

Cabinet

12 November 2024

Part 1 - Public

Executive Non-key Decision



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Responsible Officer	Damian Roberts, Chief Executive
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Key Performance Indicators (Q1 2024/25)

1 Summary and Purpose of Report

1.1 This covering report and annexes provide data on Key Performance Indicators (KPIs) that are aligned to the Corporate Strategy 2023-2027 and monitored on a quarterly or annual basis. This data is a key tool in assessing performance management and helping to deliver positive change. Within the report, consideration is also given to a review of the KPIs and performance management more generally, setting out a number of measures which could help contribute towards embedding a culture of Performance Management and creating a more efficient and stream-lined approach to KPIs.

2 Corporate Strategy Priority Area

- 2.1 Efficient services for all our residents, maintaining an effective council.
- 2.2 Performance Management through the use of Key Performance Indicators is a key measure to ensure that the Council is run efficiently and effectively, and delivers for local residents and businesses.

3 Recommendations

- 3.1 That the report BE NOTED.
- 3.2 That the targets associated with the KPIs as referred to in 6.1 and set out in Annex 1 BE AGREED.
- 3.3 That the proposed solutions arising from the review of performance management as set out in Section 7 BE AGREED.

4 Introduction and Overview of KPIs for Q1 (2024/25)

- 4.1 The KPIs are provided in Annex 1, with the data for April-June 2024 (Q1) representing the most up-to-date available statistics in most instances. However, due to the lag in some statistics the previous quarter does still represent the most up to date figures.
- 4.2 There are some quarterly trends that can be identified and highlighted in this report. These include:

Good News:

- **003: Attendance at Leisure Facilities** - the figures for Q1 are now available and show that 393,713 visits were made to our leisure facilities during April-June 2024. This represents an increase of 8.8% on the same period in 2023/24.
- **012: Staff Vacancies** are now at the lowest point (9) since KPIs were collected, dropping steadily from 19 in Q1 2023/24. **020: Outstanding Debt** at around £621,700 is the lowest it has been for a year.
- **032: Housing Land Supply (HLS)** is now at 4.36 years. Whilst the target is to have 5 years supply, this new figures represents a considerable increase from 3.22 years in 2022. However, it should be noted that Government is proposing to change the methodology and this will likely have a negative bearing on future HLS figures.
- **034: Affordable Homes Built Out** increased to 157 in 2023/24 (from 30 in 2022/23).
- **050/051: Leisure Centres Income and Expenditure** - a positive picture showing income above profile (104.1%) and expenditure below profile (96.5%).
- **100: Major Planning Applications** - 90% were decided upon within government targets, an increase from 67% in the previous quarter.
- **117: Formal Complaints** (Street Cleansing) dropped to just 5 in Q1.

Areas of Focus:

- **005: Reported Anti-Social Behaviour Cases** - cases have increased to 130 in Q1 from 94 in the same quarter of 2023/24. This increase has arisen as there has been a marked increase in community engagement and project delivery, meaning that the team are actually generating an increase in reporting. It is expected that this increased level of reporting will continue in future quarters.

- **014: Sickness Absence** - Medically Signed Off has increased over the last 15 months from 2.89 to 4.81 days.
- **021: T&M CO2 Emissions** - new end of 2023/24 figures are now available showing that the required drop in emissions is currently not as steep as needed in order to meet targets despite the fact that the Climate Change Strategy Action Plan has a number of measures in place to reduce carbon emissions.
- **024: Recycling and Composting** - figures for Q1 still to be released, but figure for 2023/24 is now available (albeit an estimate) which shows a drop in recycling rates. In response, a programme of activities to help increase recycling rates, including the roll out of food waste to communal properties, is taking place.
- **029: Number of Fly Tipping Incidents** - has increased to 275 in Q1. Anecdotally, this increase is similar in other parts of the county, with increased community engagement also leading to the identification of a greater number of fly-tipping sites. The borough undertakes the second highest number of investigations and issues the second highest number of Fixed Penalty Notices in the County.
- **033: T&M Local Development Scheme** - The Council took the decision to pause work on the Regulation 18b Local Plan due to the announcement that a revised NPPF would be consulted on very soon. An updated LDS was to be presented to members at the same time as the Regulation 18b. A revised LDS will now need to be drawn up following the implications of the NPPF being fully understood.
- **038: Number of People in Temporary Accommodation** - has increased to 136 from 91 in Q4 of 2022/23, demonstrating the ongoing growth in demand.
- **101: Minor Planning Applications** - although still above government targets, this KPI has dropped to 75.47% The introduction of Biodiversity Net Gain and the requirement to secure funding for monitoring will further impact on the timing for delivery of such schemes. The use of Extensions of Time is going to be essential to ensure applications are delivered to agreed timescales.

5.3 In considering the above areas for focus, it may be useful to cross-reference with Annex 2, which sets out a long view (the last 5 quarters) for the Corporate KPIs.

5 Targets

5.1 In Annex 1, the majority of the Corporate KPIs have been assigned an annual target. These have been provisionally arrived at based on the achievements of the

previous year, the general trajectory of the KPI, and discussions with the individual service. Consideration of these proposed KPI targets is encouraged, with any amendments put forward by Cabinet being incorporated ahead of Q3 reporting (as Q2 reporting is already well advanced).

6 Review of Performance Management

- 6.1.1 Following the Peer Challenge Review, the council re-established a Performance Management Toolkit that aligned with a new Corporate Strategy, and aimed to support improved decision making. A recent internal audit review in April 2024 has demonstrated that the work to date represents a considerable improvement in performance management, however it acknowledged that there is still progress to be made in embedding the KPIs within our decision making.
- 6.1.2 The following section provides some views on perceived issues with the current set up and potential solutions that would support efficiencies and improved decision making.

Issue 1: Reporting KPIs is long-winded and in parts, piecemeal.

- 6.1.3 At present the KPIs are reported to the 3 Scrutiny Select Committees (SSCs), Overview and Scrutiny Committee (O&S) and then Cabinet on a quarterly basis. However, when it comes to the SSCs and O&S, the KPIs are artificially separated along thematic lines. As such, Members of these committees only receive part of the overall picture and are unable to consider the KPIs within a wider context. They are also unable to consider other potentially relevant KPIs and have to cross reference across 4 reports in order to do so (until the report is made available to Cabinet).

Possible Solution

- 6.1.4 It is proposed that the KPIs are reported in their totality to O&S and then Cabinet.
- 6.1.5 This would have the benefit of not artificially dividing up the suite of KPIs, and would also help to make the role of scrutinising the KPIs more straightforward for Members and a much stronger role in overseeing Performance Management.
- 6.1.6 Whilst the 3 SSCs would no longer receive quarterly segmented KPI reports, it is recognised that they still have a strong role to play in scrutinising the work of the Council. As such it is suggested that on an annual basis, Cabinet Members will present a report to the relevant SSCs setting out achievements and challenges over the course of the previous year and plans for the following year, including the use of KPIs.

Issue 2: There are currently too many KPIs

- 6.1.7 At present, there are 54 Corporate KPIs (which align with the Corporate Strategy) along with an 18 additional KPIs that are viewed as providing useful intelligence.

Whilst this is a slight reduction from the original suite of KPIs, this is still a considerable number of KPIs to manage and oversee on a regular basis. As such, there is a danger that the KPIs become slightly overwhelming and are not sufficiently user-friendly when focussing on key issues.

Possible Solution

6.1.8 It is proposed that an exercise is undertaken to streamline the number of KPIs so that there are 40-50 KPIs in total, which will in large part be informed by the upcoming Annual Service Delivery Plan. Ultimately any adaptation to the KPIs and their targets need to be agreed by Cabinet, but it is suggested that priority should be given to those KPIs that meet the following principles:

- Are seen as a **strategic** priority.
- Provide **meaningful** insights on our performance.
- Closely **aligned** with the Corporate Strategy.
- Are **influenced** by the Council.
- Are **accessible** on a quarterly basis.
- Are readily **available** and do not have considerable lag.
- Can be **benchmarked** using accessible data (LGInform Plus).

These principles are particularly important as a tool for reducing the number of KPIs, especially as there are a number that currently do not meet these standards. For example, the following KPIs do not necessarily provide meaningful insights into performance either because it is unclear whether an increase or decrease is positive, they are reactive rather than proactive or because they are vague:

- 011 Staff Numbers
- 025 Number of Contaminated Land Enquiries
- 039 Number of Properties where Conditions have been Improved
- 054 Number of projects jointly delivered with strategic partners

Or they are predominantly contextual and are not influenced directly by the council:

- 043 Ratio of Enterprise Births and Deaths
- 045 Unemployment Rate

Issue 3: The need to embed performance management and strengthen the use of KPIs as a tool for decision-making.

6.1.9 Over the past 18 months, the Council has made considerable progress with regards to establishing a stronger Corporate Strategy and suite of KPIs. More recently, the following approaches have been undertaken to try and encourage greater discussion and use of KPIs:

- Putting KPIs/Performance Management higher up agendas
- Different presentation of reports/data/trends
- Subscribing to LG Inform Plus to improve benchmarking

6.1.10 However, it is clear that there is potential to incorporate ways of embedding the KPIs into the way in which decisions are made by the council and therefore instilling a culture of performance management into the day-to-day work of the organisation.

Possible Solutions

6.1.11 The following are proposed as measures that would help to embed performance management within the organisation:

- Give the Cabinet Member for Transformation and Infrastructure explicit **responsibility for Performance Management** as a way of helping to raise its profile within the organisation.
- Investigate setting up Member and Officer **Training** on Performance Management.
- Ensuring a '**golden thread**' exists through the organisation which sets out clear priorities, values and SMART targets and stretches from:
 - Corporate Strategy
 - Annual Service Delivery Plan
 - Team Plans and Strategies
 - Individual Performance Assessments

The council does have some of this in place already, but a strong thread will ensure that everyone within the organisation will have a greater appreciation of the role that they play within the organisation and understand their role in contributing towards the overall vision set out in the Corporate Strategy.

- If there is to be a greater ownership of performance management then it is vital that the organisation **communicates the resulting data** in an open and transparent way and **celebrates success**, not only internally but also is able to share best practice with other councils.
- As things stand, the Strategic Economic Regeneration Manager (SERM) only attends and presents KPI reports if Members have submitted questions or is there to present other reports. If there are fewer meetings (O&S and Cabinet), it would make sense for the SERM **to present and set out some prompt questions** on key areas to help initiate debate/discussion.
- Publish the KPIs on our website/staffnet in a prominent place in order to **improve transparency and accountability**. If the KPI data is seen as more readily accessible (rather than having to go through meeting packs) this might encourage greater debate/use of KPIs.
- Have KPIs (or some of the **key messaging**) **available** at our receptions.

7 Financial and Value for Money Considerations

7.1 None arising directly from this report.

8 Risk Assessment

8.1 Performance Management is identified in the Strategic Risk Register which highlights that without an effective performance management framework in place, the authority will not be able to understand any required improvements or achieve value for money.

9 Legal Implications

9.1 The matters raised in this report are considered to be routine, uncontroversial or not legally complex and a legal opinion has not been sought on these proposals.

10 Consultation and Communications

10.1 The KPIs are used by the Council to communicate, both internally and to our communities, about our achievements as well as any areas of focus that the Council is working to improve.

11 Implementation

11.1 Subject to agreement of the recommendations set out in this report, that work on performance management, indicators and targets start to be undertaken with a view to having adapted processes and KPIs in time for 2025/26.

12 Cross Cutting Issues

12.1 Climate Change and Biodiversity

12.1.1 Limited or low impact on emissions and environment.

12.1.2 Climate change advice has not been sought in the preparation of the options and recommendations in this report.

12.2 The reporting on KPIs has a limited positive impact on climate change and biodiversity in the sense that a few of the KPIs specifically relate to emissions and air quality, and as such contribute towards highlighting the Council's performance in this area.

12.3 Equalities and Diversity

12.3.1 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

Background Papers	None
Annexes	Annex 1 – Q1 Corporate KPIs Annex 2 – The Long View: Corporate KPIs Trends