	
37	<p>Percentage of vacancies filled first time.</p> <p>We have recalculated this measure in line with the definition and rationale that was set as part of the corporate plan.</p> <p>This was previously counting recruitment campaigns, many of which were still open at the time of reporting. This was negatively affecting results where a recruitment decision had</p>

	<p>not yet been made. The KPI has been revised and takes into account the following:</p> <ul style="list-style-type: none"> • The number of appointments made in the reporting period. • Of those appointment made, the percentage that were appointed to in the first round of recruitment. <p>Performance is above target this quarter, as are revised figures for quarters 1 and 2.</p> <p>This revision was approved at the Executive Management Team meeting in February 2025.</p>
39	<p>Average number of days sickness absence per employee.</p> <p>Although still red-rated, this has improved from the position last quarter. Every step is taken to be satisfied that sickness absence is genuine, that sickness is reducing and that we are managing sickness effectively.</p> <p>HR colleagues work closely with managers to apply our policies effectively and seek resolution to any sickness absence.</p>
41 and 42	<p>Council budget and Housing Revenue account – although preliminary figures, our budget position remains strong.</p>
43	<p>Council tax collection. This is amber with some holiday lets being transferred from business rates to council tax following Valuation Office Agency determinations. These bills have only recently been set with some residents disputing the decision. In other cases, some collections have been spread to March and so we expect collection to be on target at year-end.</p>
44	<p>Non-domestic rates collection is above target.</p>
45	<p>Benefits realisation from ICT investment is performing well with residual work for the security module of the learning management system expected to be achieved in quarter 4.</p>
47	<p>93% of annual ICT work programme has been delivered on time and within budget. The direct debit delivery was re-profiled to enable further transition work with services.</p>

46 and 48	97% of ICT incidents were resolved within the SLA and there was only 0.16% of unscheduled down-time for critical systems.
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Corporate plan priorities

15. The dashboard presents the KPIs ordered by our new corporate plan priorities.

Options appraisal

16. The KPI list 2024-2028 has been developed following extensive work and consideration of alternative KPIs and targets. This work was completed in conjunction with the development of the Corporate Plan 2024-2028.

Consultation undertaken

17. The performance team have worked closely with data owners, responsible service managers and Strategic Directors to form the KPI list 2024 / 28. We have sought to identify KPIs which align with corporate plan objectives. Consideration was given to setting a baseline and reviewing benchmarking data (where applicable) for the setting of SMART targets.

Financial and resource implications

18. There are no financial or resource implications arising from this report.

Legal implications

19. There are no legal implications arising from this report.

Risk assessment

20. There are no new risks arising from this report. The nature of KPI reporting means performance is scrutinised at a service level as data becomes available and any associated risks and mitigation are put in place and reported in the KPI narrative as appropriate.

Environmental / Climate and nature implications

21. There are no environmental / climate and nature implications arising from this report.

Equalities implications

22. There are no equalities implications arising from this report.

Crime and disorder implications

23. There are no crime and disorder implications arising from this report.

Data protection / Information governance / ICT implications

24. There are no data protection / information governance / ICT implications arising from this report.

New Forest National Park implications

25. Visibility of our measures promotes good outcomes across the land within the National Park area. Measures within our direct control furthers the interests of the National Park/National Landscape. These include making appropriate planning decisions, dwelling supply, reducing homelessness, managing interventions where there are breaches of the Public Spaces Protection Orders, promoting recycling, garden waste removal, provision of water-filling stations and taking action on fly-tipping incidents.

Conclusion

26. Review of our key performance indicators ultimately provides Cabinet with a sense check of progress against our corporate plan commitments. Passing the scorecard through the levels of governance outlined in our Performance Management Framework promotes accountability. We look forward to bringing back quarter 4, leading to our end of year performance report.

Appendices:

Appendix 1 – Q1 Corporate Plan dashboard

Appendix 2 – Q2 Corporate Plan dashboard

Appendix 3 – Q3 Corporate Plan dashboard

Background Papers: