



Joint Budget Overview and Scrutiny Committee

Report for:	Housing & Communities Overview and Scrutiny Committee; Finance & Resources Overview and Scrutiny Committee; Strategic Planning & Environment Overview and Scrutiny Committee
Title of report:	Update on new Performance Management Framework and Proposed Revisions to Key Performance Indicators (KPIs)
Date:	7 February 2024
Report on behalf of:	Councillor Carole Weston, Portfolio Holder for People & Transformation
Part:	I
If Part II, reason:	N/A
Appendices:	Appendix 1 – Proposed KPIs reported to Housing and Communities OSC Appendix 2 – Proposed KPIs reported to Finance & Resources OSC Appendix 3 – Proposed KPIs reported to Strategic Planning & Environment OSC
Background papers:	
Glossary of acronyms and any other abbreviations used in this report:	OSC – Overview and Scrutiny Committee KPIs – Key Performance Indicators SPIs – Service Performance Indicators SLT – Strategic Leadership Team

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Corporate Priorities	<ul style="list-style-type: none"> A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring economic growth and prosperity Providing good quality affordable homes, in particular for those most in need Ensuring efficient, effective and modern service delivery Climate and ecological emergency
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Wards affected	All
Purpose of the report:	1. To outline the proposed future suite of KPIs, which are proposed to replace the existing KPIs reported to each of the relevant Overview & Scrutiny Committees
Recommendation (s) to the decision maker (s):	<p>1. That the KPIs are adopted and implemented into the OSC reporting schedule.</p> <p>2. Each Portfolio Holder is delegated authority to amend the KPIs set out in the appendices or set new KPIs relevant to their service areas.</p>
Period for post policy/project review:	

1 Introduction/Background:

- 1.1. A review of the organisations KPI framework took place in 2022/23 and a set of consolidated Key Performance Indicators (KPI) were established and approved by Cabinet. This allowed a more focused approach to performance management across the organisation. A central resource, sitting within the Transformation team, supports services to report against these KPIs on a monthly basis to the Strategic Leadership team and performance is scrutinised and actions to improve performance is agreed. These performance measures are subsequently reported to the Overview and Scrutiny committees.
- 1.2. As we have been reporting on these KPIs over the last twelve months, it has become apparent that a number of our current KPIs are not relevant to our current strategic priorities and the data itself cannot be used effectively to derive strategic decisions upon.
- 1.3. A project was initiated to further improve our overall performance management approach and ensure that data collected can be used at both operational and strategic level to develop a deeper understanding of service delivery and in turn understand what actions can be implemented to aid service delivery further.
- 1.4. The project had the following objectives:
 - 1.4.1. Establish a fit for purpose Performance Management Framework which disaggregates reporting between 'Service Performance Indicator's' (SPIs) which are overseen at departmental level, linked to 'KPIs' (overseen at SLT/OSC level) and 'Trackers' which are tracked to support strategic decision making
 - 1.4.2. Establish appropriate targets for our KPIs / SPIs using past performance trends and benchmarking data
 - 1.4.3. Improve governance of performance management in an attempt to improve overall culture by creating greater oversight of performance at departmental level
 - 1.4.4. Creating dashboards to support reporting and ensure mechanism to establish and monitor actions to improve performance levels where needed
 - 1.4.5. Enable the Corporate Performance Analyst to use performance management data to create business intelligence for use on strategic decision making.

2 Amendment to Key Performance Indicators

- 2.1. A collaborative effort was initiated with council officers to comprehensively assess our existing performance measures. This involved a thorough examination, with a commitment to modifying or substituting measures as needed. The objective was to align these measures with our strategic priorities, capturing the precise activities undertaken and services delivered.
- 2.2. Moreover, we engaged with various services to devise additional operational performance measures, fostering a cohesive link between operational delivery at the team level and overarching performance at the service level. This concerted effort ensures a seamless "golden thread" connecting day-to-day operations with overarching performance objectives.
- 2.3. Our approach included a meticulous review of targets, incorporating analysis of historical performance trends and benchmarking against comparable local authorities. This process aimed to establish targets that are not only appropriate and achievable but also ambitious and provide the opportunity for comparisons with other local authorities.
- 2.4. The revised suite of KPIs is included in the Appendices. These revised KPIs provide a succinct and meaningful suite of indicators which will give members a clear picture of current Council performance across both existing services and new and developing services. Further detail will continue to be provided by the service in the quarterly narrative report, accompanied by the dashboard.
- 2.5. In addition to the KPIs presented to the Strategic Leadership Team and Overview and Scrutiny committees, numerous services provide reports on various measures to external regulatory bodies. Moving forward, our streamlined approach mandates that all such reporting, irrespective of the destination, will be channelled through our centralised performance management system. Subsequently, tailored output reports will be generated for the specific meeting or body requiring the information. This strategic integration aims to enhance the efficiency of our reporting process, consolidating all data within a singular system. This unified approach not only facilitates improved analysis but also promotes seamless connections and correlations within the data, ensuring a more comprehensive and coherent overview.
- 2.6. Dacorum's Key Performance Indicators will continue to change over time to reflect the Council's priorities and focus as they continue to change. They will be reviewed annually through the service planning cycle to ensure we are measuring performance against the key priorities for the Council. As such, it is proposed that minor changes to individual KPIs as a result of such reviews are approved via Portfolio Holder decision, whilst a wholesale change to the KPI framework will be presented to Cabinet for approval.
- 2.7. Alongside the revised KPI framework, we have established an enhanced internal governance and oversight process. This ensures greater examination of performance measures at both operational and directorate levels, fostering heightened scrutiny. Additionally, we are implementing training programs and introducing a comprehensive performance management handbook. These activities are designed to cultivate an improved performance management culture throughout the Council, contributing to a more robust and effective operational environment.

3 Options and alternatives considered:

- 3.1. Alternative to the options proposed above, Dacorum Borough Council could continue to collate, monitor and report on its existing KPIs. As outlined above, some current KPIs are no longer relevant, meaningful or accurate measurements of Council performance. The revised KPIs provide a succinct and meaningful suite of indicators which provide members with a clear picture of current Council performance across both existing services and new and developing services. Embedding these KPIs into the performance management cycle will allow the services to gather their data, and will allow for trend analysis to develop as more data is provided. For these reasons, this option was discounted.

4 Consultation:

- 4.1. The proposed list of KPIs attached to this report have been developed with Heads of Services and Assistant Directors across the council and then refined through engagement with SLT. Portfolio Holders have also been consulted on the proposed measures.
- 4.2. It is proposed in this report that delegated authority is provided to the services to further work with their Portfolio Holders to refine the final version of the KPIs based on feedback provided from the relevant Overview and Scrutiny Committees.

5 Financial and value for money implications:

- 5.1. An effective Performance Management framework for the council will help to ensure all services are delivering value for money, and that our performance is monitored, reported and scrutinised through the appropriate mechanisms including internal scrutiny through our internal management structure and through member scrutiny at Overview and Scrutiny Committee.

6 Legal Implications:

- 6.1. There are no direct legal implications arising from this report.

7 Risk implications:

- 7.1. Failure to have an effective performance management framework and clearly defined KPIs in place could impact the delivery of key council services / objectives.
- 7.2. There is a risk that the newly defined measures and targets are quickly made out of date due to service changes. To mitigate this, we are proposing to request Cabinet delegate authority to each Portfolio Holder to amend individual KPIs relevant to their area if required or set new KPIs relevant to their service areas.

8 Equalities, Community Impact and Human Rights:

- 8.1. There were no direct Equalities or Community Impacts arising from this report, but any impacts will be assessed by the services as part of their operational service delivery.
- 8.2. No human rights implications arising from this report.

9 Sustainability implications (including climate change, health and wellbeing, community safety)

- 9.1. The Climate and Ecological Emergency team have included a KPI on change in Council's emission levels which will be reported on an annual basis.

10 Council infrastructure (including Health and Safety, HR/OD, assets and other resources)

- 10.1. As per above, there are revisions to a number of HR measures. There are new KPIs relating to Commercial Development, as well as re-focusing house-building KPIs to focus on Affordable Housing

11 Conclusions:

- 11.1. In conclusion, the above paper has outlined the revised performance management approach, and the work that has been done to review, refine, develop, and create a new suite of KPIs which reflect the Council's corporate priorities. If approved by Cabinet, the KPIs will be implemented with support from the Performance Team within the Transformation Services and will be reported in the quarterly Overview and Scrutiny performance schedule.

Appendix 1:
Proposed KPIs reported to Housing & Communities OSC

Service	Measure Name	Target
Asset Management	Average re-let time in days (all re-lets, including time spent in works) to 2 decimal points	40 Days
	Percentage of repairs completed at first visit	86%
	Percentage of responsive repairs completed within target timescale	97%
	Percentage of emergency repairs completed within target timescale	99%
	Non-decent dwellings at 31st March 2023	0
	Satisfaction with Lettings during the period	65%
	Percentage of respondents satisfied with the overall repairs service	80%
	Percentage of respondents satisfied with the overall lettings process	65%
	Number of live damp and mould cases	200
	Percentage of HRA homes that have had a stock condition survey within the last five years.	20/40/60/80/100 increments over the next 5 years
Commercial Housing Contracts	Percentage of non-complaint gold contracts	0
Housing Operations	Satisfaction with how we keep the communal areas clean and tidy during the period	65%
	Current arrears as a percentage of annual debit	4%
	Rent collected as a Percentage of rent owed (excluding current arrears brought forward).	99%
	Percentage of estate inspections completed that were due to be completed during the period	100%
	Total number of Households in temporary accommodation	Profiled Target
Investment and Delivery	Number of affordable housing units completed during the period	Q4 23/24 : 23 Q4 24/25: 38
	Satisfaction with New Build homes received during Quarter	95%
Property Services	Percentage of arrears on commercial property rents	18%
	Percentage of commercial property occupation	90%
	Investment Property Income ytd budget against ytd actual	Will be approved by Full Council ahead of the next Financial Year as this is the budget figure.
Safe Communities	Satisfaction with ASB case handling (closed cases during the period)	65%
	Percentage of all safeguarding enquiries within DBC that met the threshold resolved in time during the period	100%
	Percentage of all external Safeguarding requests that met the threshold resolved in time during the period	100%
	Percentage of ASB reports acknowledged within policy timescales in the period	100%
	Number of enforcement notices served in respect of the Housing Act 2004 of which lead to successful prosecution	

