HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Plan Targets 2023/24

Meeting/Date: Overview & Scrutiny (Performance and Growth)

Executive Portfolio: Executive Councillor for Customer Services

Report by: Chief Operating Officer

Ward(s) affected: All

Executive Summary:

This paper presents the performance targets set for the Council's operational performance indicators. These key metrics are to be used to track delivery against the outcomes identified within the Corporate Plan.

They are shared with Members now as, at the time of approving the Plan, outturn data was not available to inform target setting. That has now happened and the Panel is invited to comment on the targets that have been set.

The measures used to track the Corporate Plan will be continuously developed with future updates and improvements being shared with the Panel for feedback.

RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on:

1. The proposed targets and intervention levels for the Council's operational performance indicators.

1. **PURPOSE OF THE REPORT**

1.1 Members of the Panel have been involved in previous meetings in the production of the HDC Corporate Plan for 2023/24 and the Plan was approved by Council on 29th March 2023.

1.2 A number of the panel expressed a view that they would like to see the proposed targets against which operational activity would be assessed.

1.3 At the time of approval, final outturn data for 22/23 was not available, meaning that setting realistic targets at that time was not possible. Now that outturn data is available it has been possible to set targets and intervention levels for all performance indicators (PIs).

1.4 For each measure there is:

1.4.1 A target that sets the level of performance which services are aiming to achieve.

1.4.2 An intervention level to allow for natural variation in datasets; but which also recognises clearly where additional resources or spend may be needed to manage performance.

2. **BACKGROUND**

2.1 The Corporate Plan has three priorities, with each priority having outcomes described for it. There are seven outcomes in total.

2.2 The Plan set out the concepts of 'do/enable/influence' to describe the activities the Council would deliver to achieve the outcomes set out in the document

2.3 A key element of the 'do' aspect of the Plan was to present 26 key operational performance indicators that set out the outputs the Council would measure as indicators of performance. One additional operational performance indicator has been added (collected household waste per person) as a need for this was identified when targets were reviewed.

3. **ANALYSIS**

3.1 The agreed targets and intervention levels are shown in Appendix 1. These have been produced following process that involved relevant Officers proposing targets, challenge by Senior Officers and sign-off from accountable Cabinet Members.

3.2 A number of examples of how the data will be presented is shown in Appendix 2.

3.3 There are a number of significant improvements to the way that performance will be presented and assessed by this Panel:

3.3.1 All 27 performance indicators have a target and intervention level set - in previous years there have been occasions where

a measure has had no target set, meaning that assessing performance is problematic.

3.3.2 There are clear links between each PI and outcomes – making it simpler to track what HDC are 'doing' against each outcome.

3.3.3 Easier to interpret - all PIs are presented as charts with simple commentary.

3.3.4 More granular data will be presented to O&S - Monthly data will be shown to O&S, not just a quarterly summary.

3.3.5 Easier comparison against past performance and indication of future trends - Previous year data is shown (where possible) and the monthly forecast to year-end shows where forecast performance should be.

3.3.6 Targets, where possible, take into account seasonality – presenting trends over time helping Members to focus on what matters when needed.

3.3.7 Intervention levels set for all PIs – this allows for natural variation in datasets; but also recognises clearly where additional resources or spend may be needed and promotes risk-based decisions being taken.

3.4 With a new Corporate Plan, with new priorities and outcomes, it is prudent to revisit the targets set. Appendix 1 sets out the targets and interventions as well as the reasoning for setting the agreed targets.

3.5 Summary analysis shows that for the 27 performance indicators:

3.5.1 6 PIs have targets more stretching than last year

3.5.2 4 PIs have a target the same as last year

3.5.3 5 PIs have a lower target than last year; but the agreed target remains higher than the outturn for last year

3.5.4 3 PIs have a target that is lower than last year and lower than outturn

3.5.5 9 PIs are new and there was no target available from the previous year

3.6 Future plans will improve what the Council does in managing and improving performance. Whilst the performance indicators do align against the outcomes in the Corporate Plan, some do not capture the outcomes that we are seeking as well as we would like. Driving performance over the next 12 months is likely to see a number of these metrics develop and evolve.

3.7 As a consequence, this paper is not an endpoint, and further improvements to the performance indicators used will come forward and will be presented to the Panel to encourage further scrutiny and improvement.

4. COMMENTS OF OVERVIEW & SCRUTINY

4.1 The comments of the relevant Overview and Scrutiny Panel are being sought on the targets that are being used.

5. KEY RISKS

5.1   There are a number of risks when setting targets for operational performance. These are shown below alongside appropriate mitigations:

     5.1.1   The targets may not be achievable – use of previous data, benchmarking and assessment of the wider operational context has been used to guide the approach

     5.1.2   The targets may be too easy to achieve – the balance on stretching services against the need to motivate staff has been considered and the analysis in 3.4 shows a balanced approach to setting targets has been taken

     5.1.3   Targets may be influenced by external factors that are hard to control – performance indicators may be amended in future to reduce this risk, for example homelessness presentations are influenced by a range of factors and, whilst the Council measures the total number of presentations, using a metric of preventions per thousand properties may offer better insight.

6. WHAT ACTIONS WILL BE TAKEN

6.1   The Panel will see the first report against the Corporate Plan when the Quarter 1 report is published for the 6th September meeting.

6.2   The Panel will also see, during the meeting in June, a presentation outlining how the full report will be presented and feedback will be sought to help shape the final reporting that will come to the Panel in September.

7. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES

7.1   This work is an essential element of the Corporate Plan, it details how key operational performance will be assessed by Officers and Members.

8. OTHER IMPLICATIONS

8.1   This paper covers the targets for the key operational outputs delivered by Officers that are specified in the Corporate Plan. At future meetings of the Panel other information will be presented allowing the Panel to fully assess the delivery of the priorities and outcomes.

8.2   This will cover a range of other qualitative and quantitative information:

     8.2.1   Actions taken against the initiatives listed in the Corporate Plan

     8.2.2   Formalised projects run by the Council that make a direct contribution against the outcomes agreed in the plan

     8.2.3   Contextual data over which the Council has little direct impact but on which, through work to influence and enable partners, it is important to monitor progress.

9.   REASONS FOR THE RECOMMENDED DECISIONS

9.1   Reporting on operational performance against an agreed set of key PIs enables the Council to ensure the outcomes in the Corporate Plan are being tracked and managed.

9.2   An appropriate process has been followed to produce these targets – involving examining previous performance, benchmarking where possible, seeking input from Officers and accountable Cabinet members – and significant improvements have been made to how the performance is presented to the Panel.

10.   LIST OF APPENDICES INCLUDED

Appendix 1 – Outcomes in the Corporate Plan – PIs and Targets

Appendix 2 – Examples of Performance Indicator presentation

APPENDIX 1 - OUTCOMES IN THE CORPORATE PLAN – PIS AND TARGETS

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
1. Improving quality of life for local people	1. Number of attendances at One Leisure Active Lifestyles programmes (cumulative year to date)	Taylor	N/a - measure changed to remove some activity types	34,673	34,000	30,000	Target remains stretching for the Service. Officers are recruiting additional staff and have additional funding opportunities to explore and pursue. Minor amendments made to data collection mean that there was no comparable target last year. Target set is near to outturn from 23/24.

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
1. Improving quality of life for local people	2. Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions) (cumulative year to date)	Taylor	1,235,600	1,299,902	1,434,043	1,147,678	Target recognises growth plans within the service (up 10% on actuals from last year). Intervention level is appropriate given challenges in wider economy
1. Improving quality of life for local people	3. The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay at hospital due to a Disabled Facilities Grant (DFG) (cumulative year to date)	Ferguson	240	200	200	180	Target is in alignment with actuals from 22/23. Ongoing risks to delivery with impacts from trades not able to complete work in a timely manner. This work covers a significant number of steps

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
							- referral, assessment of means tested application, agreeing solution, contract, agreement with applicant on work/timescales, delivery of work, snagging and sign-off. It is recognised that HDC is a key link in this work, but other partners and services are also delivering work
1. Improving quality of life for local people	4. Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants (cumulative year to date)	Ferguson	N/a - new measure	22	22	30	As above

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
1. Improving quality of life for local people	5. Average number of days to process new claims for Housing Benefit and Council Tax Support (cumulative year to date)	Ferguson	22.0	24.4	22.0	26.0	Target is higher than outturn from last year so will remain challenging within the pressures on the economy. Benchmarking data is not available for this measure but for combined new cases and changes for Housing Benefit only, our Q3 figure of 9 days for that was the same as the all-England median.
1. Improving quality of life for local people	6. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support (cumulative year to date)	Ferguson	5.0	5.6	5.0	7.0	As above

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
1. Improving quality of life for local people	7. Number of homelessness preventions achieved (cumulative year to date)	Ferguson	530	448	480	445	Target is 7% higher than actual last year - and the Panel will note the enhanced efforts to actively prevent homelessness prior to accepting a 'formal' duty. In the dataset is also the numbers in Temporary Accommodation (TA) - enabling Officers and Members to track the 'flow' from prevention into TA to assess the whole system. If we do not prevent; then TA will increase

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
							presenting the fullest picture to Officers and Cllrs
1. Improving quality of life for local people	8. Number of households housed through the housing register and Home-Link scheme (cumulative year to date)	Ferguson	612	751	770	693	This target is informed by new build delivery programme which impacts on homes becoming available and our ability to house households through the Home-Link scheme. The target is over 25% higher than last year's target.

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
1. Improving quality of life for local people	9. Number of households in Temporary Accommodation (snapshot at end of each period)	Ferguson	N/a - new measure	121	135	148	This is a challenge to deliver with the pressures on the system as a whole. Overall, the numbers in TA are low compared to the total households in Huntingdonshire. Latest national benchmark data shows we had 1.5 households per 1,000 in Temporary Accommodation compared to an all-England average of 3.05 per 1,000.

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
2. Creating a better Huntingdonshire for future generations	10. Net change in number of homes with a Council Tax banding (cumulative year to date)	Sanderson	No target stated	1,099	1,111	1,000	The target is the forecast from the latest housing trajectory data in the Annual Monitoring Report (AMR). Recent figures for this measure have been within 5% of the AMR forecasts but there was variance of 39% and 22% below forecast for 18/19 and 19/20 due to change from expected timing in delivery at major development sites which release large numbers of

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
							homes to the District.
2. Creating a better Huntingdonshire for future generations	11. Number of new affordable homes delivered (cumulative year to date)	Wakeford	570	456	506	405	Target is a significant uplift (up 11%) on actuals from last year. Past data shows a variance of around 20% from the projected target is common - this would suggest 405 is not unlikely despite the target of 506. However, HDC has also exceeded target by large margins

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
							in the past. The 364 affordable homes delivered in 21/22 was the second highest in the East and a further 92 were achieved in 22/23 (no comparison data available at present).
2. Creating a better Huntingdonshire for future generations	12. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period) (cumulative year to date)	Sanderson	86.0%	87.0%	80.0%	70.0%	These are statutory PIs, reported nationally, and our targets and intervention levels are in line with other Councils. HDC's performance remains above levels that Govt set to trigger intervention.

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							Plans are in place to help the service perform better, with additional resource and key support services providing input A key point is that as Officers continue to reduce the historical caseload this clearing of cases will be felt in the % within timescales for a period - as these 'aged' cases are determined and removed. Once removed Officers forecast the % within time will increase.

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
2. Creating a better Huntingdonshire for future generations	13. Percentage of planning applications processed on target – minor or other (within 8 weeks or agreed extended period) (cumulative year to date)	Sanderson	N/a - new measure	84.00%	80.0%	75.0%	As above
2. Creating a better Huntingdonshire for future generations	14. Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period) (cumulative year to date)	Sanderson	81.0%	91.0%	85.0%	80.0%	As above
2. Creating a better Huntingdonshire for future generations	15. Number of planning applications over 26 weeks old where there is no current extension of time in place (total at end of each period)	Sanderson	N/a - new measure	Not provided	100	110	Being visible on the progress being made on the reduction in historic caseload has not been done before at HDC and is not something other Councils have chosen to do. This level of visibility allows Officers, Cllrs and the public to see the progress being made in

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
							reducing the caseload and ensuring more decisions are made within time limits The target sets a c.45% reduction in historic caseload. With a position at the start of the year 180 applications, with a progression in year, towards an outturn of 100.
2. Creating a better Huntingdonshire for future generations	16. Efficiency of vehicle fleet driving – Energy Efficient Driving Index score for the Waste service (cumulative year to date)	Taylor	N/a - new measure	87.6%	80%	70%	This is a new measure and the target is set at a pragmatic level to allow this be used within the first year of presentation to Cllrs

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
3. Deliver good quality, high value for money services with good control and compliance with statutory obligations	17A. Percentage of household waste reused/recycled/composted (cumulative year to date)	Taylor	60%	56%	58%	55.0%	Performance remains high compared to other Councils and target is higher than outturn for 22/23. In 21/22, we ranked 31st (21st collection only authority) out of 333 LAs nationally - placing HDC in the top 10%. This is a likely national PI for all Councils under recent proposals for OFLOG (a national body collating performance data on Councils) Officers also intend to ensure alongside this

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
							measure they present total volume collected within the commentary to focus attention on driving down waste
3. Deliver good quality, high value for money services with good control and compliance with statutory obligations	17B. Collected household waste per person (kilograms) Note: this indicator was not included in the Corporate Plan but on discussing targets for PI 17 on the recycling/composting/reuse rate for household waste it was suggested that this measure be added to help ensure that focus is on both maximising the recycling/composting of materials that are collected and on minimising the waste generated by households in the district.	Taylor	N/a - new measure	TBC	380 kg/person	400 kg/person	Past data shows more waste was collected from households during the pandemic (421.9 kg/person in 2020/21, 400.6 kg/person in 2021/22). This target would see improvement against 2019/20 (380.9), when the England average was 407.3.

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
3. Deliver good quality, high value for money services with good control and compliance with statutory obligations	18. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations (cumulative year to date)	Taylor	80%	97%	90%	80%	An increase on previous targets set in the Plan, recognising the importance placed on clean streets by residents
3. Deliver good quality, high value for money services with good control and compliance with statutory obligations	19. Number of missed bins (cumulative year to date)	Taylor	5,994	2,768	3,624	3,960	Target level made more stretching - this challenges the crews to miss fewer bins when collecting from households across the district.
3. Deliver good quality, high value for money services with good control and compliance with statutory obligations	20. The number of programmed food safety inspections undertaken (cumulative year to date)	Ferguson	864 + potential 100 new businesses	674	508	384	Targets are lower than actuals from previous year. However, the expectation in 22/23 was higher than normal as we had a

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
							significant 'bounce' into 22/23 from Covid delays that reflected in higher demand from the Food Standards Agency (FSA). This is now working its way out of the system
3. Deliver good quality, high value for money services with good control and compliance with statutory obligations	21. Percentage of calls to Call Centre answered (cumulative year to date)	Ferguson	80%	90%	80%	70%	Target remains stretching for the Service. National datasets are not published, but local benchmarking shows that targets and performance is comparable to other Councils.

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
3. Deliver good quality, high value for money services with good control and compliance with statutory obligations	22. Average wait time for customers calling the Call Centre (cumulative year to date)	Ferguson	N/a - new measure	2:37	5:00	10:00	Benchmarking with other Councils shows our service offer is comparable to this sector. However, we know private sector companies offer much longer wait times than HDC. In 23/24 some service changes are planned that add an element of managed risk
3. Deliver good quality, high value for money services with good control and compliance with statutory obligations	23. Council Tax collection rate (cumulative year to date)	Ferguson	97.54%	97.86%	97.80%	97.50%	Collection rates are excellent, and to raise would be unrealistic. We benchmark in top quartile nationally for collection rates

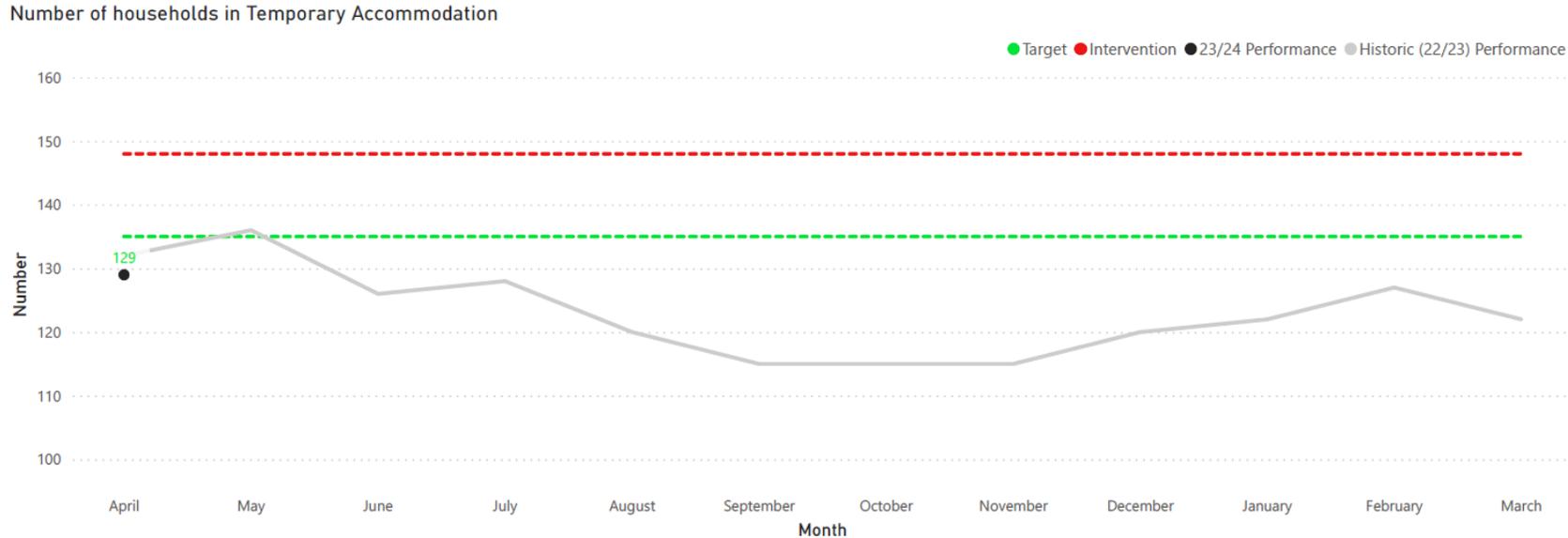| Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
3. Deliver good quality, high value for money services with good control and compliance with statutory obligations	24. Business Rates collection rate (cumulative year to date)	Ferguson	98.61%	99.12%	98.91%	98.61%	Collection rates are good and to raise would be unrealistic. HDC benchmarks in top quartile nationally for collection rates
3. Deliver good quality, high value for money services with good control and compliance with statutory obligations	25. Staff sickness days lost per full time equivalent (FTE) (rolling 12-month total)	Hassall	5.0	8.3	8	10	With no questions asked on sickness in the LGA's Local Government Workforce Survey last year, there is very limited recent benchmark data available. The ONS has reported a public sector rate of 3.6% for 2022 - equivalent to 8.1 days lost/FTE. Prior to 20/21 (15/16=11.7,

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
							16/17=10.7, 17/18=10, 18/19=9.2). Pre-Covid HDC target was 9 but benefits of working from home are likely to continue, so 8 is an appropriate target The data is influenced by long term sick which can inflate the average. The Panel will note the Employment Committee's reports explain this detail and further detailed assessment of performance occurs there

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
3. Deliver good quality, high value for money services with good control and compliance with statutory obligations	26. Staff turnover (rolling 12-month total)	Hassall	17.0%	16.9%	13 - 17% (15% +/- 2%)	<10% or >20%	Turnover is a healthy sign of organisational development, but too much may indicate increasing risk of loss of people and skills. We have therefore set a band for our target centred around 15%, with the intervention level reached when turnover is below 10% or above 20%. With no questions asked on sickness in the LGA's Local Government Workforce Survey last year, there is very

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
							limited recent benchmark data available.

Appendix 2 – Examples of presentation of Performance Indicators

The charts below show examples of how the performance indicators will be presented. These are presented to demonstrate how the data will be presented to Councillors. The first example shows a graph for a PI with a static target and the second is for a PI with a target rising through the year.

Number of households in Temporary Accommodation

● Target ● Intervention ● 23/24 Performance ● Historic (22/23) Performance

Latest commentary from service:

The number of households in temporary accommodation (TA) fluctuates depending on homelessness presentations, our ability to prevent homelessness and how quickly we can move households through TA into settled homes. At present through the combination of these factors we are holding the number of households in TA below the 135 maximum target figure.

Latest year-end forecast:

135

Latest projected outturn status:

G

Net change in number of homes with a Council Tax banding

Latest commentary from service:

There were an additional 102 homes with a Council Tax banding on 30 April 2023 than recorded at 29 March 2023.

Latest year-end forecast:

1,111

Latest projected outturn status:

G