

**Resources and Transformation Overview and Scrutiny Panel - 26
06 2025**

Corporate Plan: Key Performance Data for quarter 4 2024-2025, and target refresh April 2025 to March 2026

Purpose	For review
Classification	Public
Executive Summary	<p>This report presents the Key Performance Indicators (KPIs) for Quarter 4 (January to March 2025). Additionally, it includes any annually reported measures for which data is available covering the period April 2024 to March 2025.</p> <p>The report also outlines the outcomes of the target-setting refresh exercise for all KPIs that required defined targets for the 2025/2026 period.</p> <p>Measure IDs 34 through to 48 only are for Resources and Transformation review.</p>
Recommendation(s)	<p>That panel consider and review the Q4 dashboard.</p> <p>That panel consider and review the refreshed targets for 2025/2026.</p> <p>Comments will be passed for onward consideration by Cabinet.</p>
Reasons for recommendation(s)	<p>The Key Performance Indicators (KPIs) are a core component of our Corporate Plan 2024–2028. The processes for reporting progress and ensuring accountability against the commitments outlined in the plan are detailed in our Performance Management Framework.</p> <p>Some of our measures had targets that were initially marked as TBC (To Be Confirmed) for 2025/2026. In these cases, relevant services have been engaged to develop appropriate targets for this financial year. This is our</p>

	target refresh exercise. Measures previously designated as 'monitor' have also been reviewed. The target refresh included consideration of any indicators impacted by the reprioritisation of the Corporate Plan, which was driven by the CPC action plan and ongoing Local Government Reorganisation (LGR) discussions.
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 and background

1. The Corporate Plan Key Performance Indicators (KPIs) dashboard is presented for review. Having recently published and circulated data for Q1-Q3, we can now present data for Q4 covering January 2025 to March 2025, and annual data covering April 2024 to March 2025 where available.
2. As per our Performance Management Framework, following EMT approval, the dashboard is passed through to panels with associated covering reports. These reports will focus attention to the measures aligned to each panel. Further feedback from panels will be added to the covering report for Cabinet.
3. The following should be read in conjunction with the Q4 dashboard referenced in appendix 1.

Layout of the dashboard.

4. This quarter again, we present a new format for the dashboard.
5. Following the sign-off of our new corporate plan, we committed to exploring improved visualisation formats to enhance the readability of our KPIs. Now, with four quarters of data integrated into the new dashboard, we have a richer dataset to work with. This allows us to

better illustrate the progress of each measure and reflect on the journey so far.

6. The new format will give a rolling 4 quarters worth of data (where available), present this data in a table as well as on a graph.
7. Each KPI includes a narrative history, providing a comprehensive view of the story behind performance trends and emerging patterns. This also enables cross-examination of previously submitted narratives, including any control measures or mitigation steps taken in response to any areas of underperformance.
8. The previous 4 quarters of RAG status is provided (where available).
9. There are 48 KPIs in total presented in the dashboard. Each is organised by associated Overview and Scrutiny Panel, Corporate Plan theme and priority.
10. Data metadata is shown as follows:
 - Target – shows the desired value
 - 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
 - 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

Quarter 4 and 2025/2026 end of year performance.

11. Data is presented for 32 of the KPIs with 10 KPIs marked for consideration at Resources and Transformation Panel.

Highlights

ID	Observation
Resources and Transformation	
37	81% of vacancies were filled first time with this measure being reported at green throughout the year.

38	<p>Annual figures for percentage staff turnover is 13% and is red-rated. There were 108 leavers last year. Optional exit interviews are seldom taken up and so it is not easy to understand leaver destinations.</p> <p>To gain better insight into leaver destinations, HR will carry out a data-gathering exercise and monitor the results to inform future actions.</p>
39	Sickness remains a challenge but is amber-rated this quarter (from red in all previous quarters this year). The trend is also a downwards one.
40	Annual figure of apprenticeships is green-rated with 18 arranged against the target of 10.
43	Council tax collected in the year. Some mitigation was offered in the Q3 amber-reporting. This has now taken effect with the year-end position being above target.
44	Non-domestic rates collections has been green-rated all year and very closely aligned to the target.
45	Benefits realisation from ICT investment is performing well and continues to be green-rated.
46	ICT incidents resolved within the SLA has been green-rated through the year.
47	93% of annual ICT work programme has been delivered on time and within budget, being green-rated through the year. This measure reports in relation to the latest agreed programme plan.

Target Refresh summary for next year, 2025/2026

12. The following should be read in conjunction with appendix 2 (target refresh summary).
13. During the development of the new corporate plan dashboard, The Performance and Insight Team collaborated with service teams to establish a baseline and define targets for the next four years. In some instances, a one-year target was set initially to allow for a more accurate baseline to be determined.
14. Measures requiring a target for this year (2025/2026) have been explored with colleagues and a target is now set.

15. We also endeavoured to review measures with a 'monitor' status to ensure these should remain targeted in this way.
16. Some of our measures have been impacted by changes arising from the re-prioritisation activity earlier this year resulting from our Corporate Peer Challenge action plan.
17. Some measures are impacted by changes arising from the ongoing LGR.
18. All changes are summarised in appendix 2.
19. Attention is drawn to:
 - All panels - Six measures across the dashboard were sourced from the resident survey. We are currently unable to confirm a date for the next resident survey, following a Cabinet decision made during the re-prioritisation exercise earlier this year. This exercise was brought about by the corporate peer challenge action plan and the ongoing potential implications of Local Government Reorganisation (LGR).
20. Aside this point of note, updated targets have been set where necessary, aligned with the direction established last year.

Overview and Scrutiny panel comments

21. The quarter 4 dashboard and target refresh summary is presented to all three panels as follows:
 - 18/06/2025 – Housing and Communities Overview and Scrutiny panel
 - 19/06/2025 – Place and Sustainability Overview and Scrutiny panel
 - 26/06/2025 – Resources and Transformation Overview and Scrutiny panel
22. A covering report will then be presented to Cabinet on the 02/07/2025 for final approval.
23. Any comments arising from the panels will be added to this covering report as it is passed through our reporting cycle.

Corporate plan priorities

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

Options appraisal

25. 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

26. 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.
27. In examining the results and target-setting for 2025-26, our Executive Management Team has reviewed the content, with comments and suggestions accommodated.

Financial and resource implications

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

Legal implications

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

Risk assessment

30. 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

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

Equalities implications

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

Crime and disorder implications

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

Data protection / Information governance / ICT implications

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

New Forest National Park implications

35. 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

36. Review of our key performance indicators ultimately provides a sense check of progress against our corporate plan commitments. Passing the dashboard through the levels of governance outlined in our Performance Management Framework promotes accountability.

Appendices:

Appendix 1 – Q4 Corporate
Dashboard.pdf

Appendix 2 – Target refresh
summary

Background Papers: