

**Performance Monitoring Year End Report 2023/24**  
**Key Performance Indicators**

**Appendix 1**

Key Performance Indicator	Target	Q4 Performance	2023/24 Annual Result	Comments
Number of days taken to process Housing Benefit/Council Tax Reduction Scheme new claim and change events	17 days	17 days	11 days	Target Achieved
Units of Bed & Breakfast in use as temporary accommodation	25 by March 2024	27	27	Target Not Achieved Figure recorded on 29.3.24 - this figure has fluctuated during the year between 38 and 15 during the year. Work is underway to create additional capacity within the wider temporary accommodation and supported housing provided within the District and this will add to the number of alternatives to B&B during 2024/25. Depending on approaches, this may reduce the numbers needing to be accommodated in this manner. The figure compared with other authorities is good.
Percentage of homelessness prevented or relieved (HRA3)	50%	50.9%	54.6%	Target Achieved
Percentage of Home Choice Plus applications assessed and applicant notified of decision within 10 working days (HCP 1)	75%	69.28%	62.87%	Target Not Achieved Six months out of twelve performance above target but two months of lower performance resulted in failure to meet the annual target. Work is underway to review the processes and IT in this area with an objective of supporting performance improvements.
Number of Home Choice Plus applications activated and average time (in days) taken from ready to process application to activation. (HCP 2A)	14 days	18.85 days	22.32 days	Target Not Achieved Performance has fluctuated but improved over the course of the year. A total of 1526 applications were activated during the year and 405 during the quarter. Work is underway to review the processes and IT in this area with an objective of supporting performance improvements.
Average end-to-end time for overall Disabled Facilities Grant case delivery (HEART Performance Indicator).	TBC	N/A	225 days	Reported for information only. Average - Enquiry to Works Complete. 92.8% spend (£970,028) against budget (£1,045,339). NOTE: Partial data so only indicative of performance as data secured from new CX cases only. Introduction of new IT system has absorbed capacity of team during 2023/24. <b>See Annex 1</b>

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Major planning applications: percentage within 13 weeks or agreed Extension of Time or Planning Performance Agreement	60%	84.6% (13 decisions)	87.1% (62 decisions)	Target Achieved
Non-Major planning applications: percentage within 8 weeks or agreed Extension of Time	70%	81.9% (288 decisions)	81.9% (1214 decisions)	Target Achieved
Percentage of Building Control applications checked within 10 working days	85%	96%	95%	Target Achieved
The average turn-around time for land charge searches	12 days	8 days	7.5 days	Target Achieved
Number of businesses referred to the Growth Hub via the Councils actions	60 Business Engagements & 20 Business Assists	57 New Engagements 66 Businesses Assisted	222 New Engagements 157 Businesses Assisted	Target Achieved The number of businesses assisted has been particularly higher than normal in Q4 due to the overlap of a/c manager transition & also the demand for Growth Hub assistance following the SDC Business Survey & additional UKSPF promotional work.
Residual household waste per household (kgs)	<325kgs	93kgs	343kgs	Target Not Achieved These are provisional figures (the garden and food waste tonnages for March are not yet confirmed).
Percentage of household waste sent to reuse, recycling and composting	>62%	58.16%	64.34%	Target Achieved These are provisional figures (the garden and food waste tonnages for March are not yet confirmed). The provisional 2023/24 household recycling rate of 64.34% is extremely positive and if this had been achieved in 2022/23, then SDC would be the top performing local authority in England.
Number of visits and percentage increase in usage of each SDC Leisure Centre compared to the same period of the previous year	900,000	271,603	1,018,403	Target Achieved
% of Anti-Social Behaviour (ASB) high-risk victims in the District,	70%	91%	91%	Target Achieved

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where the risk reduced to a lower level, through coordinated multi-agency interventions within 6 months				
Percentage of time CCTV Control room is operational	97%	99%	99%	Target Achieved

**Corporate Health Indicators**

Key Performance Indicator	Target	Q4 Performance	2023/24 Annual Result	Comments
Number of sick days per FTE (including long-term sickness)	7.5 days	1.46 days	5.72 days	Target Achieved
Percentage of invoices paid within 28 days (excluding creditors who have their own bespoke payment terms)	99%	Not reported	Not reported	Due to the system upgrade and resource issues this indicator has not been reported.
Percentage of NNDR collected	98.2%	96.41%	96.41%	Target Not Achieved Below target, but higher than last year (94.38%)
Percentage of Council Tax collected	98.2%	98.02%	98.02%	Target Not Achieved Slightly below target, but higher than last year (97.97%)
Rating of Stratford District as a place to do business? (SDC Business Survey)	63%	N/A	57%	Target Not Achieved Since the last survey undertaken in 2018, those rating the District very good or good has fallen 6 percentage points from 63%. Most of that drop has moved to the average category.

## HEART (Home Environment Assessment and Response Team) Performance Indicator

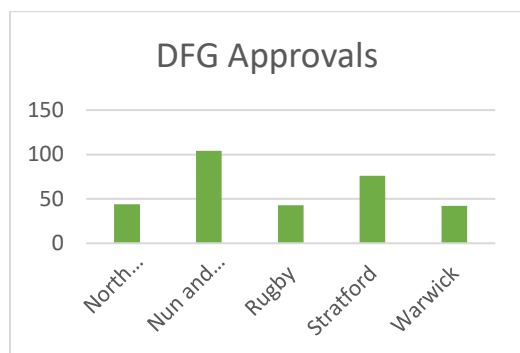
### Brief history:

Disabled Facility Grants (DFG's) are awarded to enable people to live more independently in their own homes. This is a statutory function and many of requests are for stairlifts and level access showers.

The Council delivers this function through a county wide shared service known as HEART which was established in March 2017. A member of the Council's Private Sector Housing Team is seconded to this team.

### Key Performance Measures 2023/24

Stratford-on-Avon District Council (SDC) has the second highest number of DFG approvals at 76 with a total value of £717,000. This is a consequence of the fact that all social housing adaptations are delivered by HEART on behalf of SDC, due to the Large Scale Voluntary Transfer (LSVT) of SDC housing stock back in the late 1990's.



End to end times for the current year are recorded at 225 days which is consistent with the performance at the time of the decision to become a member of the HEART Partnership in 2017.

It is helpful to consider the original justification for the decision to support HEART. The justification in 2017 was that:

- The Council service at that time was significantly undermined by the austerity cuts and the greater resilience of a larger HEART shared service, was a far more sustainable proposition in the prevailing financial climate.
- End to end times for the South HAT (WDC and SDC precursor for HEART) were good with the HEART Warwickshire figure benchmarking very well against other authorities. Average time (end to end) was then around 260 days but improved to as low as 204 days. During the 2023/24 year this figure is 225 days so consistent with the times justifying the original decision.

Serving notice on the HEART partnership and leaving to re-establish a DFG service at Stratford-on-Avon District Council was considered by The Cabinet in a report dated 28 November 2022. However, the decision was to remain with the partnership for a further 5 years.

Whilst SDC delivering this service alone would give us control, the team would be very small and Warwickshire County Council remain of the view that they will not co-locate Occupational Therapists (OT's) to any service other than HEART. This would inhibit the integration of an SDC DFG service with the team who make the recommendations on appropriate installations. The small staffing team would be less sustainable than the larger HEART team and create the need for additional management capacity at SDC. Stratford-on-Avon District Council would have to procure new contractors involving a potentially lengthy search for suitably skilled companies operating within the District.

### **Focus on new IT impacted delivery**

Some additional capacity to install the new IT system was created by the funding of some consultant time to assist with managing the IT project. This was of benefit but much of the work of developing the system has fallen to the manager and his team at HEART. It was understood at the outset of the project that the unavoidable IT upgrade would impact on performance, and this was to be expected. The implementation is largely complete now albeit with some issues to be ironed out and whilst the system will need further development, it will also take less staff time in the 2024/25 year and aid efficiency.

### **Service Improvements under consideration**

The HEART service currently has 2 long term absences that are due to maternity leave. Both employees will be returning in the first quarter of 2024/25. Appointing to the South OT post was challenging, however a locum is currently covering the role.

There is £28,000 available within the budget to secure additional capacity, approximately 0.4 FTE or less for a locum. This would most likely boost capacity at the assessment part of the process, but this would inevitably lead to a need for additional capital towards the end of the financial year to ensure a rolling programme and avoid a stop/start delivery or having an OT with no applications to assess. HEART generally approves the capital budget allocation on behalf of SDC each year.

We could approach the Warwickshire Cares Better Together (Better Care Fund) Board for additional capital for the additional revenue salary funding. Alternatively, this could be the subject of a growth bid for our 2025/6 budget process.

### **Funding to Meet Demand**

The partnership has struggled to add capacity to the service due to revenue budget constraints in terms of increased demand and the need to allocate the increased capital budgets, both of which have doubled over the years. However, a new Fees and Charges Policy should allow some additional resource at the front end of the service, and this is currently under consideration.

A new project to spend capital in other local authority's areas that could not be spent within the budget year will help reduce waiting lists and increase performance across the whole service area. SDC do not have uncommitted capital. The project will commence shortly following appropriate sign off by Nuneaton and Bedworth Borough Council Section 151 officer and the HEART Board. The impact should be seen in the coming months with increased throughput.

### **Way Forward**

Following delivery and implementation of the new IT system and the projects referred to above, performance will continue to be monitored on a quarterly basis and reported to The Cabinet.