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Meeting: Corporate Scrutiny Committee
Date: Tuesday 11th February, 2025
Time: 7.00 pm
Venue: Council Chamber, Corby Cube, George Street, Corby, NN17 1QG

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<https://www.youtube.com/c/DemocraticServicesNorthNorthantsCouncil>

To members of the Corporate Scrutiny Committee

Councillor Lyn Buckingham (Chair), Councillor Scott Brown (Vice-Chair), Councillor Leanne Buckingham, Councillor Paul Marks, Councillor Andy Mercer, Councillor Steven North, Councillor Dr Anup Pandey and Councillor Russell Roberts

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Sanjit Sull, Monitoring Officer
North Northamptonshire Council

This agenda has been published by Democratic Services.

Committee Administrator: Raj Sohal

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|---|--|---|
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Minutes of a Meeting of the Corporate Scrutiny Committee

At 7:00pm on Monday 27 January 2025

Held in the Council Chamber, Corby Cube, George Street, Corby

Present:

Members

Councillor Lyn Buckingham (Chair)

Councillor Leanne Buckingham

Councillor Paul Marks

Councillor Scott Brown (Vice Chair)

Councillor Andy Mercer

Officers

Charisse Monero – Executive Director of Children’s Services

David Watts – Executive Director of Adults, Health Partnerships and Housing

George Candler – Executive Director of Place and Economy

Jane Bethea – Director of Public Health

Sanjit Sull – Director of Law and Governance (Monitoring Officer)

Guy Holloway – Assistant Chief Executive

Dean Mitchell – Assistant Director of Finance Accountancy

Mark Dickenson – Assistant Director of Finance and Strategy

Tom Barden – Head of Performance, Intelligence and Partnerships

Kunwar Khan – Scrutiny Manager (Interim)

Chris Stephenson – Scrutiny Manager

Raj Sohal – Scrutiny Officer

Louise Tyers – Governance Officer

31. Apologies for Non-Attendance

Apologies for non-attendance were received from Councillors Steven North and Dr Anup Pandey.

32. Members’ Declarations of Interest

The Chair invited those who wished to do so to declare any interests in respect of items on the agenda.

No declarations of interest were made.

33. Notification of Requests to Address the Meeting

Chris Stanbra had registered to address the meeting on agenda item 8 – Budget Scrutiny Report 2025/26.

34. Minutes of the Meetings held on 15 October 2024

The minutes of the meeting held on 15 October 2024 were approved as a correct record and signed by the Chair.

35. Key Performance Indicators 2024/25 – Quarter 2

The Head of Performance, Intelligence and Partnerships presented the report which provided members with an update on the Council's performance across a wide range of services, as measured by Key Performance Indicators (KPIs), with the aim of informing scrutiny.

134 KPIs had been reported for Quarter 2 and of those with a target set and where data was available, 50% (37) were on or exceeding target, 19% (14) were within tolerance and 31% (23) were performing below target.

During discussion on the report, the following key points were made:

- i. % of EHC (education health care) plans completed in month issued within 20 weeks (BBF18b) – it was noted that additional funding had been provided to improve performance, were officers confident that they now had the right number of staff in place to complete these plans within timescales? In response, the Executive Director of Children's Services advised that from the low performance of 3%, there had now been a rapid response and now over 60% had been completed within timescales. There had also been around 200 which were out of time, and this was now down to zero. For context, there had been around 4300 applications for EHCPs, which was a significant growth and were often more complex. A strategy had been put in place around permanent recruitment and seven new members of staff had joined the team with another seven about to join. By 1 April 2025, it was expected that a full, permanent structure would be in place. She praised the team in how they had moved forward and the service was now moving to be a good quality assessment service.
- ii. Proportion of Section 42 enquiries where risk is reduced or removed (AFL26) – members congratulated officers on reaching the 95% target for the first time this financial year.
- iii. Number of households whose homelessness was prevented (AFL13) – members noted that we ran our own lettings scheme and enquired whether there was any way to grow that to manage other properties. In response, the Executive Director of Adults, Health Partnerships and Housing advised that the Council spoke regularly to landlords who wanted to dispose of their properties but accepted that there was more that could still be done.
- iv. Time taken to re-let standard voids (STP37) – members questioned when the target would be reviewed to recognise and reflect the good work that has been undertaken around voids. In response, the Executive Director of Adults, Health Partnerships and Housing recognised the sustained reduction and stated that there was an annual review of targets. The target was also monitored on a monthly basis.

RESOLVED:

To note the performance of the Council and its services for Quarter 2.

36. Budget Forecast Update 2024/25 – Quarter 2

The Assistant Director of Finance and Strategy presented the report which set out the forecast outturn for 2024/25 as at Period 6. The report had been presented to the Executive at its meeting on 14 November 2024. The report set out the material financial issues which had been identified since the budget had been set in February 2024.

The forecast outturn position for the General Fund was an overspend of £9.571m and an overspend of £633k for the HRA. The Dedicated Schools Grant (DSG) was forecasting a £9.639m overspend.

The Children's Trust were forecasting an overspend of £8.838m, of which the cost to the Council was £3.903m.

RESOLVED:

To note the budget forecast 2024/25 as at Quarter 2.

37. Capital Outturn 2024/25 – Quarter 2

The Assistant Director of Finance and Accounting presented the report which set out the Capital Forecast 2024/25 as at Quarter 2. The report had been presented to the Executive at its meeting on 14 November 2024. The report set out the material financial issues which had been identified since the budget had been set in February 2024.

The forecast position following the review and reprofiling of budgets was a General Fund underspend of £5.7m and an underspend of £10m for the Housing Revenue Account (HRA).

RESOLVED:

To note the Capital Forecast 2024/25 as at Quarter 2.

38. Budget Scrutiny 2025/26 – Report of the Budget Scrutiny Panel

At the invitation of the Chair, Chris Stanbra addressed the Committee. Mr Stanbra was of the view that there was a lack of detailed information in the draft budget proposals, which limited thorough scrutiny. More comprehensive information and transparency would enable more effective challenge and further enhance the scrutiny process.

The Chair thanked Mr Stanbra for his comments and explained that there had been a robust process to scrutinise the draft budget this year. This process had involved two phases of scrutiny, which had led to this report. She also clarified that budget scrutiny was an ongoing process throughout the year for the Committee.

The Interim Scrutiny Manager presented the report which provided the Committee with the Budget Scrutiny Panel's findings and evidence-led recommendations on the Executive's draft budget proposals for 2025/26. He highlighted that the budget scrutiny process began in October 2024 and concluded on 24 January 2025 and involved:

- Phase 1: Reviewing in-year financial performance and challenges.
- Phase 2: Examining the draft Budget 2025/26, Medium-Term Financial Plan, Housing Revenue Account, Dedicated Schools Grant, Capital Programme, Treasury Management and service-specific pressures.

The report addressed significant pressures in Adult Social Care (£23.7 million) and Children’s Services (£6.2 million), alongside proposed savings of £26.3 million. It provided strategically themed recommendations to enhance financial resilience, risk management, governance, and the transformation journey.

Mr Khan expressed his gratitude to the Budget Scrutiny Panel members, Corporate Leadership Team, and the Chair for their insightful contributions and support. He also thanked the Executive members and officers for their engagement and the scrutiny team for their support.

The Chair expressed her appreciation to Committee members and officers for their collaboration and responsiveness to the Panel’s questions. She extended special thanks to Mr Khan for his exceptional stewardship, advice and invaluable support as Interim Scrutiny Manager. Recognising his contributions, she wished him well for the future and welcomed Chris Stephenson as the new permanent Scrutiny Manager.

RESOLVED:

- (i) To approve the draft report from the Budget Scrutiny Panel.
- (ii) To agree that the report be submitted to the Executive as the Committee’s response to the draft budget 2025/26.

39. Scrutiny Work Plan for Corporate Scrutiny Committee

The Corporate Scrutiny Committee received the Scrutiny Work Plan as it related to the Committee.

It was noted that there would be additional item for the next meeting on the 2025/26 KPI set and updated Performance Management Framework.

RESOLVED:

To note the Scrutiny Work Plan as it related to the Corporate Scrutiny Committee.

40. Close of Meeting

The Chair thanked members and officers for their attendance and closed the meeting.

The meeting closed at 7.40pm.

Chair

Date

Corporate Scrutiny Committee

Tuesday 11th February 2025

| | |
|---------------|--|
| Report Title | Performance Management Framework and 2025-26 KPI Set |
| Report Author | Tom Barden Head of Performance, Intelligence & Partnerships Tom.barden@northnorthants.gov.uk |

| | |
|---|---|
| Are there public sector equality duty implications? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Does the report contain confidential or exempt information (whether in appendices or not)? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972 | N/A |
| Which Corporate Plan priority does the report most closely align with? Our priorities for the future North Northamptonshire Council (northnorthants.gov.uk) | Modern Public Services |

List of Appendices

Appendix A – Core KPI Set 2025-26

Appendix B – Service KPI Set 2025-26

Appendix C – Organisational Health KPI Set 2025-26

Appendix D - KPI Set 2025-26 Changes

Appendix E – North Northamptonshire Council - Performance Management Framework 2025-26

1. Purpose of Report

- 1.1. To provide to Scrutiny for comments ahead of the Executive Committee:
- 1.2. An improved performance management framework.
- 1.3. A Key Performance Indicator (KPI) set for North Northamptonshire Council for 2025-26

2. Executive Summary

- 2.1. Work has been undertaken to review the Performance Management Framework and the KPI set to ensure they are fit for purpose. The results of this review are reported here.
- 2.2. A few small changes have been made to the Performance Management Framework for 2025-26, primarily in respect of the closure of the Office for Local Government (Oflog).

2.3. Changes have also been made to the KPI set, throughout its three sections, 'Core KPIs', 'Service KPIs' and 'Organisational Health KPIs'. It is proposed that performance reporting maintain alignment with the frequency of financial reporting to Executive.

2.4. This information is provided to Corporate Scrutiny Committee for comments ahead of consideration by Executive.

3. Recommendations

3.1. It is recommended that the Corporate Scrutiny Committee provide comments on the new Performance Management Framework and 2025-26 KPI set, for consideration by the Executive.

3.2. Reason for Recommendations:

- The framework and KPI set are the result of a process of consultation and review by management teams across services and aligned to strategic goals as set out in the Corporate Plan.
- The proposed performance management framework and KPI set make improvements to reporting arrangements for 2025/26.
- Comments from the Corporate Scrutiny Committee will allow the Council and its stakeholders to receive the maximum benefit and understanding from the performance information.

3.3. Alternative Options Considered:

Corporate Scrutiny Committee requested that this work be presented for comment, so the alternative of not presenting it was not considered. The option of presenting after it had been to Executive was considered but rejected because that would not allow for comments from the Corporate Scrutiny Committee to be included in the final document signed off by Executive.

4. Report Background

4.1. The review of the Performance Management Framework and the 2025/26 KPI set has been carried out in line with the Council's approach to performance management. It aims to comprehensively measure performance against the Council's key commitments and respond to feedback received from the Executive and Corporate Scrutiny Committee throughout 2024/25, and to incorporate results of the annual review by management teams.

4.2. It is good practice to use fewer indicators as signifiers for further investigation at the top level of management and to make them genuinely 'key' and the 'most important' (a point made by Scrutiny Members). The challenge is that a Unitary Council is a large diverse business and as a result there are a lot of indicators to cover all service areas in adequate detail to be informative. To address this issue indicators are organised in a way to easily distinguish between different parts of the reports, so that important issues are easier to identify from the information given.

4.3. Some of the Council's commitments are easier to measure than others and it is beneficial to use existing, long running indicators wherever possible. The

review has ensured that indicators are included for all corporate key commitments. A summary of the number of KPIs by key commitment can be found in section 4.7 of this report.

- 4.4. The Performance Management Framework includes detail on the CIPFA (Chartered Institute of Public Finance and Accountancy) Near Neighbours benchmarking group for North Northamptonshire. This is a widely used tool across many Local Government platforms such as LG Inform and Public Health England and has been adopted as the primary comparator group for use by the council. This development allows for a more accurate benchmarking group to be utilised.
- 4.5. The new Office for Local Government (Oflog) metrics were added to the KPI set for 2024/25. Oflog was a new local government performance body established in England in July 2023 aiming to increase understanding about the performance of local authorities, warn when authorities are at risk of serious failure, and support local government to improve itself. It is initially focusing on bringing existing data together through the Local Authority Data Explorer. In December 2024 the closure of Oflog was announced due to it being underdeveloped, with a vague and broad remit that risked duplication of functions performed elsewhere. The Oflog metrics are therefore not included in the 2025-26 KPI set as standard, unless agreed specifically.
- 4.6. A quarterly performance report will continue to be provided to Executive, and Corporate Scrutiny. The KPI report consists of three appendices which are summarised below:
 - 4.6.1. **Core KPIs performance report.** The Core KPI set (included in Appendix A to this report) focuses on key indicators to show performance activity about the Council's core business. This will include information about core business activity such as access to Adult Social Care, homelessness, children missing education, access to Children's Services and Education Health and Care Plan completion timescales, housing repairs, rates collection, highway defects, streetlights in light, and planning application timescales. This is organised by corporate key commitment to show performance against corporate priorities.
 - 4.6.2. **Service KPI's performance report** (included in Appendix B to this report) provides overall oversight of service delivery across council services against the entire corporate plan. This is organised by corporate key commitment to show performance against corporate priorities.
 - 4.6.3. **Organisational health KPI's performance report** (included in Appendix C to this report) focusses on the council's organisational health. Organisational health data comprises of indicators relating to human resources, customer services, governance, finance and IT. This is organised into three health themes; Financial, Customer and Workforce, to show performance of corporate health.

Time-series data will continue to be collated, so that where monthly values are collected, they are clear in the report and any trend can be observed. The Core KPI set, will continue to be collected and distributed to all Members

each month to maintain transparency and line of sight about the Council's performance around core business activity.

4.7. The Core KPI set will contain 43 KPI's on a monthly basis 124 on a quarterly or less frequent basis (split between service indicators and organisational health indicators). The table below summarises the number of KPIs by report section and key commitment:

| Corporate Plan Commitment | Monthly | Quarterly / Annual - Service indicators | Quarterly / Annual - Organisational health indicators | Total |
|----------------------------------|----------------|--|--|--------------|
| Active, fulfilled lives | 9 | 18 | 0 | 27 |
| Better, brighter futures | 17 | 16 | 0 | 33 |
| Connected communities | 0 | 1 | 2 | 3 |
| Greener, sustainable environment | 0 | 14 | 0 | 14 |
| Modern public services | 6 | 3 | 36 | 45 |
| Safe and thriving places | 11 | 34 | 0 | 45 |
| Total | 43 | 86 | 38 | 167 |

The following changes have been made to the KPI set compared to 2024/25:

- 20 KPIs are new, plus one further KPI which has been split into two.
- 27 have been changed in another way, e.g. redefined, new reference number or moved department responsible.
- 40 have been removed (21 being Oflog metrics)

Overall the KPI set for 2025-26 sees a reduction of 19 KPI's compared to 2024-25.

- The monthly set has 8 more KPI's, which are equally distributed across key commitments.
- The Service set has 18 less KPI's, attributed to Better Brighter Futures where they have halved due to measures no longer being calculable, and Modern Public Services mainly due to the closure of Oflog.
- The Organisational Health set has 9 less KPI's within Modern Public Services due to the closure of Oflog.

5. Issues and Choices

5.1. It is important that the format and presentation of performance data meets the needs of its audience. Therefore, feedback and/or suggestions on how the performance report could be further developed to help facilitate understanding and performance improvement, are always welcomed.

- 5.2. It is envisaged that additional indicators will be added to the Key Performance Indicator set as time goes on. Any changes to indicators will be reported to the Executive and Corporate Scrutiny committee.

6. Next Steps

- 6.1. Comments from Corporate Scrutiny to be incorporated into the Performance Management Framework and the 2025/26 KPI set.
- 6.2. Executive to approve the Performance Management Framework and 2025/65 KPI Set.
- 6.3. To continue to develop and embed a strong performance management framework and culture at North Northamptonshire Council.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

There are no resources or financial implications arising from the proposals.

Performance monitoring allows the Council to drive continuous improvement for North Northamptonshire and identify areas of concern early.

7.2. Legal and Governance

The Council is required to provide statutory monitoring and funding returns to central government departments and their agencies. The data underlying these returns forms the basis for the KPIs discussed in this report.

Monitoring performance is a key element of the Council's Governance Framework. The Council has made performance measurement and management a priority and views it as central to both Council transparency and to the Council's improvement agenda. The Performance Management Framework describes the Council's principles and processes for Performance Management.

7.3. Relevant Policies and Plans

Effective performance management directly contributes to the delivery of the key commitments set out within the Council's Corporate Plan.

7.4. Risk

Not making the decision to adopt a performance management framework and improved KPI leads to a lack of performance management, putting the Council at risk of not adequately monitoring the performance of core services and the council's corporate plan key commitments.

This is not a risk for this report itself, however, upon interpreting the performance data within the monthly Corporate KPI reports, the Council should be aware of the following risks:

- If there is poor data quality within systems used by services across the Council, this can lead to inaccurate performance information which impacts the quality of decision making.
- Failing to measure key service activities can leave the Council without a clear view of its performance. This prevents the effective oversight of key services, including those affecting the safety and wellbeing of residents. For example, Northamptonshire wide figures only are reported for Children's Social Care. The Intelligent Client Function are working with Northamptonshire Children's Trust to enable provision of North Northamptonshire data. This is aimed for completion within the next six months.
- Mis-interpreting the performance can lead to ineffective decision-making, reputational damage, and inaccurate resourcing. To mitigate this risk, KPIs should be clearly labelled and explained by supporting commentary.

7.5. Consultation

Informal consultation was carried out with all internal colleagues, the corporate leadership network and team, and portfolio holders.

7.6. Consideration by the Executive

This report will go to Executive Committee for approval following this Corporate Scrutiny meeting and any suggested or required amendments.

7.7. Equality Implications

There are no equality implications arising from this report.

7.8. Climate Impact

There are no negative climate impacts arising from this report.

The Council continues to develop its set of indicators that provide information about how it is meeting its key commitment to helping deliver a green and sustainable environment. The 2025/26 KPI set proposes ten KPIs to be reported quarterly, one half-yearly and three annually. These KPIs are within the Waste, Economic Development and Grounds teams.

7.9. Community Impact

Effective policy and decision-making, and scrutiny, guided by good quality, timely and relevant performance data can make a significant difference to the delivery of public services and therefore have an equally significant impact on the local communities.

7.10. Crime and Disorder Impact

No crime and disorder impacts have been identified.

8. Background Papers

- 8.1. The existing [Performance Management and Reporting Arrangements 2023-24](#) reported to the meeting of the Executive on the 16th March 2023.
- 8.2. The Corporate Plan, reported to the meeting of the [Executive on 18th November 2021](#), adopted by Council on the 1st December 2021.

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Appendix

Core KPIs to be reported monthly This document has been sorted by 'key commitment'

| Corporate Plan Key Commitment | Corporate Plan Key Commitment Priority | Directorate | Department | Team | Ref | New (not currently reported as KPI) or existing (reported as KPI currently) | Performance Indicator Name | Further detail (description) if necessary | Target for 2024-25 | Target for 2025-26 (or explanation if not possible to set target) | Notes on changes from 2024-25 to 2025-26 | Rationale for target | Exec Member Portfolio |
|-------------------------------|--|---------------------------------------|-------------------|--|-------------|---|---|---|--------------------|---|--|--|--|
| Active, Fulfilled Lives | Tackle the causes of complex problems such as poverty and homelessness | Adults, Health Partnerships & Housing | Housing | Housing Options | AFL15 | Existing | Total number of homeless approaches | | Tracking only | Tracking only | | N/A | Housing and Communities |
| Active, Fulfilled Lives | Tackle the causes of complex problems such as poverty and homelessness | Adults, Health Partnerships & Housing | Housing | Housing Options | AFL13 | Existing | Number of households whose homelessness was prevented | | 264 (22 per month) | 264 (22 per month) | | Previous data | Housing and Communities |
| Active, Fulfilled Lives | Tackle the causes of complex problems such as poverty and homelessness | Adults, Health Partnerships & Housing | Housing | Housing Options | AFL14 | Existing | Number of households whose homelessness was relieved | | 300 (25 per month) | 300 (25 per month) | | Previous data | Housing and Communities |
| Active, Fulfilled Lives | Tackle the causes of complex problems such as poverty and homelessness | Adults, Health Partnerships & Housing | Housing | Temporary Accommodation | AFL17 | Existing | Number of households in TA (Snapshot) | | 260 | 250 | | Service knowledge | Housing and Communities |
| Active, Fulfilled Lives | Tackle the causes of complex problems such as poverty and homelessness | Adults, Health Partnerships & Housing | Housing | Rough Sleeping | AFL12 | Existing | Rough Sleepers in North Northants - single night snapshot | | 9 | 15 | | Legislative | Housing and Communities |
| Active, Fulfilled Lives | Greater access to better quality Adult Social Care | Adults, Health Partnerships & Housing | Adult Social Care | Adult Social Care | AFL26 | Existing | Proportion of Section 42 where risk is reduced or removed | A S42 enquiry must take place if there is reason to believe that abuse or neglect is taking place | 95% | 95% | | National / regional average | Adults, Health & Wellbeing |
| Active, Fulfilled Lives | Greater access to better quality Adult Social Care | Adults, Health Partnerships & Housing | Adult Social Care | Adult Social Care | AFL07 | Existing | Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (elder people) | Population figures are taken from the Office National Statistics (ONS) Long term support is that which is planned to be required in the longer term and doesn't have a planned end date. The SALT, (short and long term) services ASC return is due to end and be replaced by CLD (client level data) return this financial year. These changes will impact the calculation of this metric. | 480 | 480 | | National / regional average | Adults, Health & Wellbeing |
| Active, Fulfilled Lives | Greater access to better quality Adult Social Care | Adults, Health Partnerships & Housing | Adult Social Care | Adult Social Care | AFL03 | Existing | Percentage of New Requests for Services (all ages) where Route of Access was Discharge from Hospital, with a sequel of ST-MAX | This looks to capture the percentage of people who go on to require statutory Adult Social Care support having been in receipt of ST-MAX (short-term care to maximise independence) after being discharged from hospital. The SALT, (short and long term) services ASC return is due to end and be replaced by CLD (client level data) return this financial year. These changes will impact the calculation of this metric. | 40% | 40% | | National / regional average | Adults, Health & Wellbeing |
| Active, Fulfilled Lives | Greater access to better quality Adult Social Care | Adults, Health Partnerships & Housing | Adult Social Care | Adult Social Care | AFL08 OFL00 | Existing | Short term service provision: Proportion of those that received short-term service during the year where sequel was either no ongoing support or support of a lower level | Reablement North is a Care Quality Commission registered home care service designed with access to multidisciplinary members to provide direct support to people in their home to provide reablement and support the person to maximise levels of independence. The service supports people at the point of discharge from hospital to support recovery from a period of ill health. They also accept direct referrals from ASC and community health partners to reduce need in the community and avoid unnecessary hospital admissions. The service is short term. Hospital adult social care team – Discharge to assess. The hospital ASC supports people discharged either home or to short term home care facilities after an admission to a hospital. This enables the person to access the support of care services, therapy services (internal and external) and other health care professionals where needed, to support the person to stabilise and recover after a period of ill health and then enable Care act assessment of long term needs to be conducted after discharge and recovery and not whilst still in a hospital adult environment. We provide a Physiotherapy and Occupational therapy service that supports active rehabilitation. This is based in a small number of community care home settings providing support to people admitted for a short period of reablement, mostly after hospital discharge, but not exclusively so as community admissions can occur for reablement. We also outreach to community settings such as other care homes, and peoples own homes to provide advice on equipment / aids / adaptations and Manual handling to support discharge from the rehab care home. We provide direct professional therapeutic interventions, and link closely with colleagues in ASC, care home providers, home care providers, hospitals and other members of the health and social care Multidisciplinary team. The service is short term to maximise independence. The SALT, (short and long term) services ASC return is due to end and be replaced by CLD (client level data) return this financial year. These changes will impact the calculation of this metric. | 80% | 80% | | National / regional average | Adults, Health & Wellbeing |
| Better, Brighter Futures | Ensure every child has equal access to a high standard of education | Children's Services | Education | Admissions | BBF22 | Existing | Number of children missing education | | 0 | 200 | | Change the existing tolerance, which has not been achieved in the last 12 months, to the new target. | Children, Families, Education & Skills |
| Better, Brighter Futures | Ensure every child has equal access to a high standard of education | Children's Services | Education | Inclusion | BBF55 | New | Number of home educated children | | N/A | 1029 | New indicator | 5% improvement on latest local | Children, Families, Education & Skills |
| Better, Brighter Futures | Ensure every child has equal access to a high standard of education | Children's Services | Education | Inclusion | BBF33 | Existing | Number of children who are absent from education for prolonged periods | | 0 | 135 | | 10% improvement on latest local | Children, Families, Education & Skills |
| Better, Brighter Futures | Ensure every child has equal access to a high standard of education | Children's Services | Education | Special Educational Needs & Disabilities | BBF18b | Existing | % of EHC (education health care) plans completed in month issued within 20 weeks (including exceptions) | | 100% | 70% | | Previous data and benchmarks | Children, Families, Education & Skills |
| Better, Brighter Futures | Ensure every child has equal access to a high standard of education | Children's Services | Education | Special Educational Needs & Disabilities | BBF36 | Existing | % of EHC (education health care) Plan Annual Reviews completed within 4 weeks of meeting | | 100% | 70% | | Previous data and benchmarks | Children, Families, Education & Skills |
| Better, Brighter Futures | Support partners and the Children's Trust to provide higher standards of support | Children's Services | Children's Trust | Family Hubs | BBF47 | Existing | Number of unique visits to Family Hubs digital platforms | Measure not fully embedded. Requires discussion | No target set | No target set | | Previous data and benchmarks | Children, Families, Education & Skills |
| Better, Brighter Futures | Support partners and the Children's Trust to provide higher standards of support | Children's Services | Children's Trust | Family Hubs | BBF50 | Existing | Number of service users attending sessions held by commissioned services at Family Hubs sites | Measure not fully embedded. Requires discussion | No target set | No target set | | Previous data and benchmarks | Children, Families, Education & Skills |
| Better, Brighter Futures | Support partners and the Children's Trust to provide higher standards of support | Children's Services | Children's Trust | Front Door | BBF05 | Existing | % of referrals with a previous referral within 12 months | This indicator shows: out of all referrals received, those that were for children whose previous referral was within 12 months. This is all referrals to Northamptonshire Children's Trust (NCT). A referral is where someone has a concern about the safety and well-being of a child. When NCT initially receive concerns, this is known as a contact. If upon receiving this contact, they decide further investigation is required it becomes a referral. This is a proxy measure for the quality of the work completed by NCT when dealing with a referral. If we see a high number of repeat referrals, it is a potential sign that they are not adequately responding to concerns when they are first raised. This is a national indicator often used to compare performance. | 29% | 29% | | Switch from countywide to North Northamptonshire data. | Children, Families, Education & Skills |
| Better, Brighter Futures | Support partners and the Children's Trust to provide higher standards of support | Children's Services | Children's Trust | Front Door | BBF06 | Existing | % of single assessments authorised within 45 working days | This indicator shows: out of all assessments authorised, those that were authorised within 45 days. Following a referral, if the concerns are serious enough, NCT will undertake an assessment of the needs of the child and/or their family and the nature and level of any risk of harm to the child. The assessment will be used to decide whether the child is in need, not in need or in need and at risk of significant harm. There is a statutory duty to carry out an assessment within 45 days of a referral if an assessment is considered necessary. If this deadline is not met then there is a risk that children are at risk of harm because we have not been able to assess their needs in a timely fashion. This is a national indicator often used to compare performance. | 85% | 85% | | Switch from countywide to North Northamptonshire data. | Children, Families, Education & Skills |
| Better, Brighter Futures | Support partners and the Children's Trust to provide higher standards of support | Children's Services | Children's Trust | Front Door | BBF27 | Existing | % of initial child protection conferences held within 15 days of a strategy discussion being initiated | This indicator shows: out of all child protection conferences held, those that were held within 15 days of a strategy discussion. The indicator shows how quickly the Trust and partners respond to protect children who have been assessed as at the risk of harm. | 81% | 81% | | Switch from countywide to North Northamptonshire data. | Children, Families, Education & Skills |
| Better, Brighter Futures | Support partners and the Children's Trust to provide higher standards of support | Children's Services | Children's Trust | In Care & Adoption | BBF07 | Existing | % Children in care with three or more placements in the previous 12 months | This indicator shows: out of all children in care for at least 12 months, those that have been in three or more placements in the last 12 months. This includes all possible placements for a child in care i.e. where a child in care is living. This includes residential care, foster placement, adoption. NNC is the corporate parent for children in care, we therefore want to provide them with a supportive and stable environment. If children regularly move between placements then this is likely to harm their development due to a lack of stable environment. This is a national indicator often used to compare performance. | 10% | 10% | | Switch from countywide to North Northamptonshire data. | Children, Families, Education & Skills |

| Corporate Plan Key Commitment | Corporate Plan Key Commitment Priority | Directorate | Department | Team | Ref | New (not currently reported as KPI) or existing (reported as KPI currently) | Performance Indicator Name | Further detail (description) if necessary | Target for 2024-25 | Target for 2025-26 (or explanation if not possible to set target) | Notes on changes from 2024-25 to 2025-26 | Rationale for target | Exec Member Portfolio |
|-------------------------------|--|---------------------------------------|-----------------------|--|----------|---|--|---|---------------------------------|---|---|---|--|
| Better, Brighter Futures | Support partners and the Children's Trust to provide higher standards of support | Children's Services | Children's Trust | Key Cohorts | BBF28 | Existing | Number of children with a Child Protection Plan | The number of children who are currently assessed as being at risk of harm at an initial child protection conference. | No target set | No target set | Switch from countywide to North Northamptonshire data. | Previous data and benchmarks | Children, Families, Education & Skills |
| Better, Brighter Futures | Support partners and the Children's Trust to provide higher standards of support | Children's Services | Children's Trust | Key Cohorts | BBF29 | Existing | Number of children in care | The number of children who are currently in the care of the local authority and have been so for more than 24 hours. | No target set | No target set | Switch from countywide to North Northamptonshire data. | Previous data and benchmarks | Children, Families, Education & Skills |
| Better, Brighter Futures | Support partners and the Children's Trust to provide higher standards of support | Children's Services | Children's Trust | Leaving Care | BBF08 | Existing | % of young people now aged 17 - 21 and in employment, education or training who were looked after when aged 16 | This indicator shows: out of all care leavers aged 17-21 now, those that are in employment, education or training. A child looked after is another phrase used to mean a child in care. This cohort of children who were in care are sometimes known as care leavers. NNC is the corporate parent of these children so should be actively supporting these young people to thrive in life by continuing in education or finding employment. Children in care are much more likely to be NEET (not in employment, education or training) and have poor life outcomes. It also is a proxy measure for how well the young person was supported as a child in care. This is a national indicator often used to compare performance. | 55% | 55% | Switch from countywide to North Northamptonshire data. | Previous data and benchmarks | Children, Families, Education & Skills |
| Better, Brighter Futures | Support partners and the Children's Trust to provide higher standards of support | Children's Services | Children's Trust | Leaving Care | BBF09 | Existing | % of young people now aged 17 - 21 and in suitable accommodation who were looked after when aged 16 | This indicator shows: Out of all care leavers aged 17-21 now, those that are in suitable accommodation. A child looked after is another phrase used to mean a child in care. This cohort of children who were in care are sometimes known as care leavers. NNC is the corporate parent of these children so should be actively supporting these young people to thrive in life by having a safe and suitable place to live. Children in care are much more likely to be in unsuitable or insecure accommodation or even homeless. It also is a proxy measure for how well the young person was supported as a child in care. This is a national indicator often used to compare performance. | 90% | 90% | Switch from countywide to North Northamptonshire data. | Previous data and benchmarks | Children, Families, Education & Skills |
| Better, Brighter Futures | Ensure every child has equal access to a high standard of education | Children's Services | Education | Special Educational Needs & Disabilities | BBF56 | New | % of Educational Psychology (EP) advice submitted each month which are by the due date | An Educational Psychology Advice is part of the EHC assessment process. | N/A | 70% | | Previous data and benchmarks | Children, Families, Education & Skills |
| Better, Brighter Futures | Ensure every child has equal access to a high standard of education | Children's Services | Education | Finance | BBF57 | New | Number of schools in financial difficulty | | N/A | 3 | | Previous data and benchmarks | Children, Families, Education & Skills |
| Modern public services | Provide good quality and efficient services valued by our customers | Finance & Performance | Revenues & Benefits | Revenues & Benefits | MPS04 | Existing | % of business rates collected in the year debit raised | | 98% | 98% | | To ensure that the council receives sufficient funding to effectively operate and carry out its responsibilities. | Finance & Transformation |
| Modern public services | Provide good quality and efficient services valued by our customers | Finance & Performance | Revenues & Benefits | Revenues & Benefits | MPS05 | Existing | % of council tax collected in the year debit raised | | 98% | 98% | | To ensure that the council receives sufficient funding to effectively operate and carry out its responsibilities. | Finance & Transformation |
| Modern public services | Provide good quality and efficient services valued by our customers | Adults, Health Partnerships & Housing | Housing | Housing (Tenancy) | MPS78 | Existing | Rent collected as a percentage of rent owed | | 98.50% | 98.60% | Changed from Quarterly to Monthly. Ref changed from STP38 to align with correct key commitment. | Knowledge of service levels / capacity / requirements | Housing and Communities |
| Modern public services | Provide good quality and efficient services valued by our customers | Adults, Health Partnerships & Housing | Housing | Property Services | MPS79 | Existing | Number of emergency Responsive Repairs completed | | Tracking only | Tracking only | Ref changed from STP09, to align with correct key commitment. | N/A | Housing and Communities |
| Modern public services | Provide good quality and efficient services valued by our customers | Adults, Health Partnerships & Housing | Housing | Property Services | MPS80 | Existing | Number of non-emergency responsive repairs completed | | Tracking only | Tracking only | Ref changed from STP10, to align with correct key commitment. | N/A | Housing and Communities |
| Modern public services | Provide good quality and efficient services valued by our customers | Adults, Health Partnerships & Housing | Housing | Property Services | MPS53 | Existing | Percentage of non-emergency repair jobs currently out of target | | N/A | Tracking only | Changed from Quarterly to Monthly. | N/A | Housing and Communities |
| Safe and thriving places | Strengthen the cultural identity of towns, villages and rural communities | Place & Economy | Growth & Regeneration | Development Management | STP15 | Existing | Percentage of major planning applications determined within 13 weeks (or within agreed extension of time) | | 88% | 88% | | Previous data and benchmarks | Growth & Regeneration |
| Safe and thriving places | Strengthen the cultural identity of towns, villages and rural communities | Place & Economy | Growth & Regeneration | Development Management | STP16/17 | Existing | Percentage of non-major planning applications determined within 8 weeks (or within agreed extension of time) | Non-majors are minors plus PS codes 20 and 21 (Change of use and householders). | 86% | 86% | | Previous data and benchmarks | Growth & Regeneration |
| Safe and thriving places | Maintain our highways infrastructure to keep people moving safely around North Northamptonshire. | Place & Economy | Highways & Waste | Highways | STP44 | Existing | Percentage of lights in light during light up period (within the PFI with Balfour Beatty) | | 99% | 99% | | Contract | Highways Travel and assets |
| Safe and thriving places | Maintain our highways infrastructure to keep people moving safely around North Northamptonshire. | Place & Economy | Highways & Waste | Highways | STP29 | Existing | Number of Defects Outstanding (at end of period), split by category | This relates to carriageway and footway only. | No Target | No Target | | N/A | Highways Travel and assets |
| Safe and thriving places | Maintain our highways infrastructure to keep people moving safely around North Northamptonshire. | Place & Economy | Highways & Waste | Highways | STP30 | Existing | Number of Defects Repaired in period, split by category | This relates to carriageway and footway only. | No Target | No Target | | N/A | Highways Travel and assets |
| Safe and thriving places | Maintain our highways infrastructure to keep people moving safely around North Northamptonshire. | Place & Economy | Highways & Waste | Highways | STP31 | Existing | Percentage of defects responded to within the timeframes specified, split by category | This relates to carriageway and footway only. Category definitions: P1 – within 2 hours; P2 – within 7 days; P3 – within 28 days; P4 – within 26 weeks. P4 timescale to potentially change | P1 and P2 97.5% - P3 and P4 90% | P1 and P2 97.5% - P3 and P4 90% | | Contract | Highways Travel and assets |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Adults, Health Partnerships & Housing | Housing | Housing (Tenancy) | STP37 | Existing | Average time taken to re-let NNC standard void properties | | 56 days | 49 days | Changed from Quarterly to Monthly. | Previous data | Housing and Communities |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Adults, Health Partnerships & Housing | Housing | Property Services | STP45 | New | % of homes in buildings that have had all the necessary asbestos management surveys or re-inspections | Tenant Satisfaction Measure | 100.00% | 100.00% | | Regulator measure regarding compliance | Housing and Communities |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Adults, Health Partnerships & Housing | Housing | Property Services | STP46 | New | % of homes that have had all the necessary legionella risk assessments | Tenant Satisfaction Measure | 100.00% | 100.00% | | Regulator measure regarding compliance | Housing and Communities |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Adults, Health Partnerships & Housing | Housing | Property Services | STP47 | New | % of emergency responsive repairs completed within the target timescale | Tenant Satisfaction Measure | N/A | 100.00% | | Regulator measure regarding compliance | Housing and Communities |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Adults, Health Partnerships & Housing | Housing | Property Services | STP48 | New | % of non-emergency responsive repairs completed within the target timescale | Tenant Satisfaction Measure | N/A | 100.00% | | Regulator measure regarding compliance | Housing and Communities |

Appendix

Service KPIs - reported less frequent than monthly This document has been sorted by 'key commitment'

| Corporate Plan Key Commitment | Corporate Plan Key Commitment Priority | Directorate | Department | Team | Ref | New (not currently reported as KPI) or existing (reported as KPI currently) | Performance Indicator Name | Further detail (description) if necessary | Target for 2024-25 | Target for 2025-26 (or explanation if not possible to set target) | Notes on changes from 2024-25 to 2025-26 | Rationale for target | Exec Member Portfolio | Frequency |
|-------------------------------|--|---------------------------------------|---------------|--------------------------------|--------|---|---|--|--|--|---|---|--|------------------------------------|
| Active, fulfilled lives | Improve the accessibility and use of leisure, culture, art and sport | Adults, Health Partnerships & Housing | Communities | Libraries | AFL09 | Existing | Number of physical visits to libraries | Number of people attending our libraries | 478229 (To be updated to a 1% increase on the actuals achieved at the end of Oct so cannot provide this yet) | Yr End Target: 571,366 Qtr1: 132,449 Qtr2: 158,130 Qtr3: 135,041 Qtr4: 145,776 | Still reporting quarterly but adding monthly breakdown. | Previous data | Sport, Leisure, Culture & Tourism | Quarterly (with monthly breakdown) |
| Active, fulfilled lives | Improve the accessibility and use of leisure, culture, art and sport | Adults, Health Partnerships & Housing | Communities | Leisure | AFL11a | Existing | Net promoter score % - Leisure (in-house) | The Net Promoter Score measures customer experience and how likely they are to recommend the service to friends and family. It is measuring the customers perception of the service. Net Promoter Score, or NPS, measures customer experience across business sectors internationally. Customers are asked 'On a scale of 0 - 10 how likely are you to recommend the Leisure Centre to friends and family?' Respondents are grouped as follows: -Promoters (score 9-10) are loyal enthusiasts who will keep buying and refer others, enabling growth. -Passives (score 7-8) are satisfied but unenthusiastic customers who are vulnerable to competitive offerings. -Detractors (score 0-6) are unhappy customers who can damage your brand and impede growth through negative word-of-mouth. | 60% | 60% | Previous data | Sport, Leisure, Culture & Tourism | Annual (Jun) | |
| Active, fulfilled lives | Improve the accessibility and use of leisure, culture, art and sport | Adults, Health Partnerships & Housing | Communities | Leisure | AFL11b | Existing | Net promoter score % - Leisure (external) | The Net Promoter Score measures customer experience and how likely they are to recommend the service to friends and family. It is measuring the customers perception of the service. Net Promoter Score, or NPS, measures customer experience across business sectors internationally. Customers are asked 'On a scale of 0 - 10 how likely are you to recommend the Leisure Centre to friends and family?' Respondents are grouped as follows: -Promoters (score 9-10) are loyal enthusiasts who will keep buying and refer others, enabling growth. -Passives (score 7-8) are satisfied but unenthusiastic customers who are vulnerable to competitive offerings. -Detractors (score 0-6) are unhappy customers who can damage your brand and impede growth through negative word-of-mouth. | 50% | 50% | Previous data | Sport, Leisure, Culture & Tourism | Annual (Jun) | |
| Active, fulfilled lives | Improve the accessibility and use of leisure, culture, art and sport | Communities & Public Health | Communities | Archaeological Resource Centre | AFL2b | New | Number of Educational and Learning Resource visits to Chester House Estate | | 3500 | 6000 (annual) (40% of visits between may - July) | Changed from MPI to KPI | Previous data | Sport, Leisure, Culture & Tourism | Quarterly |
| Active, fulfilled lives | Tackle the causes of complex problems such as poverty and homelessness | Communities & Public Health | Communities | Communities | AFL31 | New | Number children eligible for free school meals | | N/A | No target | N/A | N/A | Children, Families, Education & Skills | Annual (Sept) |
| Active, fulfilled lives | Tackle the causes of complex problems such as poverty and homelessness | Communities & Public Health | Communities | Communities | AFL32 | New | % children eligible for free school meals where voucher was redeemed | | N/A | No target | N/A | N/A | Children, Families, Education & Skills | Termly |
| Active, fulfilled lives | Tackle the causes of complex problems such as poverty and homelessness | Communities & Public Health | Communities | Communities | AFL33 | New | % vulnerable households supported | | N/A | No target | N/A | N/A | Children, Families, Education & Skills | Half-yearly (Q2 & Q4) |
| Active, fulfilled lives | Improve the accessibility and use of leisure, culture, art and sport | Communities & Public Health | Communities | Adult Learning | AFL30 | New | Leamer satisfaction - Learners respond to the question 'How would you rate your learning experience?' as either 'Good' or 'Outstanding' | | 95% | 95% | Knowledge of service levels / capacity / requirements | Sport, Leisure, Culture & Tourism | Annual | |
| Active, fulfilled lives | Improve the accessibility and use of leisure, culture, art and sport | Communities & Public Health | Communities | Adult Learning | AFL29 | New | Total learner enrolment inline with annualised curriculum plan | | N/A | 90-95% | Knowledge of service levels / capacity / requirements | Sport, Leisure, Culture & Tourism | Annual (Jul/Aug) | |
| Active, Fulfilled Lives | Tackle the causes of complex problems such as poverty and homelessness | Adults, Health Partnerships & Housing | Housing | Housing Options | AFL16 | Existing | Number of households accepted as owed the main housing duty | | Tracking only | Tracking only | N/A | N/A | Housing and Communities | Quarterly |
| Active, Fulfilled Lives | Tackle the causes of complex problems such as poverty and homelessness | Adults, Health Partnerships & Housing | Housing | Temporary Accommodation | AFL18 | Existing | Number of households with family commitments living in B&B accommodation | | 5 | 5 | Knowledge of service levels / capacity / requirements | Housing and Communities | Quarterly | |
| Active, Fulfilled Lives | Tackle the causes of complex problems such as poverty and homelessness | Adults, Health Partnerships & Housing | Housing | Temporary Accommodation | AFL24 | Existing | Number of TA placements out of NN area | | 5 | 3 | Knowledge of service levels / capacity / requirements | Housing and Communities | Quarterly | |
| Active, Fulfilled Lives | Tackle the causes of complex problems such as poverty and homelessness | Adults, Health Partnerships & Housing | Housing | Rough Sleeping | AFL19 | Existing | Number of rough sleepers rehoused into accommodation | | 84 (7 per month) | 84 | Knowledge of service levels / capacity / requirements | Housing and Communities | Quarterly | |
| Active, fulfilled lives | Greater access to better quality Adult Social Care | Communities & Public Health | Public Health | Public Health | AFL20 | Existing | % of in-year eligible population offered an NHS Health Check | Eligibility for NHS Health Check: -Aged 74 -Not had NHS Health Check in last 5 years -None of the pre-existing conditions listed here - https://www.nhs.uk/conditions/nhs-health-check/ -Resident of Northamptonshire 'Offered' is the first invite a patient will be sent to attend their NHS Health Check. 'Received' is when an NHS Health Check has been completed. The vast majority of NHS Health Checks are completed following an invite being sent to a patient, hence the importance of tracking this indicator. The requirement is for every patient eligible for an NHS Health Check to be invited for their NHS Health Check across a rolling 5 year period, and for 60% of the eligible patient population to have their NHS Health Check. | 100% | 100% | National target | Adults, Health & Wellbeing | Quarterly | |
| Active, fulfilled lives | Greater access to better quality Adult Social Care | Communities & Public Health | Public Health | Public Health | AFL21 | Existing | % of in-year eligible population who received an NHS Health Check | | 60% | 60% | National target | Adults, Health & Wellbeing | Quarterly | |
| Active, fulfilled lives | Greater access to better quality Adult Social Care | Communities & Public Health | Public Health | Public Health | AFL22 | Existing | % Smoking quit rate at 4 weeks | Successful quitters are those smokers who successfully quit at the four-week follow-up. A client is counted as a 'self-reported 4-week quitter' when assessed four weeks after the designated quit date, if they declare that they have not smoked, even a single puff on a cigarette, in the past two weeks. This information is collected on NHS Stop Smoking returns in line with requirements from the Department of Health (DH). | 60% | 60% | Methodology changed from: numerator: number of clients who quit at 4 weeks in the last month; denominator: number of clients who set a quit date in the last month To this: numerator: number of clients successful quit smoking at 4-week follow-up; denominator: number of clients who have set a quit date and reached 4-week follow-up | Knowledge of service levels / capacity / requirements | Adults, Health & Wellbeing | Quarterly |
| Active, fulfilled lives | Greater access to better quality Adult Social Care | Communities & Public Health | Public Health | Public Health | AFL23 | Existing | % substance misuse clients waiting more than 3 weeks for their first intervention | Proportion of first drug and/or alcohol treatment interventions where the person waited over 3 weeks to commence treatment | National target will be available in April 2024 | National target will be available in April 2024 | National target | Adults, Health & Wellbeing | Quarterly | |

| Corporate Plan Key Commitment | Corporate Plan Key Commitment Priority | Directorate | Department | Team | Ref | New (not currently reported as KPI) or existing (reported as KPI currently) | Performance Indicator Name | Further detail (description) if necessary | Target for 2024-25 | Target for 2025-26 (or explanation if not possible to set target) | Notes on changes from 2024-25 to 2025-26 | Rationale for target | Exec Member Portfolio | Frequency |
|----------------------------------|--|---------------------------------------|-----------------------|------------------------|-------|---|---|--|--|--|--|---|--|-------------|
| Active, fulfilled lives | Greater access to better quality Adult Social Care | Adults, Health Partnerships & Housing | Adult Social Care | Adult Social Care | AFL27 | Existing | Ratio of Closed Cases to Open Cases for DOLS | The ratio will be calculated monthly and then the three month's ratio's will be averaged for the quarter. A case can be open for a year and then must be reviewed. Therefore a large portion of these closed and open cases will be re-referrals. The deprivation of liberty safeguards (DoLS) is a statutory process, as required by the Mental Capacity Act 2005 (MCA) to provide legal protection for individuals (18 years and above) who are, or may become, deprived of their liberty within the meaning of Article 5 of the European Court of Human Rights (ECHR) within a hospital or care home. There are two types of authorisations standard and urgent. Standard: A managing authority must request a standard authorisation when it appears likely that within 28 days, requests will be accommodated in a care home or hospital in circumstances that amount to a deprivation of liberty. Urgent: If the person is already subject to circumstances which amount to a deprivation of liberty, the managing authority must give itself an urgent authorisation which lasts for 7 days. | 94.5% | 94.5% | | Previous data | Adults, Health & Wellbeing | Quarterly |
| Better, brighter futures | Support partners and the Children's Trust to provide better early support to families and better standards of care | Communities & Public Health | Public Health | Public Health | BBF01 | Existing | Breastfeeding rate at 6-8 weeks | This is the percentage of infants that are totally or partially breastfed at age 6-8 weeks. Totally breastfed is defined as infants who are exclusively receiving breast milk at 6-8 weeks of age - that is, they are not receiving formula milk, any other liquids or food. Partially breastfed is defined as infants who are currently receiving breast milk at 6-8 weeks of age and who are also receiving formula milk or any other liquids or food. Not all breastfed is defined as infants who are not currently receiving any breast milk at 6-8 weeks of age. The numerator is the count of the number of infants recorded as being totally breastfed at 6-8 weeks and the number of infants recorded as being partially breastfed. The denominator is the total number of infants due a 6-8 weeks check. | 55% | 55% | | National target | Children, Families, Education & Skills | Quarterly |
| Better, brighter futures | Support partners and the Children's Trust to provide better early support to families and better standards of care | Communities & Public Health | Public Health | Public Health | BBF54 | New | % of children that received a developmental review by the age of 2.5 years | The Department of Health is developing an outcome measure of child development at age 2 to 2½ years. The measure will help monitor child development across England in order to observe changes in population health from year to year, and potentially also use the data to track children's outcomes as they grow up. It is very important that the indicator of child development at age 2 to 2½ is included in the PNOF. The indicator will help to build a picture of child development at age 2 to 2½ at national and local level. It will support local areas in assessing the effectiveness and impact of services for 0 to 2 year olds and support future planning. Data for the measure will be collected during the Healthy Child Programme (HCP) two year review or integrated review, where in place. The Ages and Stages Questionnaire-3 (ASQ-3) covers five domains of child development: communication, gross motor skills, fine motor skills, problem solving and personal-social development. Health visiting teams should have been using ASQ-3 as part of HCP two year reviews from April 2015. This indicator shows the proportion of 2 to 2½ reviews which use the ASQ-3. Understanding and publishing coverage statistics will inform the decision to publish the outcomes indicators that can be derived from the ASQ-3. | 80% | 80% | | | Children, Families, Education & Skills | Quarterly |
| Better, brighter futures | Support partners and the Children's Trust to provide better early support to families and better standards of care | Communities & Public Health | Public Health | Public Health | BBF02 | Existing | % of infants due a new birth visit that received a new birth visit within 14 days of birth | All infants and their families are eligible to receive a visit led by a health visitor within the first two weeks from birth, which is known as the New Birth Visit (NBV). This metric is designed to measure what proportion of infants receive a timely NBV. This visit forms part of the Healthy Child Programme (HCP), and is important to ensure a continuum of support following on from visits by a midwife, which usually end at day 10. This visit is also important in identifying any development issues with the infant (including early referral to a specialist team where needed), to promote sensitive parenting, to provide safe sleeping advice, to support feeding and to discuss concerns and worries, including maternal mental health. | 90% | 90% | | National target | Children, Families, Education & Skills | Quarterly |
| Better, brighter futures | Support partners and the Children's Trust to provide better early support to families and better standards of care | Communities & Public Health | Public Health | Public Health | BBF03 | Existing | % of children who received a 6-8 week review by the time they were 8 weeks | The 6 to 8 week review is an opportunity for support with breastfeeding if required, and allows an assessment of the mother's mental health, as well as reinforcing the discussions and messages from the new birth visit. It is an opportunity to ensure the mother has had a six-week postnatal check, and that the infant has received the infant physical examination, as well as a reminder of the importance of the vaccinations that take place in the first few months. Any difficulties the mother has had in receiving benefits she is entitled to can be discussed and support offered. | 90% | 90% | | National target | Children, Families, Education & Skills | Quarterly |
| Better, brighter futures | Support partners and the Children's Trust to provide better early support to families and better standards of care | Communities & Public Health | Public Health | Public Health | BBF04 | Existing | % mothers known to be smokers at the time of delivery | The number of mothers known to be smokers at the time of delivery as a percentage of all maternities with known smoking status. A maternity is defined as a pregnant woman who gives birth to one or more live or stillborn babies of at least 24 weeks gestation, where the baby is delivered by either a midwife or doctor at home or in a NHS hospital | 11% | 11% | Methodology changed from: numerator: number of mothers known to be smokers at the time of delivery; denominator: number of all maternities in a quarter. To this: numerator: number of mothers known to be smokers at the time of delivery; denominator: number of all maternities with known smoking status | National target | Children, Families, Education & Skills | Quarterly |
| Better, Brighter Futures | Ensure every child has equal access to a high standard of education | Children's Services | Education | Admissions | BBF20 | Existing | State Schools Admissions - % of young people getting 1st, 2nd or 3rd preference for primary applications | | No target set | 95% | | Previous data and benchmarks | Children, Families, Education & Skills | Annual |
| Better, Brighter Futures | Ensure every child has equal access to a high standard of education | Children's Services | Education | Admissions | BBF21 | Existing | State Schools Admissions - % of young people getting 1st, 2nd or 3rd preference for secondary applications | | No target set | 95% | | Previous data and benchmarks | Children, Families, Education & Skills | Annual |
| Better, Brighter Futures | Ensure every child has equal access to a high standard of education | Children's Services | Education | Early Years | BBF37 | Existing | % takeup of 2 year old Entitlements | | 72% | 70% | Provisionally added for 2024-25. | Previous data and benchmarks | Children, Families, Education & Skills | Termly |
| Better, Brighter Futures | Ensure every child has equal access to a high standard of education | Children's Services | Education | Early Years | BBF38 | Existing | % takeup of 3&4 year old universal Entitlements | | 80% | 95% | Provisionally added for 2024-25. | Previous data and benchmarks | Children, Families, Education & Skills | Termly |
| Better, Brighter Futures | Ensure every child has equal access to a high standard of education | Children's Services | Education | Inclusion | BBF34 | Existing | % of persistently absent pupils - Primary | | 0% | 14.50% | | Previous data and benchmarks | Children, Families, Education & Skills | Termly |
| Better, Brighter Futures | Ensure every child has equal access to a high standard of education | Children's Services | Education | Inclusion | BBF35 | Existing | % of persistently absent pupils - Secondary | | 0% | 25.50% | | Previous data and benchmarks | Children, Families, Education & Skills | Termly |
| Better, Brighter Futures | Ensure every child has equal access to a high standard of education | Children's Services | Education | School Improvement | BBF23 | Existing | % of children achieving a good level of Development in Early Years Foundation Stage Profile | | 67.80% | 69.40% | | Previous data and benchmarks | Children, Families, Education & Skills | Annual |
| Better, Brighter Futures | Ensure every child has equal access to a high standard of education | Children's Services | Education | School Improvement | BBF24 | Existing | % of children achieving Age Related Expectations or above in reading, writing and maths at Key Stage 2 | | 59% | 59% | | Previous data and benchmarks | Children, Families, Education & Skills | Annual |
| Better, Brighter Futures | Ensure every child has equal access to a high standard of education | Children's Services | Education | School Improvement | BBF25 | Existing | % of children achieving grade 9-4 in English and Maths (previously A-C) | | 64.60% | 64.30% | | Previous data and benchmarks | Children, Families, Education & Skills | Annual |
| Better, Brighter Futures | Ensure every child has equal access to a high standard of education | Children's Services | Education | Virtual School | BBF43 | Existing | % PEPs quality assured as Good | | 100% | 90% | | Previous data and benchmarks | Children, Families, Education & Skills | Termly |
| Better, Brighter Futures | Support partners and the Children's Trust to provide higher standards of support | Children's Services | Children's Trust | In Care & Adoption | BBF10 | Existing | % of children in care who were placed for adoption within 12 months of an agency decision that they should be adopted | This indicator shows: out of all children adopted, those that were placed for adoption within 12 months of the council receiving permission to place the child for adoption. NNC is the corporate parent for these children whilst they are in care so should support them to have a stable home environment. The shorter the time, children have to wait to be placed means a shorter wait for this stable environment. This is a national indicator often used to compare performance. | 72% | 72% | Switch from countywide to North Northamptonshire data. | Previous data and benchmarks | Children, Families, Education & Skills | Quarterly |
| Connected communities | Empower a thriving voluntary and community sector | Adults, Health Partnerships & Housing | Communities | Community Partnerships | CNC02 | Existing | Organisations supported through NNC Community Grant funding | A Community Fund is defined as a financial award the Council makes from its funds to support community activities. These awards can be made to Community and Voluntary Organisations, Town and Parish Councils, Registered Charities and to other bodies or individuals. They need to be spent within 12 months of being awarded; set criteria as to what they can be used for: policy - https://www.northnotts.gov.uk/community-safety-and-emergencies/community-grants-and-funding | 100% | No target | Wording changed from: "Total amount of funding released via small discretionary grants into organisations". Target removed. | Knowledge of service levels / capacity / requirements | Rural Communities & Localities | Half-yearly |
| Greener, sustainable environment | Promote sustainable, active travel | Place & Economy | Growth & Regeneration | Economic Development | GSE01 | Existing | Number of E-Scooter trips (rides) | Number of e-scooter trips obtained from monthly data provided by Voi. | Tracking - no target | Tracking - no target | | N/A | Climate & Green Environment | Quarterly |
| Greener, sustainable environment | Promote sustainable, active travel | Place & Economy | Growth & Regeneration | Economic Development | GSE02 | Existing | Number of registered E-Scooter users | Number of e-scooter users obtained from monthly data provided by Voi. | Tracking - no target | Tracking - no target | | N/A | Climate & Green Environment | Quarterly |
| Greener, sustainable environment | Promote sustainable, active travel | Place & Economy | Growth & Regeneration | Economic Development | GSE03 | Existing | Co2 saving from E-Scooters | Co2 savings from e-scooter use obtained from monthly data provided by Voi. Trail ending May 2024. | Tracking - no target | Tracking - no target | | N/A | Climate & Green Environment | Quarterly |
| Greener, sustainable environment | Promote sustainable, active travel | Place & Economy | Growth & Regeneration | Economic Development | GSE08 | Existing | Co2 saving from Delivery Robots | Co2 savings from delivery robot use obtained from quarterly data provided by Starship. | Tracking - no target | Tracking - no target | | N/A | Climate & Green Environment | Quarterly |
| Greener, sustainable environment | Embed low carbon technology, improved green infrastructure and sustainable forms of transport | Place & Economy | Growth & Regeneration | Economic Development | GSE04 | Existing | Number of electric vehicles charging points publicly available | Quarterly data collected by Department for Transport | Increase in 10% by end of year. 2.5% by end of Q1 etc... | 250 charging points by Dec 2025 | | Strategy | Climate & Green Environment | Quarterly |
| Greener, sustainable environment | Embed low carbon technology, improved green infrastructure and sustainable forms of transport | Place & Economy | Growth & Regeneration | Economic Development | GSE05 | Existing | Number of electric vehicle charge points per 100,000 population | | Improve ranking | 250 charging points by Dec 2025 | | Strategy | Climate & Green Environment | Quarterly |
| Greener, sustainable environment | Embed low carbon technology, improved green infrastructure and sustainable forms of transport | Place & Economy | Growth & Regeneration | Economic Development | GSE11 | Existing | EV charging network | Number of towns with public Electric Vehicle Charging Points | Tracking each quarter and then to have Public EVCPs in all 12 towns by December 2025 | Tracking each quarter and then to have Public EVCPs in all 12 towns by December 2025 | | Strategy | Climate & Green Environment | Quarterly |

| Corporate Plan Key Commitment | Corporate Plan Key Commitment Priority | Directorate | Department | Team | Ref | New (not currently reported as KPI) or existing (reported as KPI currently) | Performance Indicator Name | Further detail (description) if necessary | Target for 2024-25 | Target for 2025-26 (or explanation if not possible to set target) | Notes on changes from 2024-25 to 2025-26 | Rationale for target | Exec Member Portfolio | Frequency |
|----------------------------------|---|---------------------------------------|-----------------------|---------------------------|--------|---|---|---|---|---|--|---|-----------------------------|------------------------------------|
| Greener, sustainable environment | Protect the countryside and open spaces, and enhance the natural environment and ecology | Place & Economy | Assets & Environment | Assets & Environment | GSE09 | Existing | Volume of pesticides used within NNC Grounds Services operations | This indicator currently only includes Grounds Service use of pesticides which whilst this includes some highway areas, it will not cover the entirety of Highways usage. | 225L Q1: 50L Q2: 120L Q3: 35L Q4: 20L | 225L Q1: 50L Q2: 120L Q3: 35L Q4: 20L | | Based on current levels of usage and likely trend | Climate & Green Environment | Quarterly |
| Greener, sustainable environment | Protect the countryside and open spaces, and enhance the natural environment and ecology | Place & Economy | Assets & Environment | Assets & Environment | GSE10 | Existing | Habitat area improved for pollinators (hectares) | As identified in pollinator strategy - this is the area of NNC owned land that is managed to benefit Pollinator species - this will primarily entail allowing current short mown amenity grassland to flower. 20 sites identified. | 20 sites - Total of 10 hectares for 2024/25. | Track and then target for 5 hectares by end of year. | | Knowledge of service levels / capacity / requirements | Climate & Green Environment | Half-yearly (Q2 & Q4) |
| Greener, sustainable environment | Educate, encourage reuse, harmonise and enforce to keep our environments free from litter | Place & Economy | Highways & Waste | Waste | GSE06 | Existing | Fly-tipping: number of fly tips reported | This is the number of fly tips recorded across NNC. Fly-tipping is illegal dumping of liquid or solid waste on land or in water. | No target | No target | | N/A | Highways Travel and assets | Quarterly |
| Greener, sustainable environment | Educate, encourage reuse, harmonise and enforce to keep our environments free from litter | Place & Economy | Highways & Waste | Waste | GSE07 | Existing | Percentage of waste diverted from landfill | Based on old national indicator N193: Percentage of Municipal Waste Sent to Landfill | 87% | 95% | | Previous data | Highways Travel and assets | Annual (Jun) |
| Greener, sustainable environment | Educate, encourage reuse, harmonise and enforce to keep our environments free from litter | Place & Economy | Highways & Waste | Waste | GSE12 | Existing | NI92 % Household Waste sent for reuse, recycling or composting | Municipal waste includes both household waste and that from other sources which is similar in nature and composition e.g. businesses | 42.50% | 47.00% | | Previous data | Highways Travel and assets | Quarterly (a quarter in arrears) |
| Greener, sustainable environment | Educate, encourage reuse, harmonise and enforce to keep our environments free from litter | Place & Economy | Highways & Waste | Waste | GSE13 | Existing | Residual household waste: Residual household waste per household (kg) | | CIPFA Near Neighbours benchmark | TBC | | N/A | Climate & Green Environment | Annual |
| Greener, sustainable environment | Educate, encourage reuse, harmonise and enforce to keep our environments free from litter | Place & Economy | Highways & Waste | Waste | GSE14 | Existing | Recycling contamination rate: % Proportion of dry recycling contaminated/ Rejected | | CIPFA Near Neighbours benchmark | 10% | Renamed from "Recycling contamination rate: Proportion of household waste contaminated/rejected" | Previous data and benchmarks | Climate & Green Environment | Annual |
| Modern public services | Provide good quality and efficient services valued by our customers | Strategy & Change | Customer Services | Customer Services | MPS39 | Existing | % of calls answered out of total calls received in customer services | % of calls answered out of total calls received in customer services. This is the number of calls answered divided by the total number of calls received x 100 to give a percentage. Important in order to manage volumes and ensure we are meeting to most customers needs. | 90% | 90% | | Knowledge of service levels / capacity / requirements | Finance and Transformation | Quarterly (with monthly breakdown) |
| Modern public services | Provide good quality and efficient services valued by our customers | Strategy & Change | Customer Services | Customer Services | MPS42 | Existing | Number of customers helped by customer services - split by telephone/ face-to-face appointments / face-to-face drop in to reception / email and online form | Number of customers helped by customer services - split by telephone/face-to-face appointments, face-to-face drop in to reception, email and online form. Considering to start collecting this from August using Customer Relationship Management systems. | No target | No target | Adding online form | N/A | Finance and Transformation | Quarterly (with monthly breakdown) |
| Modern public services | Provide good quality and efficient services valued by our customers | Adults, Health Partnerships & Housing | Housing | Keyways | MPS81 | Existing | Number of active households on Keyways (snapshot at 1st month) | | Tracking only | Tracking only | | N/A | Housing and Communities | Quarterly |
| Safe and thriving places | Strengthen the cultural identity of towns, villages and rural communities | Place & Economy | Growth & Regeneration | Development Management | STP18a | Existing | Percentage of major planning applications overturned on appeal (2 year rolling) | | CIPFA Near Neighbours benchmark | 3% | | Based on national benchmarks | Growth & Regeneration | Quarterly |
| Safe and thriving places | Strengthen the cultural identity of towns, villages and rural communities | Place & Economy | Growth & Regeneration | Development Management | STP18b | Existing | Percentage of non-major planning applications overturned on appeal (2 year rolling) | | CIPFA Near Neighbours benchmark | 3% | | Based on national benchmarks | Growth & Regeneration | Quarterly |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Place & Economy | Growth & Regeneration | Economic Development | STP21 | Existing | % of Full fibre coverage | This is the percentage of premises within the county with access to a Fibre to the Premises (FTTP) broadband service. Data is sourced from Think Broadband. They are recognised independent industry experts that collate data from all the major network operators. | 40% (countywide) | Tracking | Track to achieve 95% by 2029 (North Northants) | N/A | Growth & Regeneration | Quarterly |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Place & Economy | Growth & Regeneration | Economic Development | STP22 | Existing | % of gigabit coverage | This is the percentage of premises within the county with access to a gigabit capable service. Data is sourced from Think Broadband. They are recognised independent industry experts that collate data from all the major network operators. | 75% (countywide) | Tracking | Track to achieve 99% by 2030 (North Northants) | Strategy | Growth & Regeneration | Quarterly |
| Safe and thriving places | Working with local businesses and partners to support the creation of high-quality, better-skilled jobs | Place & Economy | Growth & Regeneration | Economic Development | STP52 | Existing | Number of local businesses benefiting from support through UKSPF | New fund Initiative in 2022/23 | No target | Tracking | Changed from MPI to KPI | N/A | Growth & Regeneration | Quarterly |
| Safe and thriving places | Strengthen the cultural identity of towns, villages and rural communities | Place & Economy | Growth & Regeneration | Minerals & Waste Planning | STP23 | Existing | Percentage of NNC County Matter (minerals and waste) planning decisions made within the required timescale | The statutory time limits for applications for planning permission are 13 weeks for applications for major development such as all minerals and waste development, 16 weeks if the application is subject to an to an Environmental Impact Assessment or an extension to timescales has been agreed with an applicant and it is these times that are measured from the date of the validation of the application. | 95% | 95% | | 95% of planning applications determined during the measurement period must have been determined in line with central government requirements (13 weeks or 16 weeks if EIA development or a longer timescale has been agreed with the applicant. | Growth & Regeneration | Quarterly (with monthly breakdown) |

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|-------------------------------|---|-----------------|-----------------------|------------------------|-----------|---|---|---|--|--|---|---|-----------------------|--------------|
| Safe and thriving places | Strengthen the cultural identity of towns, villages and rural communities | Place & Economy | Growth & Regeneration | Development Management | STP15a | Existing | Percentage of major planning applications determined within 13 weeks (or within agreed extension of time) (12 month rolling) | | 88% | 88% | Changed from 2 year rolling to 12 month rolling | Previous data and benchmarks | Growth & Regeneration | Annual |
| Safe and thriving places | Strengthen the cultural identity of towns, villages and rural communities | Place & Economy | Growth & Regeneration | Development Management | STP16/17a | Existing | Percentage of non-major planning applications determined within 8 weeks (or within agreed extension of time) (12 month rolling) | Non-majors are minors plus PS codes 20 and 21 (Change of use and householders). | 86% | 86% | Changed from 2 year rolling to 12 month rolling | Previous data and benchmarks | Growth & Regeneration | Annual |
| Safe and thriving places | Strengthen the cultural identity of towns, villages and rural communities | Place & Economy | Growth & Regeneration | Development Management | STP18a | Existing | Percentage of major planning applications overturned on appeal (2 year rolling) | | 9% | 3% | | Previous data and benchmarks | Growth & Regeneration | Annual |
| Safe and thriving places | Strengthen the cultural identity of towns, villages and rural communities | Place & Economy | Growth & Regeneration | Development Management | STP18b | Existing | Percentage of non-major planning applications overturned on appeal (2 year rolling) | | 9% | 3% | | Previous data and benchmarks | Growth & Regeneration | Annual |
| Safe and thriving places | Strengthen the cultural identity of towns, villages and rural communities | Place & Economy | Growth & Regeneration | Development Management | STP19 | Existing | Total number of planning applications received - ALL TYPES of applications | This is the total number of planning applications received by the Council each month | No target | No target | | N/A | Growth & Regeneration | Quarterly |
| Safe and thriving places | Strengthen the cultural identity of towns, villages and rural communities | Place & Economy | Growth & Regeneration | Development Management | STP41 | Existing | % applications determined which were subject to an extension of time | | No target | No target | | N/A | Growth & Regeneration | Quarterly |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Place & Economy | Growth & Regeneration | Planning Policy | STP25 | Existing | Maintain 5 year housing land supply | This indicator is worked out as follows: The identified housing supply divided by the housing requirement X 5. (no longer need a buffer) The aim is to maintain a rolling 5 year supply of specific deliverable housing sites relative to local housing need (LHN) which superseded housing requirements set out in Policy 28 of the JCS in July 2021. | 6.0 years | 6.0 years | | NN to identify sites sufficient to annually maintain a rolling 5 year supply of specific deliverable housing sites relative to their respective minimum plan requirement set out in Policy 28 of JCS OR LHN. Data collection is delayed until the September following the financial year end. 6.0 years supply allows for a 10% allowance should delays occur in delivery on some sites. | Growth & Regeneration | Annual (Dec) |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Place & Economy | Growth & Regeneration | Planning Policy | STP26 | Existing | Maintain 5 year supply of Gypsy and Traveller sites | This indicator is worked out as follows: The identified supply divided by the requirement + shortfall X 5. (no longer need a buffer). The aim is to maintain a rolling 5 year supply of specific deliverable gypsy and traveller sites/pitches relative to their respective minimum requirement set out in the latest GTAA (Gypsy and Traveller Accommodation Assessment) | 6.0 years | 6.0 years | | NN to identify sites sufficient to annually maintain a rolling 5 year supply of specific deliverable gypsy and traveller sites/pitches relative to their respective minimum requirement set out in the latest GTAA. Still to be formally agreed that this can be a combined NN 5 year supply and consequently whether allocations can be used across old district and borough borders if availability is over a longer distance than before. Figures are delayed until the September following the financial year end. 6.0 years supply allows for a small allowance should delays occur in delivery on some sites. | Growth & Regeneration | Annual (Dec) |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Place & Economy | Growth & Regeneration | Planning Policy | STP27 | Existing | Net additional homes provided | This is the number of new homes built minus demolitions. | 1874 | 1978 | | 1,750 homes p/a (JCS) or 1,784 homes p/a (LHN) - given the JCS is now 5 years old, we should revert to the LHN figure. This is reviewed annually, and published in the Autumn, so difficult to predict year on year. | Growth & Regeneration | Annual (Dec) |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Place & Economy | Growth & Regeneration | Planning Policy | STP24 | Existing | % Gross affordable housing delivered - Growth Towns, Market Towns (not including Oundle) on sites of 15+ dwellings and Villages and rural areas (including Oundle) on sites of 5+ dwellings | Affordable housing includes social rented, affordable rented and intermediate housing, provided to specified eligible households whose needs are not met by the open market. It can be a new-build property or a private sector property that has been purchased for use as an affordable home. | 20% overall (30% - Growth Towns 30% - Market Towns 40% - Villages/Rural) | 20% overall (30% - Growth Towns 30% - Market Towns 40% - Villages/Rural) | | 20% is roughly the average numbers of affordable housing completions against total completions. There may also be 3 separate sub measures on this one? 30% of total dwellings on developments at Growth Towns. 30% of total dwellings on developments at Market Towns (excluding Oundle). 40% of total dwellings on developments at villages (including Oundle) and rural areas. 20% of total dwellings of phases at SUEs until 2026. (See JCS for more detail) | Growth & Regeneration | Annual (Dec) |
| Safe and thriving places | Working with local businesses and partners to support the creation of high-quality, better-skilled jobs | Place & Economy | Growth & Regeneration | Planning Policy | STP28 | Existing | Net increase in jobs | This measures the Joint Core Strategy aims which identifies 31,100 net increase in jobs between 2011-2031. | 810 | 810 | | JCS identifies 31,100 net increase in jobs between 2011-2031. The 2019/20 AMR shows that there is a residual of 8,100 jobs to be found in NN over the next 10 years to the end of the plan period, therefore the target is 810 jobs p.a. The target will be reviewed every five years based upon monitoring performance against target within the previous 5 year period. Data on which these targets are based is published by NOMIS and accessed annually. | Growth & Regeneration | Annual (Dec) |
| Safe and thriving places | Working with local businesses and partners to support the creation of high-quality, better-skilled jobs | Place & Economy | Growth & Regeneration | Planning Policy | STP42 | Existing | Increase in jobs by employment sector | Used as a basis for gaining a greater understanding of the range of additional job growth in North Northamptonshire. | No target | No target | | Sourced using the NOMIS data again, access gained annually. | Growth & Regeneration | Annual (Dec) |

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|-------------------------------|---|---------------------------------------|---------------------|---------------------------|-------|---|--|---|---|---|--|--|------------------------------|-------------|
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Place & Economy | Regulatory Services | Private Sector Housing | STP13 | Existing | Total number of Private Sector Housing DFG (Disabled Facilities Grant) cases on waiting list, i.e. completed applications received that have been validated, awaiting survey | These are means tested grants for private sector households to apply for who have a disability and need to make a change to their home. Examples include funding for: widening doors and installing ramps and handrails -improving access to rooms and facilities - e.g. stairlifts or a downstairs bathroom / level access shower The only legal requirement for NNC, is that we approve a completed/validated application within 6 months of receipt, which we always do. | N/A - unable to set target and to be reviewed once services aligned | No target | | N/A | Adults, Health & Wellbeing | Quarterly |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Place & Economy | Regulatory Services | Private Sector Housing | STP14 | Existing | Total number of Private Sector Housing DFG (Disabled Facilities Grant) completions | These are means tested grants for private sector households to apply for who have a disability and need to make a change to their home. Examples include funding for: widening doors and installing ramps and handrails -improving access to rooms and facilities - e.g. stairlifts or a downstairs bathroom / level access shower | 168 (14 per month) | 168 (14 per month) | | Previous data | Adults, Health & Wellbeing | Quarterly |
| Safe and thriving places | Working with local businesses and partners to support the creation of high-quality, better-skilled jobs | Place & Economy | Regulatory Services | Food Safety | STP32 | Existing | % of food establishments in the area which are broadly compliant with food hygiene law | Broadly Compliant Premises are Premises for which compliance levels have been assessed as equivalent to an FHRIS rating of 3, 4 or 5 at their most recent food hygiene inspection. Percentage of broadly compliant calculated as a % of the total number of food premises through existing database systems (not as a percentage of those inspected) | 95% | 95% | | Knowledge of service levels / capacity / requirements | Adults, Health & Wellbeing | Quarterly |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Place & Economy | Regulatory Services | Local Land Charges | STP33 | Existing | % of Local Land Charges searches processed within 10 working days | The 10 working days we are measuring against reflects the government's target turnaround time. A local land charges search gives information held by the council about a property. This indicator is in relation to paid-for local searches which are full searches (with either reference LL1 or C02B). | 95% | 95% | | Knowledge of service levels / capacity / requirements | Growth & Regeneration | Quarterly |
| Safe and thriving places | Tackle the causes of difficult issues leading to nuisance, crime and anti-social behaviour | Place & Economy | Regulatory Services | Trading Standards | STP35 | Existing | % of Rogue trading activities tackled (rogue traders subject to a Trading Standards intervention) | Rogue traders are traders which either intentionally or repeatedly behave in such a manner that they potentially commit criminal offences. The classic rogue trader is someone who turns up on a doorstep, or approaches a consumer, particularly a vulnerable consumer, via an email or telephone call and coerces via pressure, unsubstantiated claims or distraction into losing money, however small an amount. This impacts on confidence and removes the feeling of safety in their own homes and thus the costs are much wider than the simple figure. These range from cold calling by knocking on a front door to sell services, cleaning products (Nottingham Knockers), to a calculated series of visits targeted at people the "trader" knows to have previously fallen victim to a scam. The action trading standards can take depends upon the evidence which can be gathered. However, the 1st step, is to write to the trader and give notice that we have received a complaint alleging a practice which is potentially a criminal offence. The number of these "trader notices" and any other actions we take above this level are counted as interventions and recorded on a monthly basis. The complaints are reported mainly via the Citizens Advice Consumer Helpline, but may also come as referrals from partner agencies including Action Fraud and Age UK. We aim to respond to them all. | 100% | 100% | | Knowledge of service levels / capacity / requirements | Rural Communities & Localism | Quarterly |
| Safe and thriving places | Tackle the causes of difficult issues leading to nuisance, crime and anti-social behaviour | Place & Economy | Regulatory Services | Northants Travellers Unit | STP34 | Existing | % of New encampments visited within 1 working day of notification, unless operational difficulties prevent this | This indicator is worked out as follows: The number of new encampments visited within 1 working day of notification unless operational difficulties prevent this divided by the total number of New encampments to be visited x 100 to give a percentage. Examples of Operational difficulties that may arise include: a large influx of unauthorised encampments beyond the scope of the team of 2.5 FTE's are able to respond to across the whole of Northamptonshire (NNC and WNC) within the 1 working day KPI or due to enforced sickness absence or 1 or more of the 2.5 team members etc. (These instances if they occurred would be excluded from the calculation). | 95% | 95% | | Previous data | Rural Communities & Localism | Half yearly |
| Safe and thriving places | Working with local businesses and partners to support the creation of high-quality, better-skilled jobs | Adults, Health Partnerships & Housing | Communities | Libraries | STP01 | Existing | Number of new business started with support from the BIPC Northamptonshire | Business and Intellectual Property (patents, copyright, trademarks etc) Centre Northamptonshire - Service run by Northamptonshire Libraries supporting start-up businesses and the self-employed. We track the number of new businesses that have launched in North Northants following some intervention/support from the BIPC. | 6.25 Quarterly 25 Annual | 25 (without UKSPF) and 50 (with UKSPF) | | Set by British Library | Growth & Regeneration | Quarterly |
| Safe and thriving places | Tackle the causes of difficult issues leading to nuisance, crime and anti-social behaviour | Adults, Health Partnerships & Housing | Communities | Community Safety | STP02 | Existing | Number of satisfactory ASB resolutions by NNC (Non NNC housing) | Resolving ASB complaints generally takes a 3 step process. Firstly, it's whether self-help can resolve the problem, i.e. encouraging dialogue between the complainant/separator. Then it may be that as an agency we have to intervene when the first stage hasn't been successful. This will involve us reviewing a case and giving advice, completing diary sheets etc. Our interventions may involve offers of mediation, resolution/remedy. A stage 3 would be formal legal action and enforcement using our ASB Act powers. We close cases at any of the above stages on the basis of: no further reports or information; complainant confirms the situation has improved, or no longer wants to pursue action. | 85% | 85% | No longer including housing ASB | Previous data | Adults, Health & Wellbeing | Quarterly |
| Safe and thriving places | Tackle the causes of difficult issues leading to nuisance, crime and anti-social behaviour | Adults, Health Partnerships & Housing | Communities | Community Safety | STP03 | Existing | Number of repeat victims of reported domestic abuse | Domestic abuse and violence is widely recognised as being repetitive. We want to encourage victims of domestic abuse to seek help and support by reporting their situation to relevant agencies including NNC. However, an issue that agencies often see is victims reporting things have calmed down and the violence stopping, only for them to experience it starting up again sometime later. | 450 (annual) | 635 (annual) | | Previous data | Adults, Health & Wellbeing | Quarterly |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Adults, Health Partnerships & Housing | Housing | Housing (Tenancy) | STP11 | Existing | Number of lettings completed | | Tracking only | Tracking only | | N/A | Housing and Communities | Quarterly |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Adults, Health Partnerships & Housing | Housing | Housing (Tenancy) | STP36 | Existing | Number of voids (snapshot as at the end of the month) | | N/A | N/A | | N/A | Housing and Communities | Quarterly |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Place & Economy | Planning Policy | Property Services | STP06 | Existing | Total number of affordable housing completions | | Tracking only | Tracking only | Moved from housing to Planning Policy | N/A | Housing and Communities | Annual |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Adults, Health Partnerships & Housing | Housing | Property Services | STP49 | New | % of properties that do not meet the Decent Homes Standard | Tenant Satisfaction Measure | Tracking only | TBC | | N/A | Housing and Communities | Quarterly |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Adults, Health Partnerships & Housing | Housing | Property Services | STP50 | New | % of homes in buildings where the communal passenger lifts have had all the necessary safety checks | Tenant Satisfaction Measure | 100.00% | 100.00% | | Regulator measure regarding compliance | Housing and Communities | Quarterly |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Adults, Health Partnerships & Housing | Housing | Property Services | STP08 | Existing | % of properties with a valid gas certificate | Tenant Satisfaction Measure | 100.00% | 100.00% | | Aim is for all gas certificates to be completed. Tolerance is to allow for incidents where unable to access properties and requiring a warrant to carry out service. | Housing and Communities | Quarterly |
| Safe and thriving places | Improve the standard of new and existing homes and ensure housing supply meets demand | Adults, Health Partnerships & Housing | Housing | Property Services | STP51 | New | % of homes in buildings that have had all the necessary fire risk assessments | Tenant Satisfaction Measure | 100.00% | 100.00% | | Regulator measure regarding compliance | Housing and Communities | Quarterly |

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Appendix

Organisational Health KPIs - reported less frequent than monthly *This document has been sorted by 'key commitment'*

| Corporate Plan Key Commitment | Corporate Plan Key Commitment Priority | Directorate | Department | Team | Ref | New (not currently reported as KPI) or existing (reported as KPI currently) | Performance Indicator Name | Further detail (description) if necessary | Target for 2024-25 | Target for 2025-26 (or explanation if not possible to set target) | Notes on changes from 2024-25 to 2025-26 | Rationale for target | Exec Member Portfolio | Frequency | Organisational Health area |
|-------------------------------|---|-----------------------|--------------------------------|--------------------------------|----------|---|---|--|---|---|--|--|--------------------------|----------------------------------|----------------------------|
| Connected communities | Respect and engage our local and diverse communities and town and parish councils | Finance & Performance | Procurement | Procurement | MPS02 | Existing | Estimated total value of contracts (over the contract term) awarded to local suppliers following a procurement process being ran equal to or above £100k. | | No target | No target | | N/A | Finance & Transformation | Quarterly | Finance |
| Connected communities | Respect and engage our local and diverse communities and town and parish councils | Finance & Performance | Procurement | Procurement | MPS03 | Existing | % count of local suppliers awarded a contract following a procurement process being ran equal to or above £100k. | | No target | No target | | N/A | Finance & Transformation | Quarterly | Finance |
| Modern public services | Ensure very robust financial and performance management | Finance & Performance | Lead Authority Finance Service | Lead Authority Finance Service | MPS01 | Existing | % invoices paid within 30 days | | 95% | 95% | | To meet statutory deadlines and maintain reputational standards. | Finance & Transformation | Quarterly | Finance |
| Modern public services | Provide good quality and efficient services valued by our customers | Law & Governance | Information Governance | Information Governance | MPS12 | Existing | % Freedom of Information (FOI) requests completed in 20 working days | | 90% | 90% | | To meet statutory deadlines and maintain reputational standards. | Finance & Transformation | Quarterly with monthly breakdown | Customer |
| Modern public services | Provide good quality and efficient services valued by our customers | Law & Governance | Information Governance | Information Governance | MPS13 | Existing | % Environmental Information Regulations (EIR) requests completed in 20 working days | | 90% | 90% | | To meet statutory deadlines and maintain reputational standards. | Finance & Transformation | Quarterly with monthly breakdown | Customer |
| Modern public services | Provide good quality and efficient services valued by our customers | Law & Governance | Information Governance | Information Governance | MPS14 | Existing | % Individual Rights requests completed within statutory timescale (Data Protection (DP) Right to Access requests) | | 90% | 90% | | To meet statutory deadlines and maintain reputational standards. | Finance & Transformation | Quarterly with monthly breakdown | Customer |
| Modern public services | Provide good quality and efficient services valued by our customers | Law & Governance | Information Governance | Information Governance | MPS15 | Existing | Total number of data breaches | | No target | No target | | N/A | Finance & Transformation | Quarterly with monthly breakdown | Customer |
| Modern public services | Provide good quality and efficient services valued by our customers | Law & Governance | Information Governance | Information Governance | MPS15a | Existing | Number of reportable breaches | | No target | No target | | N/A | Finance & Transformation | Quarterly with monthly breakdown | Customer |
| Modern public services | Provide good quality and efficient services valued by our customers | Law & Governance | Information Governance | Information Governance | MPS15b | Existing | Number of Non-Reportable Breaches | | No target | No target | | N/A | Finance & Transformation | Quarterly with monthly breakdown | Customer |
| Modern public services | Provide good quality and efficient services valued by our customers | Law & Governance | Information Governance | Information Governance | MPS16/18 | Existing | Number of complaints to Information Commissioners Office (ICO) (with respect to handling of Freedom of Information (FOI) requests and data protection (DP) Individual Rights Requests) | | No target | No target | | N/A | Finance & Transformation | Quarterly | Customer |
| Modern public services | Provide good quality and efficient services valued by our customers | Law & Governance | Information Governance | Information Governance | MPS17/19 | Existing | Number of complaints to Information Commissioners Office (ICO) upheld by ICO (with respect to handling of Freedom of Information (FOI) requests, Data Protection (DP) Individual Rights requests) | | No target | No target | | N/A | Finance & Transformation | Quarterly | Customer |
| Modern public services | Provide good quality and efficient services valued by our customers | Law & Governance | Information Governance | Information Governance | MPS20 | Existing | Number of direct disclosure requests (ADR - Access to a Deceased Person's) received | | No target | No target | | N/A | Finance & Transformation | Quarterly | Customer |
| Modern public services | Provide good quality and efficient services valued by our customers | Law & Governance | Information Governance | Information Governance | MPS21 | Existing | % Transparency publications completed on time. | | 100% | 100% | | To meet statutory requirement | Finance & Transformation | Quarterly, a quarter in arrears | Customer |
| Modern public services | Provide good quality and efficient services valued by our customers | Law & Governance | Information Governance | Information Governance | MPS22 | Existing | Number of external Information Commissioners Office (ICO) complaints relating data management of data/breaches | | No target | No target | | N/A | Finance & Transformation | Quarterly | Customer |
| Modern public services | Provide good quality and efficient services valued by our customers | Law & Governance | Information Governance | Information Governance | MPS22 | Existing | Number of external ICO complaints upheld by ICO relating data management of data/breaches | | No target | No target | | N/A | Finance & Transformation | Quarterly | Customer |
| Modern public services | Ensure very robust financial and performance management | Place & Economy | Assets & Environment | Assets & Environment | MPS24 | Existing | Rate of return on income generating portfolio | Return on capital funds invested based on capital asset book valuations | 5.71% | 5.15% | | Reduction from previous year due to rent free for Mitchell road unit in the region of £1.3m for 6 months of a 9 month rent free. Value takes into account full year income in relation to the capital value of the estate. | Finance & Transformation | Quarterly | Finance |
| Modern public services | Ensure very robust financial and performance management | Place & Economy | Assets & Environment | Assets & Environment | MPS25 | Existing | Estimated Total rental income from investment estate (£) by end of year | This income is forecast as being received for the financial year. It is based upon agreed leases and rent reviews. There will be transactional activity during the year the outcome of which is not pre determined, and therefore not included in this forecast. | £13,541,829 | £12,225,699 annual target (divide into 4 quarters) | | This is the annual budget for expected income from the investment portfolio as is agreed in the Financial Plan | Finance & Transformation | Quarterly | Finance |
| Modern public services | Use our assets, skills, knowledge and technology most effectively | Strategy & Change | ICT | Web Team | MPS74 | New | % Website e-forms achieving a customer rating of 4/5 | | 80% achieving minimum 4/5 | 80% achieving minimum 4/5 | Changed from MPI to KPI | Knowledge of service levels / capacity / requirements | Finance & Transformation | Quarterly | Customer |
| Modern public services | Use our assets, skills, knowledge and technology most effectively | Strategy & Change | ICT | Web Team | MPS75 | New | Disabled Accessibility Score of North website | Our accessibility ratings and the law around it specifically relate to disabled accessibility and the law around that - it's not about general accessibility. The full name of the accessibility regulations is the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018. The accessibility regulations built on your existing obligations to people who have a disability under the Equality Act 2010 (or the Disability Discrimination Act 1995 in Northern Ireland)." | Scoring will be out of 100% | 9 out of 10 | Changed from MPI to KPI | Knowledge of service levels / capacity / requirements | Finance & Transformation | Quarterly | Customer |
| Modern public services | Use our assets, skills, knowledge and technology most effectively | Strategy & Change | ICT | Web Team | MPS76 | Existing | Number of e-forms completed by customers | | Tracking - to increase monthly | 5% increase on year | New KPI style ref given | N/A | Finance & Transformation | Quarterly | Customer |
| Modern public services | Use our assets, skills, knowledge and technology most effectively | Strategy & Change | ICT | Web Team | MPS77 | Existing | No of sessions on North website (No to be increasing each month as content is migrated over) | | % increase from previous month / comparison to 12 months ago. | 5% increase on year | New KPI style ref given | Based on previous trends | Finance & Transformation | Quarterly | Customer |

| Corporate Plan Key Commitment | Corporate Plan Key Commitment Priority | Directorate | Department | Team | Ref | New (not currently reported as KPI) or existing (reported as KPI currently) | Performance Indicator Name | Further detail (description) if necessary | Target for 2024-25 | Target for 2025-26 (or explanation if not possible to set target) | Notes on changes from 2024-25 to 2025-26 | Rationale for target | Exec Member Portfolio | Frequency | Organisational Health area |
|-------------------------------|---|-------------------|-------------------|---------------------|--------|---|---|--|--------------------|---|--|----------------------------|------------------------------------|-----------|----------------------------|
| Modern public services | Provide good quality and efficient services valued by our customers | Strategy & Change | Customer Services | Organisational Data | MPS30 | Existing | Total number of Stage 1 complaints received by NNC. Stage 1 complaints are the first stage of the complaints process, where the customer wishes to make an initial formal complaint. Complaints in relation to children's services are excluded and dealt with by a different process and are not included in these performance indicators. Important in order to manage complaint levels and identify where improvements are needed in certain areas. | Total number of Stage 1 complaints received by NNC. Stage 1 complaints are the first stage of the complaints process, where the customer wishes to make an initial formal complaint. Complaints in relation to children's services are excluded and dealt with by a different process and are not included in these performance indicators. Important in order to manage complaint levels and identify where improvements are needed in certain areas. | No target | No target | N/A | Finance and Transformation | Quarterly (with monthly breakdown) | Customer | |
| Modern public services | Provide good quality and efficient services valued by our customers | Strategy & Change | Customer Services | Organisational Data | MPS32 | Existing | Total number of complaints escalated to stage 2. Stage 2 complaints are made if the customer is not happy with the Stage 1 complaint response. Complaints in relation to children's services are excluded and dealt with by a different process and are not included in these performance indicators. Important in order to manage complaint levels and identify where improvements are needed in certain areas. | Total number of complaints escalated to stage 2. Stage 2 complaints are made if the customer is not happy with the Stage 1 complaint response. Complaints in relation to children's services are excluded and dealt with by a different process and are not included in these performance indicators. Important in order to manage complaint levels and identify where improvements are needed in certain areas. | No target | No target | N/A | Finance and Transformation | Quarterly (with monthly breakdown) | Customer | |
| Modern public services | Provide good quality and efficient services valued by our customers | Strategy & Change | Customer Services | Organisational Data | MPS34a | Existing | % of complaints answered within the Service Level Agreement (The service level agreement is 20 Working days or an agreed extension). Complaints in relation to children's services are excluded and dealt with by a different process and are not included in these performance indicators. Important in order to manage complaint levels and identify where improvements are needed in certain areas. | % of complaints answered within the Service Level Agreement (The service level agreement is 20 Working days or an agreed extension). Complaints in relation to children's services are excluded and dealt with by a different process and are not included in these performance indicators. Important in order to manage complaint levels and identify where improvements are needed in certain areas. | 90% | 90% | Knowledge of service levels / capacity / requirements | Finance and Transformation | Quarterly (with monthly breakdown) | Customer | |
| Modern public services | Provide good quality and efficient services valued by our customers | Strategy & Change | Customer Services | Organisational Data | MPS34b | Existing | % stage 2 of complaints answered within SLA (20 Wdays or agreed extension) | % of complaints answered within the Service Level Agreement (The service level agreement is 20 Working days or an agreed extension). Complaints in relation to children's services are excluded and dealt with by a different process and are not included in these performance indicators. Important in order to manage complaint levels and identify where improvements are needed in certain areas. | 90% | 90% | Knowledge of service levels / capacity / requirements | Finance and Transformation | Quarterly (with monthly breakdown) | Customer | |
| Modern public services | Provide good quality and efficient services valued by our customers | Strategy & Change | Customer Services | Organisational Data | MPS35a | Existing | % of stage 1 complaints upheld | The number of stage 1 complaints which are upheld out of all stage 1 complaints of which a decision was made in the period. | 20% | 20% | Knowledge of service levels / capacity / requirements | Finance and Transformation | Quarterly (with monthly breakdown) | Customer | |
| Modern public services | Provide good quality and efficient services valued by our customers | Strategy & Change | Customer Services | Organisational Data | MPS35b | Existing | % of stage 2 complaints upheld | The number of stage 2 complaints which are upheld out of all stage 2 complaints of which a decision was made in the period. | 20% | 20% | Knowledge of service levels / capacity / requirements | Finance and Transformation | Quarterly (with monthly breakdown) | Customer | |
| Modern public services | Provide good quality and efficient services valued by our customers | Strategy & Change | Customer Services | Organisational Data | MPS37 | Existing | Number of cases investigated by ombudsman - broken down by upheld and not upheld | Total number investigated by Ombudsman. This is the total number of complaints investigated by the ombudsman. Complaints are investigated by the Ombudsmen if the complainant is not happy with the stage 1 or stage 2 response. Complaints in relation to children's services are excluded and dealt with by a different process and are not included in these performance indicators. Important in order to manage complaint levels and identify where improvements are needed in certain areas. | No target | No target | Rather than reporting all notifications of investigations, this is changing to the number investigated so cases are only included if a decision is given i.e. upheld / not upheld. | Finance and Transformation | Quarterly (with monthly breakdown) | Customer | |
| Modern public services | Provide good quality and efficient services valued by our customers | Strategy & Change | Customer Services | Organisational Data | MPS72 | Existing | % stage 1 complaints where service improvement needs identified from the complainant | To be taken from learning logs as number of stage 1 complaints where service improvement needs identified / all stage 1 complaints received | 80% | 80% | Knowledge of service levels / capacity / requirements | Finance and Transformation | Quarterly (with monthly breakdown) | Customer | |
| Modern public services | Provide good quality and efficient services valued by our customers | Strategy & Change | Customer Services | Organisational Data | MPS73 | Existing | % stage 2 complaints where service improvement needs identified from the complainant | To be taken from learning logs as number of stage 2 complaints where service improvement needs identified / all stage 2 complaints received | 80% | 80% | Knowledge of service levels / capacity / requirements | Finance and Transformation | Quarterly (with monthly breakdown) | Customer | |
| Modern public services | Invest in and value our staff to become an employer of choice | Strategy & Change | Human Resources | Organisational Data | MPS46 | Existing | Turnover % split by voluntary and involuntary | Using Employee headcount and leavers numbers from other metrics. Voluntary leaver reasons are same as above, including resignation, retirement. Involuntary includes redundancy, dismissal. | 12.7% | 11% (voluntary turnover) | Benchmark | Finance and Transformation | Quarterly | Workforce | |
| Modern public services | Invest in and value our staff to become an employer of choice | Strategy & Change | Human Resources | Organisational Data | MPS56 | Existing | Leavers (Number of employees who have left a post in the period) split by voluntary and involuntary | Just those leaving the organisation. Report to enable inclusion of voluntary / involuntary split for internal movers is being worked on. | Tracking | Tracking | N/A | Finance and Transformation | Quarterly | Workforce | |
| Modern public services | Invest in and value our staff to become an employer of choice | Strategy & Change | Human Resources | Organisational Data | MPS48 | Existing | Starters (Number of employees who have started in a post in the period external to the organisation) | External Includes agency workers and casual workers moving into the organisation, about the type of contract they have | Tracking | Tracking | N/A | Finance and Transformation | Quarterly | Workforce | |
| Modern public services | Invest in and value our staff to become an employer of choice | Strategy & Change | Human Resources | Organisational Data | MPS09 | Existing | Vacancies | Number of advertised posts on e-recruitment. This currently has to be provided as a snapshot at a point in time. | Tracking | Tracking | N/A | Finance and Transformation | Quarterly | Workforce | |
| Modern public services | Invest in and value our staff to become an employer of choice | Strategy & Change | Human Resources | Organisational Data | MPS06 | Existing | Average number of working days lost per Full time Equivalent (FTE) employee (short term) | Days lost to sickness per FTE Employee | 3.3 days lost | 4 days lost | Benchmark | Finance and Transformation | Quarterly | Workforce | |
| Modern public services | Invest in and value our staff to become an employer of choice | Strategy & Change | Human Resources | Organisational Data | MPS07 | Existing | Average number of working days lost per Full time Equivalent (FTE) employee (long term) | Days lost to sickness per FTE Employee | 6.5 days lost | 6.2 days lost | Benchmark | Finance and Transformation | Quarterly | Workforce | |
| Modern public services | Invest in and value our staff to become an employer of choice | Strategy & Change | Human Resources | Organisational Data | MPS08a | Existing | Employee Headcount broken down as follows: -Employee - Someone with an employment contract with contracted hours in the period -Agency - someone who is an 'invoice resource'. Consultants will be counted on here if they are on ERP (but they shouldn't be!). All agency workers will have to have a post on ERP, so we will not have category of 'supernumerary' anymore. Agency workers should have expected hours entered onto ERP also. -Relief - casual worker or zero hours contract -Office Staff - Members (these will be excluded from the headcount report) | All people with a resource number who worked within the date range specified | Tracking | Tracking | N/A | Finance and Transformation | Quarterly | Workforce | |
| Modern public services | Invest in and value our staff to become an employer of choice | Strategy & Change | Human Resources | Organisational Data | MPS08b | Existing | Full time Equivalent (FTE) | The total number of weekly contracted hours divided by 37 (i.e. one full time post) = number of full time equivalent workers May be divisible by employee / agency / relief don't have contracted hours) but won't be done routinely. | Tracking | Tracking | N/A | Finance and Transformation | Quarterly | Workforce | |

Changes for 2025-26 compared to 2024-25 set

| Directorate | Department | Team | Ref | Performance Indicator Name | Portfolio Holder | Frequency | Reason for removal / notes on change | Type of change |
|---------------------------------------|---------------------------------------|--|-------------|---|--|------------------------------------|--|----------------|
| Finance & Performance | Revenues & Benefits | Revenues & Benefits | MPS85 OFLOG | Average Level of band D council tax rates | Finance & Transformation | Half-yearly | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Finance & Performance | Revenues & Benefits | Revenues & Benefits | MPS86 OFLOG | Council tax revenue per dwelling: Council tax, average charge per chargeable dwelling | Finance & Transformation | Half-yearly | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Place & Economy | Growth & Regeneration | Planning Policy | STP45 OFLOG | Local plan adoption date | Growth & Regeneration | N/A | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Strategy & Change | Customer Services | Complaints | MPS70 OFLOG | Number of upheld complaints: Number of upheld Ombudsman complaints per 10000 people | Finance & Transformation | Annual | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Adults, Health Partnerships & Housing | Communities | Libraries | AFL10 | Number of participants in the Summer Reading Challenge | Sport, Leisure, Culture & Tourism | Annual (Oct) | Changed to MPI | Removed |
| Adults, Health Partnerships & Housing | Communities | Community Partnerships | CNC01 | Number of Strategic Grant Agreements targets delivered | Rural Communities & Localism | Annual | Changed to MPI | Removed |
| Place & Economy | Highways & Waste | Highways | STP46 OFLOG | Percentage of local authority motorways and A roads that should be considered for maintenance | Highways, Travel & Assets | Biennial (every 2 years) | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Place & Economy | Highways & Waste | Highways | STP47 OFLOG | Percentage of local authority B and C roads that should be considered for maintenance | Highways, Travel & Assets | Biennial (every 2 years) | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Adults, Health Partnerships & Housing | Adults, Health Partnerships & Housing | Adult Social Care | AFL28 OFLOG | Requests resulting in a service: Number of support requests received from new clients that resulted in a service, per 100,000 population | Adults, Health & Wellbeing | Annual | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Adults, Health Partnerships & Housing | Adults, Health Partnerships & Housing | Adult Social Care | AFL29 OFLOG | People in adult social care quality of life: Adjusted Social care-related quality of life impact of Adult Social Care services | Adults, Health & Wellbeing | Biennial (every 2 years) | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Adults, Health Partnerships & Housing | Adults, Health Partnerships & Housing | Adult Social Care | AFL30 OFLOG | Carers of people in adult social care quality of life: Carer-reported quality of life for carers (score out of 12) | Adults, Health & Wellbeing | Biennial (every 2 years) | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Communities & Public Health | Public Health | Adult Learning | BBF51 OFLOG | 19+ further education and skills achievements per 100,000 population | Children, Families, Education & Skills | Annual | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Communities & Public Health | Public Health | Adult Learning | BBF52 OFLOG | 19+ further education and skills achievements per 100,000 population (excluding apprenticeships) | Children, Families, Education & Skills | Annual | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Communities & Public Health | Public Health | Adult Learning | BBF53 OFLOG | Adults with a Level 3 or above qualification (age 16-64) | Children, Families, Education & Skills | Annual | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Adults, Health Partnerships & Housing | Adults, Health Partnerships & Housing | Adult Social Care | MPS80 OFLOG | People who use services who found it easy to find information: Proportion of people who use care services who find it easy to find information about services | Finance & Transformation | Biennial (every 2 years) | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Adults, Health Partnerships & Housing | Adults, Health Partnerships & Housing | Adult Social Care | MPS81 OFLOG | Carers who found it easy to find information about services: The proportion of carers who find it easy to find information about support | Finance & Transformation | Biennial (every 2 years) | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Finance & Performance | Finance & Performance | Finance Accountancy | MPS84 OFLOG | Total core spending power per dwelling | Finance & Transformation | Annual | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Finance & Performance | Finance & Performance | Finance Accountancy | MPS87 OFLOG | Social care spend as percentage of core spending power | Finance & Transformation | Annual | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Finance & Performance | Finance & Performance | Finance Accountancy | MPS88 OFLOG | Debt servicing as percentage of core spending power | Finance & Transformation | Annual | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Finance & Performance | Finance & Performance | Finance Accountancy | MPS89 OFLOG | Total debt as percentage of core spending power | Finance & Transformation | Annual | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Finance & Performance | Finance & Performance | Finance Strategy | MPS82 OFLOG | Non-ringfenced reserves as percentage of net revenue expenditure | Finance & Transformation | Annual | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Finance & Performance | Finance & Performance | Finance Strategy | MPS83 OFLOG | Non-ringfenced reserves as percentage of service spend | Finance & Transformation | Annual | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Adults, Health Partnerships & Housing | Adults, Health Partnerships & Housing | Adult Social Care | MPS89 OFLOG | Workforce turnover rate: Staff turnover rate for adult social care (ASC), all sectors, all services | Finance & Transformation | Annual | Due to closure of Oflog, removing all Oflog metrics for 2025-26, unless agreed otherwise | Removed |
| Children's Services | Education | Early Years | BBF30 | % of Early Years PVI Settings (non-domestic) judged as Good or Outstanding by Ofsted/ISI | Children, Families, Education & Skills | Termly | Measure no longer calculable. | Removed |
| Children's Services | Education | Early Years | BBF31 | % of Early Years PVI Settings Childminders judged as Good or Outstanding by Ofsted | Children, Families, Education & Skills | Termly | Measure no longer calculable. | Removed |
| Children's Services | Education | School Improvement | BBF12 | % of primary schools judged as good or outstanding by Ofsted | Children, Families, Education & Skills | Termly | Measure no longer calculable. | Removed |
| Children's Services | Education | School Improvement | BBF39 | % of learners in primary schools judged as good or outstanding by Ofsted | Children, Families, Education & Skills | Termly | Measure no longer calculable. | Removed |
| Children's Services | Education | School Improvement | BBF13 | % of secondary schools judged as good or outstanding by Ofsted | Children, Families, Education & Skills | Termly | Measure no longer calculable. | Removed |
| Children's Services | Education | School Improvement | BBF40 | % of learners in secondary schools judged as good or outstanding by Ofsted | Children, Families, Education & Skills | Termly | Measure no longer calculable. | Removed |
| Children's Services | Children's Trust | Family Hubs | BBF48 | Number of families accessing Family Hubs services through digital platforms | Children, Families, Education & Skills | Monthly | Measure problematic to calculate. | Removed |
| Children's Services | Education | Inclusion | BBF41 | % of severely persistently absent pupils - Primary | Children, Families, Education & Skills | Termly | Not necessary to report persistent and severely persistent absence as KP | Removed |
| Children's Services | Education | Inclusion | BBF42 | % of severely persistently absent pupils - Secondary | Children, Families, Education & Skills | Termly | Not necessary to report persistent and severely persistent absence as KP | Removed |
| Children's Services | Education | School Improvement | BBF44 | Attainment gap for disadvantaged children achieving a good level of Development in Early Years Foundation Stage Profile (%) | Children, Families, Education & Skills | Annual | Changed to MPI | Removed |
| Children's Services | Education | School Improvement | BBF45 | Attainment gap for disadvantaged children achieving Age Related Expectations or above in reading, writing and maths at Key Stage 2 (%) | Children, Families, Education & Skills | Annual | Changed to MPI | Removed |
| Children's Services | Education | School Improvement | BBF26 | Attainment gap for disadvantaged children achieving grade 5 or greater in English & Maths (%) | Children, Families, Education & Skills | Annual | Changed to MPI | Removed |
| Children's Services | Education | School Improvement | BBF46 | % of students achieving grades AAB or better at A level, at least two facilitating subjects | Children, Families, Education & Skills | Annual | This is an old way of summarising A Level results, which the DfE don't record anymore. | Removed |
| Adults, Health Partnerships & Housing | Housing | Housing | STP05 | Number of new Keyways applications received | Housing & Communities | Quarterly | To reduce the basket of indicators provided and total number of households on the register is still provided | Removed |
| Adults, Health Partnerships & Housing | Housing | Housing | STP07 | Number of NNC affordable housing starts | Housing & Communities | Annual | This is not being collected currently | Removed |
| Adults, Health Partnerships & Housing | Housing | Housing | MPS55 | % of all responsive repairs completed within target time | Housing & Communities | Quarterly | Tenant Satisfaction Measures have been added that cover this separately | Removed |
| Adults, Health Partnerships & Housing | Housing | Property Services | MPS54 | Percentage of emergency repair jobs currently out of target | Housing & Communities | Quarterly | The service will be focussing on the Tenant Satisfaction measures going forward therefore this one is no longer needed. | Removed |
| Strategy & Change | ICT | Web Team | MPS74 | % of Website e-forms achieving a customer rating of 4/5 | Finance & Transformation | Quarterly | Changed from MPI to KPI | New |
| Strategy & Change | ICT | Web Team | MPS75 | Disabled Accessibility Score of North website | Finance & Transformation | Quarterly | Changed from MPI to KPI | New |
| Place & Economy | Growth & Regeneration | Economic Development | STP52 | Number of local businesses benefitting from support through UKSPF | Growth & Regeneration | Quarterly | Changed from MPI to KPI | New |
| Communities & Public Health | Communities | Communities | AFL28 | Number of Educational and Learning Resource visits to Chester House Estate | Children, Families, Education & Skills | Quarterly | Changed from MPI to KPI | New |
| Communities & Public Health | Communities | Communities | AFL31 | Number children eligible for free school meals | Children, Families, Education & Skills | annual - Sept | New KPI to measure the potential demand for free school meals | New |
| Communities & Public Health | Communities | Communities | AFL32 | % children eligible for free school meals where voucher was redeemed | Children, Families, Education & Skills | Termly (school holidays) | New KPI to measure the take-up of free school meals | New |
| Communities & Public Health | Communities | Communities | AFL33 | % vulnerable households supported | Children, Families, Education & Skills | Half yearly - Q2 & Q4 | New KPI | New |
| Communities & Public Health | Communities | Adult Learning | AFL30 | Learner satisfaction - Learners respond to the question 'How would you rate your learning experience?' as either 'Good' or 'Outstanding' | Children, Families, Education & Skills | Annual | New KPI | New |
| Communities & Public Health | Communities | Adult Learning | AFL29 | Total learner enrolment inline with annualised curriculum plan | Children, Families, Education & Skills | Annual (July/August) | New KPI | New |
| Communities & Public Health | Public Health | Public Health | BBF54 | % of children that received a developmental review by the age of 2.5 years | Children, Families, Education & Skills | Quarterly | New KPI | New |
| Children's Services | Education | Inclusion | BBF55 | Number of home educated children | Children, Families, Education & Skills | Monthly | New KPI | New |
| Children's Services | Education | Special Educational Needs and Disabilities | BBF56 | % of EP advice submitted each month which are by the due date | Children, Families, Education & Skills | Monthly | New KPI | New |
| Children's Services | Education | Finance | BBF57 | Number of schools in financial difficulty | Children, Families, Education & Skills | Monthly | New KPI | New |
| Adults, Health Partnerships & Housing | Housing | Property Services | STP45 | % of homes in buildings that have had all the necessary asbestos management surveys or re-inspections | Housing & Communities | Monthly | New tenant satisfaction measures | New |
| Adults, Health Partnerships & Housing | Housing | Property Services | STP46 | % of homes that have had all the necessary legionella risk assessments | Housing & Communities | Monthly | New tenant satisfaction measures | New |
| Adults, Health Partnerships & Housing | Housing | Property Services | STP47 | % of emergency responsive repairs completed within the target timescale | Housing & Communities | Monthly | New tenant satisfaction measures | New |
| Adults, Health Partnerships & Housing | Housing | Property Services | STP48 | % of non-emergency responsive repairs completed within the target timescale | Housing & Communities | Monthly | New tenant satisfaction measures | New |
| Adults, Health Partnerships & Housing | Housing | Property Services | STP49 | % of properties that do not meet the Decent Homes Standard | Housing & Communities | Quarterly | New tenant satisfaction measures | New |
| Adults, Health Partnerships & Housing | Housing | Property Services | STP50 | % of homes in buildings where the communal passenger lifts have had all the necessary safety checks | Housing & Communities | Quarterly | New tenant satisfaction measures | New |
| Adults, Health Partnerships & Housing | Housing | Property Services | STP51 | % of homes in buildings that have had all the necessary fire risk assessments | Housing & Communities | Quarterly | New tenant satisfaction measures | New |
| Children's Services | Children's Trust | Front Door | BBF05 | % of referrals with a previous referral within 12 months | Children, Families, Education & Skills | Monthly | Switch from countywide to North Northamptonshire data. | Other change |
| Children's Services | Children's Trust | Front Door | BBF06 | % of single assessments authorised within 45 working days | Children, Families, Education & Skills | Monthly | Switch from countywide to North Northamptonshire data. | Other change |
| Children's Services | Children's Trust | Front Door | BBF27 | % of initial child protection conferences held within 15 days of a strategy discussion being initiated | Children, Families, Education & Skills | Monthly | Switch from countywide to North Northamptonshire data. | Other change |
| Children's Services | Children's Trust | In Care & Adoption | BBF07 | % Children in care with three or more placements in the previous 12 months | Children, Families, Education & Skills | Monthly | Switch from countywide to North Northamptonshire data. | Other change |
| Children's Services | Children's Trust | Key Cohorts | BBF28 | Number of children with a Child Protection Plan | Children, Families, Education & Skills | Monthly | Switch from countywide to North Northamptonshire data. | Other change |
| Children's Services | Children's Trust | Key Cohorts | BBF29 | Number of children in care | Children, Families, Education & Skills | Monthly | Switch from countywide to North Northamptonshire data. | Other change |
| Children's Services | Children's Trust | Leaving Care | BBF08 | % of young people now aged 17 - 21 and in employment, education or training who were looked after when aged 16 | Children, Families, Education & Skills | Monthly | Switch from countywide to North Northamptonshire data. | Other change |
| Children's Services | Children's Trust | Leaving Care | BBF09 | % of young people now aged 17 - 21 and living in suitable accommodation who were looked after when aged 16 | Children, Families, Education & Skills | Monthly | Switch from countywide to North Northamptonshire data. | Other change |
| Strategy & Change | Customer Services | Organisational Data | MPS37 | Number of cases investigated by ombudsman - broken down by upheld and not upheld | Finance & Transformation | Quarterly (with monthly breakdown) | Rather than reporting all 'notifications of investigations', this is changing to the number investigated so cases are only included if a decision is given to Uphold / not upheld. | Other change |
| Strategy & Change | ICT | Web Team | MPS76 | Number of e-forms completed by customers | Finance & Transformation | Quarterly | New KPI style ref given (MPI style reference from 2023-24 was still used throughout 2024-25) | Other change |
| Strategy & Change | ICT | Web Team | MPS77 | No of sessions on North website (No to be increasing each month as content is migrated over) | Finance & Transformation | Quarterly | New KPI style ref given (MPI style reference from 2023-24 was still used throughout 2024-25) | Other change |

| Directorate | Department | Team | Ref | Performance Indicator Name | Portfolio Holder | Frequency | Reason for removal / notes on change | Type of change |
|---------------------------------------|-----------------------|------------------------|-----------|---|--|------------------------------------|---|----------------|
| Adults, Health Partnerships & Housing | Communities | Community Partnerships | CNC02 | Organisations supported through NNC Community Grant funding | Housing & Communities | Half -yearly | Wording changed from "Total amount of funding released via small discretionary grants into organisations". | Other change |
| Place & Economy | Highways & Waste | Waste | GSE14 | Recycling contamination rate: % Proportion of dry recycling contaminated/Rejected | Climate & Green Environment | Annual | Renamed from "Recycling contamination rate: Proportion of household waste contaminated/rejected" | Other change |
| Strategy & Change | Customer Services | Customer Services | MPS42 | Number of customers helped by customer services - split by telephone/ face-to-face appointments / face-to-face drop in to reception / email and online form | Finance & Transformation | Quarterly (with monthly breakdown) | Adding 'online form' element. | Other change |
| Place & Economy | Growth & Regeneration | Development Management | STP15a | Percentage of major planning applications determined within 13 weeks (or within agreed extension of time) (12 month rolling) | Growth & Regeneration | Annual | Changed from 2 year rollig to 12 month rolling | Other change |
| Place & Economy | Growth & Regeneration | Development Management | STP16/17a | Percentage of non-major planning applications determined within 8 weeks (or within agreed extension of time) (12 month rolling) | Growth & Regeneration | Annual | Changed from 2 year rollig to 12 month rolling | Other change |
| Adults, Health Partnerships & Housing | Communities | Community Safety | STP02 | Number of satisfactory ASB resolutions by NNC (Non NNC housing) | Adults, Health & Wellbeing | Quarterly | No longer including housing ASB | Other change |
| Place & Economy | Planning Policy | Property Services | STP06 | Total number of affordable housing completions | Growth & Regeneration | Annual | Moved from housing to Planning Policy | Other change |
| Adults, Health Partnerships & Housing | Communities | Libraries | AFL09 | Number of physical visits to libraries | Sport, Leisure, Culture & Tourism | Quarterly (with monthly breakdown) | Still reporting quarterly but adding monthly breakdown. | Other change |
| Children's Services | Children's Trust | In Care & Adoption | BBF10 | % of children in care who were placed for adoption within 12 months of an agency decision that they should be adopted | Children, Families, Education & Skills | Quarterly | Switch from countywide to North Northamptonshire data. | Other change |
| Adults, Health Partnerships & Housing | Housing | Housing (Tenancy) | MPS78 | Rent collected as a percentage of rent owed | Housing & Communities | Monthly | Changed from quarterly to monthly. Reference number changed from STP38, to align with correct key commitment. | Other change |
| Adults, Health Partnerships & Housing | Housing | Property Services | MPS53 | Percentage of non-emergency repair jobs currently out of target | Housing & Communities | Monthly | Changed from quarterly to monthly | Other change |
| Adults, Health Partnerships & Housing | Housing | Housing (Tenancy) | STP37 | Average time taken to re-let NNC standard void properties | Housing & Communities | Monthly | Changed from quarterly to monthly | Other change |
| Adults, Health Partnerships & Housing | Housing | Property Services | MPS79 | Number of emergency Responsive Repairs completed | Housing & Communities | Monthly | Reference number changed from STP09, to align with correct key commitment. | Other change |
| Adults, Health Partnerships & Housing | Housing | Property Services | MPS80 | Number of non-emergency responsive repairs completed | Housing & Communities | Monthly | Reference number changed from STP10, to align with correct key commitment. | Other change |
| Adults, Health Partnerships & Housing | Housing | Keyways | MPS81 | Number of active households on Keyways (snapshot at 1st month) | Housing & Communities | Quarterly | Reference number changed from STP04, to align with correct key commitment. | Other change |
| Communities & Public Health | Communities | Leisure | AFL11a | Net promoter score % - Leisure (in-house) | Sport, Leisure, Culture & Tourism | Annual (Jun) | Splitting AFL11 indicator into to (in-house / external) | Other change |
| Communities & Public Health | Communities | Leisure | AFL11b | Net promoter score % - Leisure (external) | Sport, Leisure, Culture & Tourism | Annual (Jun) | Splitting AFL11 indicator into to (in-house / external) | Other change |



**North
Northamptonshire
Council**

**North Northamptonshire Council
Performance Management
Framework
2025/26**



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Introduction

Improving services and outcomes for our customers and residents is at the heart of everything we do, and effective performance management is an essential tool for doing so.

Performance management is about how we consistently plan and manage services in order to identify opportunities for continuous improvement and ensure we're delivering against the Council's vision of creating;

'A place where everyone has the best opportunities and quality of life'

A performance management framework sets out a process and responsibilities which tie performance management to the aims and plans of the Council and to its improvement journey.

To be effective the framework needs to integrate different elements of planning and performance – for example, community planning, corporate planning and policy, service and financial planning, performance appraisal and individual targets – into a seamless process of long and medium-term planning and review.

This performance framework aims to summarise the key internal processes through which the Council sets, delivers, monitors and reports on the delivery of the Council's key commitments as outlined below;

- 1. Active, fulfilled lives:** We will help people live healthier, more active, independent and fulfilled lives.
- 2. Better, brighter futures:** We will care for our young people, providing them with a high-quality education and opportunities to help them flourish.
- 3. Safe and thriving places:** We will enable a thriving and successful economy that shapes great places to live, learn, work and visit.
- 4. Green, sustainable environment:** We will take a lead on improving the green environment, making the area more sustainable for generations to come.
- 5. Connected communities:** We will ensure our communities are connected with one another, so they are able to shape their lives and the areas where they live.
- 6. Modern public services:** We will provide efficient, effective and affordable services that make a real difference to all our local communities.

The framework provides the structure and guidance to help us understand how we should use data about our service delivery and the needs of our residents and communities as an evidence base to drive change and improvement that supports the delivery of the Council's vision and priorities.

National Context

Since 2011, when much of the national performance framework for local government was decentralised, local authorities have had greater autonomy to regulate and set their own, more localised priorities and performance management arrangements. If managed effectively and robustly this more localised approach should encourage and enhance greater transparency to the public as opposed to central government.

Councils do, however, still have a significant duty placed on them to provide data back to central government via the single data list and through a range of inspectorial frameworks.

The Local Government Act 1999 stipulates that services are required to be: 'responsive to the needs of citizens, of high quality and cost-effective, and fair and accessible to all who need them'. Furthermore, there is statutory guidance on 'best value duty' (2011, 2015 and 2024), where authorities are under a general duty of best value to: 'make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness'.

Why is Performance Management Important?

Performance management is important because it is a set of tools and techniques for ensuring that we are providing the best services for our residents and communities that we can, in accordance with our plans and goals and objectives that have been agreed through the democratic process.

It is also an important tool for good governance and meeting our statutory responsibilities. It helps us to demonstrate that we are achieving Best Value with taxpayers' money.

Results need to be measured in order to understand direction of travel, (positive or negative) so that it can be acted upon accordingly. Positive progress needs to be understood and realised to sustain, or even better, build on it. On the other hand, results that are regressing need to be understood so that it can be rectified and learnt from.

Performance management can also help the Council be transparent about our use of resources and support democratic scrutiny of how well services are being delivered.

Creating the Right Performance Culture

Performance management is everyone's responsibility, therefore for it to be effective, the embedding of a strong performance culture is key.

Good performance management links our vision, priorities and strategies to individual, team and corporate performance ensuring that we are also working together in a consistent way to drive performance and embed an effective performance culture.

In April 2023, the Council introduced 'Me Time' which is the new approach to employee performance management. 'Me Time' meetings focus on conversations with line managers to agree key outcomes. The outcomes will relate and align at job, service and corporate plan level to ensure that we are shared and consistent in our effect of meeting the council's vision and objectives. Each quarter, 'ME Time' conversations focus on progression of the outcomes and how you employees have demonstrated the council's values and behaviours in their work to achieve them.

The Council's values and behaviours underpin the Council's vision and key commitments

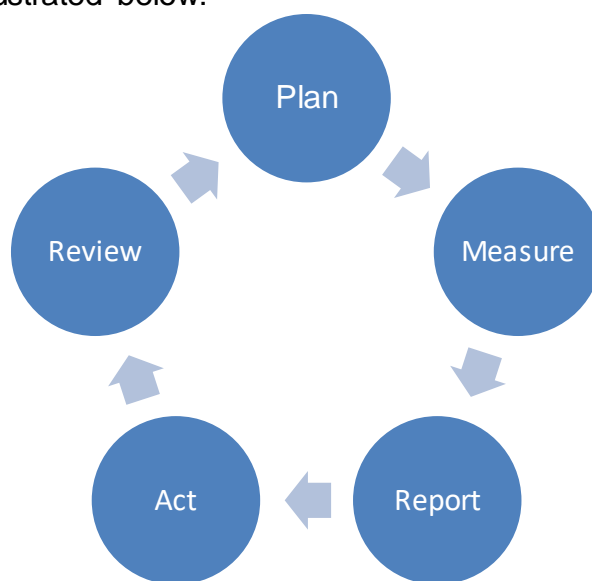
- ***Customer-focused***
 - Think 'One Team' and act Council-wide
 - Take ownership and do the right thing
 - Keep customers up-to-date and informed
 - Listen and respond to differing needs
- ***Respectful***
 - Embrace and live the Council's values
 - Listen to and value the contributions of others
 - Share ideas and feedback at all levels
 - Promote diversity and inclusivity.
- ***Efficient***
 - Challenge and innovate
 - Be collaborative and share learning
 - Be flexible, proactive and prioritise
 - Seek learning opportunities.
- ***Supportive***
 - Build an open and sustainable culture
 - Promote achievement and celebrate success
 - Be caring and empathetic
 - Develop yourself and others.
- ***Trustworthy***
 - Act with honesty and integrity
 - Build effective relationships
 - Do what you say you're going to do
 - Be open and transparent.

Performance data can and should influence decision making at all levels for the council's key commitments to be fully realised at both strategic and operational level.

It is important that there is shared appetite and commitment for the improvement strategy to be evidence based and staff feel empowered to test new ways of working in a trusted space where failure is seen as an opportunity to learn.

A Model for Continuous Improvement

Our approach to performance management is based on the plan, measure, act review cycle as illustrated below:



- **Plan** – setting out where we want to get to
- **Measure** – use quantifiable evidence, often in the form of Key Performance Indicators (KPIs) to assess progress, and report in a structured and comprehensive way
- **Report** – collecting and reporting on performance information routinely and consistently
- **Act** – do something differently to address any performance issues or to maintain or enhance good performance
- **Review** – revisit the indicator after we have tried a different approach to see whether it has been successful.

Plan

A number of things help shape the council's corporate planning and the vision and priorities that are created as part of this, including:

- Engagement and consultation with stakeholders (including members, partner agencies, communities);
- Our Medium-Term Financial Strategy;
- Use of intelligence and performance information to provide the evidence base for corporate planning.
- Effective leadership

The corporate plan acts as the overarching strategy underpinning all other planning activity. It aims to align key council strategies, policies and service plans, ensuring that all council services remain focused on delivering the key commitments that the council has pledged to deliver.

National Frameworks and Statutory Returns

Whilst there is no national performance management framework, local government still have a significant duty placed on them to provide data to central government. This is provided via the single data list and through a variety of inspection frameworks.

Target Setting

Setting and reviewing performance against targets is a crucial part of our performance management approach. Targets enable us to keep track of the progress we are making towards achieving our objectives and take corrective action where applicable.

Targets are set by service leads working with the Council's performance team. All targets must be:

- SMART (Specific, Measurable, Achievable, Realistic and Timebound)
- Linked to delivery targets in Service Plans
- Regularly reportable, with suitable data collection arrangements in place and the quality of data assured by the service

Targets are presented to and agreed by the Council Leadership Team alongside Performance Indicators as part of the annual Performance Indicator setting process.

There will be occasions where it's not appropriate or possible to set targets for KPIs, for e.g. there is no benchmark data available, or it's a new process/activity which we need to baseline before we can accurately set a SMART target. These KPIs are called tracking indicators, and the council supports the inclusion of these for a limited period (usually a financial year).

Measure

Performance Indicators

“A key performance indicator (KPI) is a type of performance measurement. It’s a quantifiable measure of performance over time for a specific objective. KPIs aim to support the delivery of our strategy and help teams focus on what’s important”.

The Council uses performance indicators to collect and quantify progress against our targets or goals. We collect and report on two levels of performance indicator:

- Key Performance Indicators are our headline, strategic indicators. They aim to provide Elected Members, Senior Leaders and residents with a clear picture of our performance for key service delivery areas and on our progress towards achieving the Council’s strategic objectives
- Management Performance Indicators provide our service management teams with a detailed breakdown of their current performance against service plan objectives.

What Makes a Good KPI?

The intelligence value of a set of measurements is optimised when we understand how various indicators are used and how different types of indicators contribute to the understanding of how well we are performing.

KPIs can be categorised into several different types:

- Inputs measure attributes (amount, type, quality) of resources consumed in processes that produce outputs
- Process or activity measures focus on how the efficiency, quality, or consistency of specific processes used to produce a specific output; they can also measure controls on that process, such as the tools/equipment used or process training
- Outputs are result measures that indicate how much work is done and define what is produced
- Outcomes focus on accomplishments or impacts.
- Project measures answer questions about the status of deliverables and milestone progress related to important projects or initiatives.

KPIs should be:

- Limited in number
- Comparable over time and to other organisations
- Linked to vision and strategy
- Informed by government priorities, local partners’ views etc.

- Comprising of the measure, a comparator (benchmark) and a target in most cases

KPIs should:

- Provide objective evidence of progress towards achieving a desired result
- Measure what is intended to be measured to help inform better decision making
- Offer a comparison that gauges the degree of performance change over time
- Track efficiency, effectiveness, quality, timeliness, governance, compliance, behaviours, economics, project performance and personnel performance.

Think **SMART**

- **Specific:** The performance measure indicates exactly what result is expected so that performance can be judged accurately
- **Measurable:** Data is available or is collected relatively easily
- **Achievable:** The measure is realistic, not based on aspiration
- **Relevant:** The measure matters to the intended audience and is clearly related to the service being measured
- **Timely:** Information is available frequently enough to have value in making

Think **FABRIC**

- **Focused:** Focused on the organisation's aims and objectives
- **Appropriate:** Appropriate to, and useful for, the stakeholders who are likely to use it
- **Balanced:** Giving a picture of what the organisation is doing, covering all significant areas of work
- **Robust:** Robust to withstand organisational changes or individuals leaving
- **Integrated:** Integrated into the organisation, being part of the business planning and management processes
- **Cost-effective:** Balancing the benefits of the information against the costs of collecting evidence

The benefit of having good KPIs are;

- ☺ **They provide signposts and triggers to help you identify when to act**, allowing you to see the early signs when things are going well, or when it's time to do something differently.
- ☺ **Key performance indicators create a way to communicate a shared understanding of success.** They give your team a shared

understanding of what's important to achieve your long-term vision and create a shared language to express your progress.

- ☺ **They provide clarity and focus to your strategic plan** by measuring progress and aligning your team's efforts to the organization's objectives. They also show your measurable progress over time and create ways to track your organization's continued improvement

All indicators are identified during an annual review process by senior service leads and managers together with the Council's Corporate Performance Team of which are then reviewed and agreed by the Council Leadership Team. Key Performance Indicators are also approved by the Council's Executive Committee and reviewed by the Corporate Scrutiny Committee.

Benchmarking

It often useful in data and performance analysis to compare one place to another as it can help us contextualise our performance better.

Benchmarking plays a crucial role in the council's approach to performance management as it provides a broader understanding of our position in the wider context. It better enables the council to recognise its strengths and allows for continuous review to ensure we continue to make progress towards our objectives. It also enables councils to share best practise between each other so we can learn and evolve, and share solutions and best practise to drive continuous performance improvements.

Benchmarking as an efficiency tool that is based on the principle of measuring the performance of one organisation against a standard, whether absolute or relative to other organisations. It can be used to;

- assess performance objectively;
- expose areas where improvement is needed;
- identify other organisations with processes resulting in superior performance, with a view to their adoption and;
- test whether improvement interventions have been successful.

How we Benchmark Indicators and Targets

The selection of ideal benchmarking partners is often a complex, time consuming and multi-faceted decision-making process, most notably because no two places are exactly alike. How we deal with this issue is to use 'near neighbours' or 'statistical neighbours', which are pre-selected groups of local authorities which share similarities on many variables, so that places that are generally similar can be compared easily, increasing the chances of a fair comparison and identifying important differences that can be used for service or budget planning by identifying good practice.

To allow for comparisons to be made easily and consistently across services within North Northamptonshire Council, a single (or certainly as few) nearest neighbour's groups as possible is preferred.

Except for Children's Services, it is proposed that all services across North Northamptonshire Council should use North Northants' CIPFA near neighbours' model for benchmarking purposes. Developed by the Chartered Institute of Public Finance and Accountancy (CIPFA), this is a specific assessment for Local Authorities in England which compares demographic variables, deprivation, employment and population density.

The use of the CIPFA near neighbour's model for North Northamptonshire, is recommended as the primary comparator group for benchmarking across all Council services. This is a widely used model across local and central government as well as external partners and other third parties and has an established methodology.

There are currently 15 authorities which make up North Northamptonshire Council's CIPFA nearest neighbour's benchmarking group as listed below (in order of the closest neighbour):

1. West Northamptonshire
2. Telford & Wrekin
3. Swindon
4. Kirklees
5. Warrington
6. Calderdale
7. Bedford
8. Stockport
9. Bury
10. North Lincolnshire
11. Wakefield
12. Stockton-on-Tees
13. Halton
14. South Gloucestershire
15. Cheshire West & Chester

The CIPFA Nearest Neighbours default model is a widely recognised comparison tool and is commonly used by Local Government affiliated intelligence platforms, including LG Inform (and LG Inform Plus) & Public Health England. This provides confidence in its accuracy and enables data for this benchmark group to be easily obtained as it's already programmed into these interactive platforms

A mean average of the near neighbour's results will be used as the benchmark within performance reporting. Nevertheless, the median average may be used where deemed more appropriate in the instance of large outliers, and results for the whole group (including each authority individually),

may also be used for comparison purposes, allowing us to identify our ranking and draw deeper comparisons.

The Local authority interactive tool (LAIT), developed by the Department for Education is an interactive spreadsheet for comparing data about children and young people across all local authorities in England.² This benchmark model is what is used by the Children's Services department, including the Education Service. The statistical neighbours are provided below along with the variable weightings used against the indicators which define this list:

There are currently 10 authorities which make up the nearest neighbour group for children's services as listed below (in order of the closest neighbour):

- 1) West Northamptonshire
- 2) Nottinghamshire
- 3) Staffordshire
- 4) Lincolnshire
- 5) Derbyshire
- 6) Cumbria
- 7) Kent
- 8) Worcestershire
- 9) Suffolk
- 10) Warwickshire

Children's Social Care currently also use the LAIT statistical neighbours' tool for benchmarking, however, have a slightly different nearest neighbour group (in order of the closest neighbour):

- 1) Derbyshire
- 2) Essex
- 3) Kent
- 4) Lancashire
- 5) Medway
- 6) Nottinghamshire
- 7) Staffordshire
- 8) Swindon
- 9) Warwickshire
- 10) Worcestershire

There may be instances where it's more appropriate to use other benchmark sources other than those listed above, or as well as the main CIPFA default group. For example;

- We participate in sector led improvement groups which consist of regional benchmarking groups, such as the ADASS East Midlands Benchmarking Group. *Association of Directors of Adult Social Services.
- There is a service specific tool or NNC has been placed into a separate group of comparators by an independent governing body for specific services, such as the rough sleeping working group

devised by the DLUHC for our Housing Team, the forthcoming NHS England Local Authority Peer Groups or the LAIT tool Children's Services.

- If another source uses more comparable metrics

When benchmarked comparative data is available, an analysis of this data is provided in the performance commentary for each indicator.

The availability of benchmarking data is regularly reviewed by Performance Officers together with service leads to ensure that the most accurate and up-to-date performance comparators are available.

How we Change Indicators and Targets In-Year

It is important that in-year changes to indicators are minimised, to ensure that reporting is consistent and reliable over time.

Occasionally, there is a need to update either the agreed definition of a performance indicator, or the target that was set, during the reporting year. This can be, for example, due to an update to National Indicator reporting, or to a significant change in service delivery requirements. There may also be a need to add or remove indicators in year, for similar reasons.

Where a change to an indicator or target is required in-year, this must be:

- Agreed with the Performance Team
- Approved by the Executive Director for Finance and Performance
- Reported to the Council Leadership Team and the Executive Committee
- Recorded on a list of indicators updated in-year, by the Performance Team

Data Quality

Embedding good data quality processes and governance is an integral part of the new data strategy.

Our Council runs on data and information and is a key asset for our business. We recognise the importance of reliable information to the delivery of excellent services to our customers. Data quality is crucial, and the availability of complete accurate and timely data is important in supporting customer care, corporate governance, management decisions, service planning, accountability and adherence to audit and inspection processes.

It's useful to have a common understanding of what we mean by data quality. It is most usefully defined in terms of how well outputs meet user needs, or whether they are 'fit for purpose'. Quality means that statistics/data fit their

intended uses, are based on appropriate data and methods, and are not materially misleading.

The council has a number of data quality principles in place to ensure we create and embed a culture that puts data quality at the centre:

1. Everyone is responsible for assuring the quality of their data; Data ownership and accountability is clearly identified and established.
2. The importance of increasing and maintaining the quality of data and information is well understood and acknowledged.
3. We have a shared commitment to the continuous improvement of data quality. We ensure that all those responsible for data quality are appropriately trained.
4. We work together across teams and organisational boundaries to make the best use of data.
5. We share Data Quality reporting which is clear and appropriate to audience. Data Quality should be understood, and poor data quality acted upon.
6. Data requirements should be well-defined.
7. Activity to assure Data Quality should be planned and resourced.
8. We take responsibility for Data Security, ensuring clear control and 'ownership'.

Reporting

Strategic Performance Reporting

We collect and report performance data routinely at both operational and strategic level.

At strategic level, a variety of performance indicator reports which include KPIs that look at core business, service and organisational health performance activity are provided to the Council's Leadership Team, Executive Committee and Corporate Scrutiny Commission on a quarterly basis.

These reports are broken down in to the following three appendices;

- Appendix A; Core KPI Report
- Appendix B; Service KPI Report
- Appendix C; Organisational Health KPI Report

Appendix A provides a breakdown of KPI performance information relating to the Council's core business activity (except for corporate and enabling services). This includes benchmark and time series information, comparison of performance against targets, as well as contextual narrative where relevant. This appendix is collected and shared to Councillors on a monthly basis.

Appendix B provides a breakdown of KPI performance information across all Council service areas comprehensively (except for corporate and enabling services). This includes benchmark and time series information, comparison of performance against targets, as well as contextual narrative where relevant.

Appendix C provides performance information relating to the organisational health of the Council across Corporate and enabling services.

Contextual Performance Narrative

The contextual narrative should provide a clear, consistent and readable explanation of the current performance position. This commentary describes the causes of our current level of performance, highlighting vital context of which the data, on its own, doesn't otherwise give. This is especially important where we see a change in performance direction. Where performance is below target or is deteriorating, we describe actions being taken to address this. Where performance is above target, or is improving, we describe how this has been achieved.

Our style requirements for performance commentary are:

- Ensure that comments are written in complete sentences
- Ensure that comments are grammatically accurate and complete
- Do not make assumptions. Write commentary in layman's terms so that everyone and anyone can understand what is being explained.
- Avoid the use of Acronyms where possible – and spell them out in full the first time they are used, if not.
- Avoid the use of slang

The council encourages feedback and queries regarding the performance indicator report. This ensures that we have a consistent understanding of our performance so that collaborative effort can be made to improve it. Appendix 2 sets out the SLA for Officers to respond to queries raised by Members on the performance indicator report.

Operational Performance Reporting

The council also collates and reports on performance data at an operational level.

Management reports are collated and reported at service level on a regular basis. These reports seek to get closer and closer to 'real time' measurement, so the council can assess what's happening on an hourly, daily, weekly, monthly basis. These insights help us to do things better. They offer up important information about where systems, processes or people are 'falling behind' so that we can take corrective action quickly, solving the issue before it escalates. This real-time performance monitoring is not required for strategic measurement necessarily.

Links to Other Aspects of Performance Monitoring

Recording and reporting on performance indicators data is one part of the Council's approach to assuring and improving performance. Other key elements include:

- *Internal Audit* – the Council maintains a full, compliant approach to Internal Audit with routine assurance reporting provided to the Audit & Governance committee.
- *Risk management and Business Continuity* – the Council routinely assesses and monitors risk. Risk data is held in the Council's Risk Registers. Business Continuity risks are assessed, and plans are in place to ensure continuity in high-risk areas.
- *Contract performance monitoring* – Contract monitoring arrangements are specified as part of the Council's Contract Procedure Rules,
- *Partnership performance* – the Council collects and maintains data regarding the status and performance of our Significant Partnerships; this is reported annually.

Act

In order for us to understand what needs to be done to drive continuous improvement we first need to understand the performance data and any trends emerging that require intervention. Improvement activity is and should be driven by data i.e. the results that are being measured through reporting.

This is a collective task and will be supported by a range of approaches and tools which will help service areas identify performance areas in need of corrective action.

The performance of the corrective action should then be fed back into the performance management cycle so it can be measured, reported, acted upon and reviewed to ensure the cycle of continuous improvement.

It's important to recognise that identifying the need for corrective action doesn't always come out of performance reporting and can also be highlighted through;

- Internal audit
- Best value audit
- Self-assessment
- Consultation feedback
- External audit

Review

Members and Officer at all levels have a critical role in reviewing and monitoring objectives and performance. Appendix A outlines the different roles and responsibilities for each group.

The review process ensures that we remain on track for delivering our objectives. In reviewing and evaluating our performance, we gain valuable insight into what we're doing well and what still requires improvement. It also provides an opportunity to ensure we remain aligned to any priorities and commitments that may have evolved over time.

Performance management is a continuous cycle which is why the review element is so important. Overtime and with appropriate analysis and interpretation, data becomes information that enables us to better understand how we may need to refocus our interventions in order to optimise and deliver the most effective and efficient services. We then re-evaluate the outcomes of those decision and actions and so on and so forth.

How and When we Update this Framework

The Council's Performance Management Framework is reviewed and updated annually, in conjunction with our annual Performance Indicator collection and target-setting review. Both reviews are led by the Council's Corporate Performance Team. The next review of the framework is due by *31st March 2026*.

Appendix 1 Roles and Responsibilities

Executive Members

- Democratic accountability for service delivery and performance
- Approval and accountability of the Council Plan and associated policy framework including Performance Management Framework
- Consider performance indicator results and agree appropriate remedial action if necessary

Corporate Scrutiny Committee

- Scrutinising Council performance

Corporate Leadership Team

- Strategic management of the Council and oversight of performance
- Agreeing indicator sets to recommend to Executive
- Setting and modelling performance culture
- Monitoring and managing the progress of delivery, agreeing and ensuring remedial action where necessary

Directorate Management Teams and service managers

- Managing day to day service delivery and service performance
- Setting appropriate service level outcomes that align with the delivery of the Council's corporate priorities
- Monitoring and managing performance of these outcomes
- Setting and reviewing Management Performance Indicators at operational level, and using these in performance management
- Ensuring that these link to individual staff performance through the Council's Me Time framework

Internal Audit

- Audit performance indicators to assure of data quality and reliability and robustness
- Review Performance Management Framework to ensure fit for purpose

Performance and Intelligence Team and performance teams within services

- Ensuring that timely and accurate performance information is available in line with agreed reporting
- Data analysis where it is linked to the case for change and/or the drive for continuous improvement

All employees

- Where appropriate, to record, gather and collate information and data in line with good practice for the relevant service and case management system
- Review and reflect on their individual performance and associated development outcomes, via the Council's 'Managing Effectiveness (ME) Time' approach which is about having continuous conversations to consistently manage employee effectiveness and performance.

Appendix 2 Providing feedback to performance queries raised within Committee Meetings

SLA is 12 working days from the meeting, following the below timeline:

- Date of Meeting is working day 0
- By working day 2 performance officer to:
 - Watch meeting recording and document the queries raised by members to be taken away for further response.
 - Send queries to Head of Performance (or relevant colleague who attended the meeting) for review and to add to as necessary.
 - Send queries to relevant performance owners / managers and Assistant Directors for response.
- By working day 4:
 - Relevant performance owners / managers and Assistant Directors to respond to performance officer with answer to queries.
- By working day 5:
 - Performance officer to chase responses if needed and send the queries and responses for relevant CLT / director sign-off. (Assistant Director sign off is sufficient in exceptional circumstances, such as where the relevant CLT member is not available within the required timescale.)
- By working day 8:
 - CLT / director feedback and sign-off to be received.
 - Democratic Services to send performance officer the extract of minutes relating to the performance item.
- By working day 10:
 - Performance Officer to combine responses into document, cross check this against the minutes and send to the Chair.

Two further working days will be allowed to account for circumstances such as staff annual leave, or for dealing with any contradictions found when reviewing the minutes.

This means the maximum response time is **12 working days**.

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Corporate Scrutiny Committee 2024/25 Work Plan

Chairman: Councillor Lyn Buckingham
Support/Scrutiny Officer: Louise Tyers
(Updated: 29/01/25)

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| Date of Meeting | Type of Scrutiny | Issue for Scrutiny | Purpose | Desired Outcome | Relevant Corporate Priority | Executive Member/Lead Officer |
|--------------------------------|-----------------------------------|---|--|--|-----------------------------|---|
| 11 th February 2025 | Performance Monitoring and Review | Children's Trust and Transformation and Efficiency Board | To scrutinise the financial position of the Trust and their Transformation Programme | To inform scrutiny and seek their feedback and/or any recommendations. | Better, brighter futures | Executive Member of Children's, Families, Education and Skills Executive Director of Children's Services Chief Executive of NCT Contact - Tracy.bottomley@nctrust.co.uk |
| | Scrutiny Review Panel | ICT Value for Money Scrutiny Review | To consider the report of the Scrutiny Review Group. | To inform scrutiny and seek their feedback and/or any recommendations. | Modern public services | Executive Member of Finance and Transformation Assistant Chief Executive |
| | Pre-Decision Scrutiny | KPI Set 2025-26 and Updated Performance Management Framework | To consider the proposed KPI set and Performance Management Framework for 2025-26. | To inform scrutiny and seek their feedback and/or any recommendations. | Modern public services | Executive Member of Finance and Transformation Head of Performance, Intelligence and Partnerships |

Post May 2025 – Items to be discussed/agreed for inclusion by the Scrutiny Management Board

| Type of Scrutiny | Issue for Scrutiny | Purpose | Desired Outcome | Relevant Organisational Priority | Executive Member/Lead Officer |
|-----------------------------------|--------------------|--|--|----------------------------------|---|
| Performance Monitoring and Review | Procurement | To consider concerns that procurement is inefficient, a poor process and could be costing the Council money. | To be reviewed by the Corporate Scrutiny Committee | Modern Public Services | Executive Member of Finance and Transformation Executive Director of Finance and Performance |

| Items/Briefings to be scheduled | | | | | |
|--|--|--|--|---|---|
| Type of Scrutiny | Issue for Scrutiny | Purpose | Desired Outcome | Relevant Organisational Priority | Executive Member/Lead Officer |
| Performance Monitoring and Review | Customer Services Delivery Update | To consider an update on Customer Services delivery. | To inform scrutiny and seek their feedback and/or any recommendations. | Modern public services | Executive Member of Finance and Transformation Assistant Director of Customer Experience |

| Scrutiny Review Panels | | | | | |
|-------------------------------|----------------------------|--|--|---|---|
| Type of Scrutiny | Issue for Scrutiny | Purpose | Desired Outcome | Relevant Organisational Priority | Executive Member/Lead Officer |
| Scrutiny Review Panel | ICT Value for Money | To understand the overall value for money of ICT Services at NNC. To determine the value for money of the ICT services provided by WNC to NNC given the significant role this plays in provision of the Council's overall ICT arrangements. | To inform scrutiny and seek their feedback and/or any recommendations. | Modern public services | Executive Member of Finance and Transformation Assistant Chief Executive |