	Percentage of Final Notice of Civil Penalty served of which civil penalties were recovered	100%
	Number of Empty Homes brought back into use	1
Safe Homes	Percentage of all High risk FRA actions outstanding	0%
	Percentage of homes with a valid gas safety certificate	100%
	Percentage of domestic properties with a satisfactory Electrical Installation Condition Report (EICR) up to five years old	100%
	Percentage of non-domestic properties with a satisfactory Electrical Installation Condition Report (EICR) up to five years old	100%
	Proportion of homes for which all required fire risk assessments have been carried out	100%
	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	100%
	Proportion of homes for which all required legionella risk assessments have been carried out	100%
	Proportion of homes for which all required communal passenger lift safety checks have been carried out	100%
Strategy, Quality and Assurance	Percentage of respondents satisfied with complaint handling	67%
	Percentage of Stage 1 and Stage 2 complaints resolved within timescale in month	100%

Appendix 2:**Proposed KPIs reported to Finance & Resource OSC****People and Transformation**

Service	Measure Name	Target
Communication	Staff satisfaction with Internal comms	55%
Digital	Percentage of priority 1 & priority 2 incidents resolved in less than 2 days	90%
People	Average days lost due to sickness absence per FTE - profiled target	Q1 – 2.86 Q2 –2.88 Q3 – 2.89 Q4 –3.2
	Turnover of staff	15%
	Average time to employ staff following vacancy.	120 Days
Transformation	Percentage of calls answered within 420 seconds in the period	85%
	Percentage of stage 1 complaints escalated to stage 2 within the period	10%
	Percentage of stage 1 complaints due and resolved within policy standards during the period	100%
	Percentage of stage 2 complaints due and resolved within policy standards during the period	100%
	Percentage change in council's own carbon emissions (Scope 1 and 2)	12.50% (annually)

Corporate and Commercial Services

Service	Measure Name	Target
Financial Services	Percentage of creditor trade invoices paid within 30 days during the period	96%
	General Fund Budget Variance against the forecast for the period	0
	Housing Revenue Account Budget Variance against the forecast for the period	0
	Capital variance against the forecast for the period	0
	Investment income: outturn forecast against the budget for the period	Will be approved by Full Council ahead of the next Financial Year
	Time taken for debtors to pay in a Quarter	55
	Percentage of internal audit recommendations implemented in line with the due date	100%
Revenues and Benefits	Average days taken to respond to a benefits-related contact from a resident	14 Days
	Average days taken to respond to council tax related contact from resident	16 Days
Legal and Democratic Services	Percentage of Data Protection Act requests resolved within 31 days in the Quarter	100%
	Percentage of FOI requests satisfied in 20 days in the Quarter	90%

Appendix 3:

Proposed KPIs reported to Strategic Planning and Communities OSC

Neighbourhood Operations

Service	Measure Name	Target
Environmental Services	Reports of all missed bins per 100,000 collected	125
	Recycling rate of the waste collected during the quarter	52%
	Amount in Kilogram per household of residual waste collected during the period	400
Neighbourhood Management	Percentage of fly tips collected within the set timescale of 7 days during the period	95%
	Percentage of Graffiti removed within 7 days	95%
	Percentage of Garages of total stock rented	77.5%
	Percentage of Parking income achieved against forecast for the period	100%
Regulatory Services	Percentage of high risk (A-D) food inspections/interventions achieved during the period	95%
	Percentage of Environmental Health requests responded to within 3 working days during the period	90%
	Percentage of noise nuisance cases closed within 60 days in the period	90%
	Percentage of fly-tips reported assessed by an enforcement officer within 3 working days	90%

Place

Service	Measure Name	Target
Place, Communities and Enterprise	Occupancy rate at the Maylands and Kylna Business Centres	90%
	Number of Business Engagements	120
	Number of young people attending Adventure Playgrounds	Q1: 4505 Q2: 5603 Q3: 2720 Q4: 2828
	Old Town Hall Customer Satisfaction	90%
Planning	Percentage of all planning enforcement priority site visits completed within target	100%
	Percentage of all planning applications determined within target	70%