

Cabinet - 2 July 2025

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

Purpose	For approval
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>
Recommendation(s)	<p>That Cabinet:</p> <ol style="list-style-type: none">1. approve the Q4 dashboard.2. approve the target refresh of measures.
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 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,</p>

	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 and approval. 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.

Highlights

ID	Observation
Housing and Communities	
1	<p>Homelessness duty cases successfully prevented lies just below the target.</p> <p>This continues to present challenges due to the limited supply of both social and affordable private rented sector properties, especially family sized homes. To improve these figures, we have invested in training and are recruiting additional Homelessness Prevention Floating Support Workers to assist residents in sustaining tenancies.</p>

2	<p>Households in emergency accommodation. The Q4 figure is 1 number off the target and performance has remained consistent over the year.</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>From a red-rated starting point at the beginning of the year, performance has remained green for the rest of the year.</p>
4	<p>Number of Appletree Careline customers. Over 100 services were added over the quarter however numbers were impacted by customer deaths and movements to residential and nursing care.</p> <p>The current team has dedicated resources contacting and managing the switchover from analogue to digital services for existing customers. All Appletree careline literature and promotional material has been refreshed and rebranded highlighting the benefits of digital careline units, in particular highlighting the cost savings to clients no longer requiring fixed telephone lines for service delivery.</p>
8	<p>Only one education and awareness session was held (in relation to serious crime). However, 129 young people participated in the programme.</p>
10	<p>Number of cultural events and activities supported by New Forest District Council.</p> <p>The year-end cumulative is well above the target with 34 events supported.</p>
11	<p>Annual figure of social housing homes delivered by NFDC and its partners, 55 homes were completed, and this is green-rated to the target.</p>
12	<p>Annual figures of affordable council homes delivered, 36 homes were completed, and this is green-rated to the target.</p>
14	<p>Annual figure of council homes achieving the EPC rating of 'C' or above.</p> <p>198 homes were improved over the year with enhancements including the installation of new windows, heating systems,</p>

	<p>doors, and loft insulation—contributing to warmer, greener, and more cost-effective homes for residents.</p> <p>Performance is green-rated.</p>
15	<p>Our five safety and compliance management measures all scored 100% at year-end, covering gas, fire, asbestos, water and lift safety.</p>
<p>Place and Sustainability</p>	
16-19	<p>Major planning applications determined in time is above target.</p> <p>Minor planning applications determine in time is just below our local target but is 22% points above the government target.</p> <p>Other planning applications has performed at green-rated all year.</p> <p>Six appeals were heard in the last quarter, and all were dismissed.</p>
22	<p>Households using our chargeable garden waste service has performed at green all year.</p>
23	<p>Annual figure for the emissions from the council's vehicle fleet is set at monitor. There was a reduction of 38 tonnes of CO2 emissions compared with last year.</p>
25	<p>The number of fly-tipping incidents has remained below target throughout the year reflecting education and preventative measures taken. The actual number of incidents was 696, with the lowest figure in the year being during Q3.</p>
<p>Resources and Transformation</p>	
37	<p>81% of vacancies were filled first time with this measure being reported at green throughout the year.</p>
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>

	To gain better insight into leaver destinations, HR will carry out a data-gathering exercise and monitor the results to inform future actions.
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).
 - Housing and Communities – KPI 004, Appletree Careline services. Following a Cabinet decision made during the re-prioritisation exercise—prompted by the Corporate Peer Challenge action plan and the potential impacts of Local Government Reorganisation (LGR), a revised target has been approved. Starting from the baseline, the target will increase by 60 services each year.
 - Place and Sustainability – KPI 019, the percentage of allowed appeals measure has had a change of calculation. Quarterly appeals are low in number and there is often a need to contextualise this with the number of decisions made. Although not directly linked, a ratio of these two values is proposed for this measure from April 2025. We still expect numbers to be low, but the updated measure will give us a more meaningful trend pattern.
 - Place and Sustainability – KPI 022, chargeable waste. Performance was strong over the last year and so targets have been increased further over this year demonstrating growth to this income-generating service.
 - Place and Sustainability – KPI 025, Fly-tipping incidents. In a change to how data is reported, we now have a phased, cumulative quarterly target for this measure, leading up to a year-end goal of fewer than 13.94.

20. Aside these points 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. The Panels undertook a thorough and engaged review of the performance measures within their remit.
23. They commended the improved layout of the report, noting that it offered clearer insight into the narrative behind performance trends and emerging patterns. The revised format also enabled more effective cross-examination of previously submitted narratives. The structure was widely regarded as clear and accessible.
24. The overall performance status was considered balanced, with a healthy distribution of green-rated measures indicating areas of strong performance.
25. The Panels also noted the actions taken as part of the target refresh exercise, including those perception-based measures that were originally intended to be informed by the resident survey, which has since been deferred.

Corporate plan priorities

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

Options appraisal

27. 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

28. 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.
29. 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

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

Legal implications

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

Risk assessment

32. 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

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

Equalities implications

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

Crime and disorder implications

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

Data protection / Information governance / ICT implications

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

New Forest National Park implications

37. 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

38. 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: