

**CABINET  
25 JUNE 2024**

**\*PART 1 – PUBLIC DOCUMENT**

**TITLE OF REPORT: KEY PERFORMANCE INDICATORS 2024/25**

REPORT OF: *SERVICE DIRECTOR: RESOURCES*

EXECUTIVE MEMBER: *FINANCE AND IT*

COUNCIL PRIORITY: PEOPLE FIRST / SUSTAINABILITY / A BRIGHTER FUTURE TOGETHER

**1. EXECUTIVE SUMMARY**

This report recommends the adoption of Council key performance indicators for 2024/25. The intention of these indicators is that they provide a view of how the Council is performing overall, with a particular focus on key priorities and areas of significant risk. The indicators will be reported on a quarterly basis to Overview and Scrutiny Committee and Cabinet. There will be scope to amend the key performance indicators during the year.

**2. RECOMMENDATIONS**

2.1. That Cabinet adopt the performance indicators set out in paragraph 8.3 for 2024/25.

**3. REASONS FOR RECOMMENDATIONS**

3.1. We had tried to move towards having indicators that were focused on our key projects. However we have found that these do not generally give the level of Council oversight that we would want. Therefore these performance indicators are proposed to give that view of overall performance.

**4. ALTERNATIVE OPTIONS CONSIDERED**

4.1. We could continue to just look at indicators that are linked to key Council projects. This is rejected for the reason set out above.

4.2. We could move to having a much larger set of key performance indicators. Whilst this would be feasible, as we do collect data across our various service areas, it would mean losing the focus on a key set of indicators.

**5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS**

5.1 A report went to the internal informal Political Liaison Board of the Executive and the Leadership team, in June 2024 and the issues with performance indicators for sickness absences was discussed.

## 6. FORWARD PLAN

- 6.1 This report does not contain a recommendation on a key Executive decision and has therefore not been referred to in the Forward Plan.

## 7. BACKGROUND

- 7.1. In March 2024, Cabinet and Overview and Scrutiny (O&S) Committee received a report making recommendations on the projects that would form part of the Council Delivery Plan (CDP) for 2024-25. This reduced the number of projects that would form part of the CDP, so that it was more focused on key projects.

- 7.2. That report also provided the following commentary on performance indicators:

*Before we moved to the current CDP process, we were reporting on a lot of performance indicators that did not provide much insight on how the Council overall was performing (i.e. from a corporate perspective). The idea with the CDP was that we would link performance indicators to the projects. However we have found that very few projects have meaningful indicators. Also, for those projects that do have indicators they tend to only provide meaningful data after implementation/ completion, and by that point the project itself has been removed from the CDP. Whilst it is important that we make sure that projects have achieved their goals, that is probably best assessed through the project management process. It is recommended that we develop a set of performance indicators that give a view of how the Council overall is performing. This could include measures in relation to customer services performance, customer satisfaction and complaints, HR and resourcing, environmental sustainability,*

- 7.3. Based on the above, this report makes recommendations on the performance indicators for 2024/25.

## 8. RELEVANT CONSIDERATIONS

- 8.1. The overall purpose of the performance indicators is to allow Councillors, Officers and residents to get an insight in to how the Council is performing, with a focus on key Council objectives. Measures are either strategic or focused on key service areas.

- 8.2. The more detailed suggested principles are:

- The aim is not to create significant additional workload to compile the indicators. We will put effort into a new indicator if it provides meaningful insight. We will not just carry on compiling and reporting on indicators just because we have always done so. We will continue to satisfy statutory requirements to provide data.
- There will still be service level performance indicators as well. If Overview and Scrutiny want to focus on a particular service area then that greater level of detail can be provided.
- This will be reported quarterly to O&S/ Cabinet, and also be a dashboard on IdeaGen (previously Pentana).
- Where targets are set they will be set on a RAG basis. Amber should be at a level where need to consider appropriate action. Red should be where urgent action is required. Green shows that performance is at an acceptable level.

- Measures and targets will aim to be SMART (Specific, Measurable, Achievable, Relevant, Time-bound). This includes not setting targets which are unavailable and only act as an aspiration.

8.3. The proposed Performance Indicators are set out in the following tables, which are separated by theme:

### Customer Services

| Measure                            | Frequency of reporting | Recent data                             | Targets and Comments   |
|------------------------------------|------------------------|---|--|
| % CSC calls answered               | Quarterly              | 2023/24<br>Q1 91%,<br>Q2 88%,<br>Q3 86% | Currently an aspirational target of 95% but in the revised context (i.e., amber means take action, red means take urgent action) it is not unrealistic. In the medium term we will have the impact of waste customer services being brought back in-house which may affect performance.<br><br>Revised target of 90% Green, 80-90% Amber, below 80% = Red. |
| % calls answered within 45 seconds | Quarterly              | 2023/24<br>Q1 87%,<br>Q2 80%,<br>Q3 80% | Current target of 80% is realistic. That will be set as Green level, with Amber 70%-80% and Red below 70%.   |

### Customer Feedback

| Measure   | Frequency of reporting | Recent data                             | Targets and Comments  |
|---|------------------------|---|---|
| Stage 1 Number of complaints                    | Quarterly              | 2023/24<br>Q1 30,<br>Q2 39,<br>Q3 42    | No target, for information only. Having a target would imply that we are seeking a level of complaints. Zero complaints is not realistic.   |
| % of complaints resolved within 10 days         | Quarterly              | 2023/24<br>Q1 77%,<br>Q2 80%,<br>Q3 83% | Current target of 80% is realistic. Set that as Green level. Amber 70%-80% and Red below 70%.   |
| % of stage 2 complaints resolved within 20 days | Quarterly              | 2023/24<br>Q1 71%,<br>Q2 70%,<br>Q3 70% | Currently an aspirational target of 80% but in the revised context (i.e., amber means take action, red means take urgent action) it is not unrealistic. Set Green at 70%, with Amber 60%-70% and Red below 60%. |

The intention is that there will still be additional half-yearly reports that provide more detail on customer services and customer feedback performance. Those reports will include more detail on how customers access our services, number of contractor complaints and detail on LGO (Local Government Ombudsman) complaints.

### Staff Wellbeing

| Measure   | Frequency of reporting | Recent data                 | Targets and Comments  |
|---|------------------------|-----------------------------|---|
| Working days lost due to short-term absence (per FTE) | Quarterly (for         | 4.18 days (at end of March) | Used to be 3.5 days, but general trend is that short-term sickness is now higher. Suggested target is that below 4 is Green, 4-5 is Amber and above 5 is Red. |

|  |                                    |                             |   |
|--|------------------------------------|-----------------------------|---|
|  | previous 12 months)                |                             |   |
| Working days lost due to long-term absence (per FTE) | Quarterly (for previous 12 months) | 4.02 days (at end of March) | No target as generally can't control or influence significantly, but long-term sickness will affect productivity. Note that although overall level could be low, it could still be having a significant impact on specific teams. |

When timing is relevant, we will also add in results from staff surveys.

### Staff Recruitment and Retention

| Measure   | Frequency of reporting          | Recent data         | Targets and Comments                                   |
|---|---------------------------------|---------------------|--|
| Staff turnover                                  | Monthly refresh of annual value | 9.16% (to March 24) | Up to 15% is Green, 15-20% is Amber, above 20% is Red. |
| % of advertised vacancies filled in first round | Quarterly                       | New for 24/25       | Above 75% is Green, 50-75% is Amber, under 50% is Red. |

### Financial Sustainability

| Measure   | Frequency of reporting                                     | Recent data           | Targets and Comments   |
|---|--|-----------------------|--|
| Percentage of annual Council Tax collected                              | Updated monthly, reported to Cabinet and O&S each Quarter. | 97.9% at end of March | Already monthly profile target in place. Green where at or exceed target. Amber up to 2 percentage points below target. Red more than 2 percentage points under target.                    |
| Percentage of annual NNDR collected                                     |  | 97.5% at end of March | Already monthly profile target in place. Green where at or exceed target. Amber up to 2 percentage points below target. Red more than 2 percentage points under target.                    |
| Performance against revenue budget (projection against original budget) | Quarterly  | (10%) at Q3           | Underspend = Green. Overspend of up to 2% is Amber. Overspend above 2% is Red. More detail would be available in finance reports that go to Finance, Audit and Risk Committee and Cabinet. |

### Environmental Sustainability

| Measure                       | Frequency of reporting | Recent data   | Targets and Comments  |
|-------------------------------|------------------------|---|---|
| Council's scope 1-3 emissions | Annual                 | 4,030 tonnes CO2e (19/20). 22/23 and 23/24 data will be available soon. | To develop targets that reflect actions that are realistic and the impact of those actions. |

## Service Performance

| Measure  | Frequency of reporting                                     | Recent data                 | Targets and Comments   |
|--|--|-----------------------------|--|
| Careline - Number of alarm calls in a given period                                     | Updated monthly, reported to Cabinet and O&S each Quarter. | 388,053 (23/24)             | Relevant targets still to be determined. The Service Director: Customers (in discussion with the relevant Executive Member) will confirm these as part of the Quarter 1 update (in September). O&S and Cabinet will then have a chance to comment.             |
| Careline - Number of service users supported in the month                              | Updated monthly, reported to Cabinet and O&S each Quarter. | 6,827 (March 23)            |  |
| Careline - Percentage of non-urgent installations turned around within 20 working days | Updated monthly, reported to Cabinet and O&S each Quarter. | New for 24/25               |  |
| Planning- NI157e (percentage of all applications within time periods)                  | Quarterly  | 85.4% (Q4 23/24)            | This indicator can be affected by factors that are outside of the Council's control, such as applicants agreeing to extensions to time limits. The targets may be subject to caveats, but proposed to be set at: Above 80% Green, 70-80% Amber, Below 70% Red. |
| Waste- percentage of household waste that is recycled, reused or composted             | Quarterly  | 57.2% (Q4 23/24)            | Above the annual target of 57.5% is Green. Amber from 55% to 57.5%. Below 55% is Red.  |
| Leisure Centre Visitor numbers   | Updated monthly, reported to Cabinet and O&S each Quarter. | 1,609,760 (at end of March) | Target by month. Green at or above target. Amber under 5% less than target. Red more than 5% below target.   |

## 9. LEGAL IMPLICATIONS

- 9.1. The constitution determines the role of Cabinet as including: "To take decisions on resources and priorities, together with other stakeholders and partners in the local community, to deliver and implement the budget and policies decided by the Full Council. To monitor performance and risk in respect of the delivery of those policies and priorities" (paragraph 5.7.3)

9.2. The constitution determines the role of Overview and Scrutiny as including: “To review performance against the Council’s agreed objectives / priorities and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or service areas. To consider risk to the achievement of those objectives/ priorities. To make recommendations to Cabinet” (paragraph 6.2.7 (s)).

## **10. FINANCIAL IMPLICATIONS**

10.1. There are no direct financial implications arising from this report.

## **11. RISK IMPLICATIONS**

11.1. Good Risk Management supports and enhances the decision-making process, increasing the likelihood of the Council meeting its objectives and enabling it to respond quickly and effectively to change. When taking decisions, risks and opportunities must be considered.

11.2. Effective monitoring of performance helps us to spot areas where we might not achieve our outcomes. Focusing on key performance indicators ensures that the overview is manageable, and therefore any actions taken are proportionate and appropriately focused.

## **12. EQUALITIES IMPLICATIONS**

12.1. In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.

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

## **13. SOCIAL VALUE IMPLICATIONS**

13.1. The Social Value Act and “go local” requirements do not apply to this report.

## **14. ENVIRONMENTAL IMPLICATIONS**

14.1. There are no known Environmental impacts or requirements that directly apply to this report.

## **15. HUMAN RESOURCE IMPLICATIONS**

15.1 Whilst it takes time to collate performance data, the proposals in this report are generally:

- Data that is already collected, including data that must be collected for other purposes (e.g. statutory data reporting),
- Data that is useful for the Service in assessing their performance anyway.
- Not overly onerous.

15.2 The data will be collected via IdeaGen (previously Pentana) which allows the automation of reporting on performance.

## **16. APPENDICES**

16.1 *None*

**17. CONTACT OFFICERS**

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**18. BACKGROUND PAPERS**

18.1 *COUNCIL DELIVERY PLAN: Q3 UPDATE AND PROJECTS FOR 2024/25, Cabinet report March 2024*