

FINANCE & RESOURCES SCRUTINY COMMITTEE

18th October 2022

Report Title	Performance Indicator Report for Corporate Services 2022/23 – Period 4 (July) (Corporate Support Services)
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List of Appendices

Appendix A – Summary Performance Indicator Report for Corporate Services Period 4 (July 2022)

Appendix B – Detailed Performance Indicator Report for Corporate Services Period 4 (July 2022)

Appendix C – Human Resources Workforce Data Report Period 4 (July 2022)

1. Purpose of Report

- 1.1 To provide an update on the performance of the Council's corporate support services as at Period 4 2022/23 as measured by performance indicators.
- 1.2 Set out some of the actions the Council is taking to develop its performance monitoring arrangements.

2. Executive Summary

- 2.1 Performance indicators for the Council's corporate support service functions up to and including period 4, 2022/23 have been provided within **Appendix A, Appendix B & Appendix C.**
- 2.2 The performance information presented via this report mirrors that which is considered at meetings of the Executive.
- 2.3 A summary of the performance information relating to corporate services as measured by corporate performance indicators (CPI's) has been provided as **Appendix A.**
- 2.4 A more detailed assessment of the performance of corporate services as measured by the same suite of corporate performance indicators has been

included as **Appendix B**. This includes comments / exception reports on each of the performance indicators reported.

- 2.5 Additional Human Resources workforce data is provided within **Appendix C**. A definition key is also included to facilitate understanding of the data and guide accurate and efficient decision making in respect of the Council's workforce moving forward.
- 2.6 The Council's corporate support functions include services such as Finance, Legal and Human Resources.
- 2.7 Members of the Finance and Resources Scrutiny Committee are advised to flag up areas they wish to understand in further detail with the report author at least three working days prior to the meeting. This is by no means essential but given the broad range of information included within the appendices of this report, it will help ensure a more thorough answer is provided at the meeting.

3. Recommendations

- 3.1 It is recommended that the Committee:
 - a) Note and comment on the performance indicators for the Council's corporate support services as at Period 4, 2022/23 as set out in the appendices to this report.
 - b) Note the actions that are being taken to develop the Council's performance monitoring arrangements.
- 3.2 *Reason for Recommendations – to support scrutiny of the performance of the Council's support services as measured by performance indicators as at Period 4, 2022/23.*

4. Background Information

Scope of this performance report

- 4.1 The performance measures provided within Appendix A and Appendix B reflect the requirements of the Constitution for the Finance and Resources Committee which defines the need to "*consider organisational performance for corporate support services (ICT, Legal, Information Governance, Finance and HR services)*".
- 4.2 Performance measures reported to this committee have been expanded in accordance with the new Corporate Plan Indicators that have been developed in support of the Council's Corporate Plan.
- 4.3 In keeping with previous reports, the enhanced Human Resources Workforce Data has been provided as **Appendix C** for the same period. The format and presentation of this data continues to be developed to ensure it is meaningful for members so it can accurately inform strategic decision making moving forward.

- 4.4 A definition key has been added to **Appendix C**. This is to facilitate better understanding of the data and help guide accurate and efficient decision making in respect of the Council's workforce moving forward.

Developing the Council's performance management arrangements

- 4.5 Latest information about how the Council is developing its approach to performance monitoring and its performance management culture is set out within the [27th September 2022 report to Executive](#)
- 4.6 The appended performance information represents a fraction of the overall performance data measured by the Council. The scope of data collected by areas described as corporate support services has been expanded based on the new suite of Corporate Plan performance indicators for 2022/23.
- 4.7 We continue to identify and develop indicators where appropriate, specifically where there are gaps in measuring how effectively we are delivering against the key commitments as outlined with the Council's Corporate Plan.

Benchmark and Comparative data.

- 4.8 As stated in previous reports, the Council recognises the importance of having comparable and reliable benchmark data and continues to make progress in establishing these. The performance team continue to work closely with directors and service leads to ensure that meaningful benchmark networks and comparative data exist moving forward.
- 4.9 It is anticipated that future performance reports will feature more meaningful and relevant benchmark data across a number of indicators in light of the newly established East Midlands Benchmark group.
- 4.10 East Midlands Benchmarking group has been created for the 2022/23 financial year with 13 Councils from East Midlands signed up to take part so far. A list of 10 commonly measured Performance Indicators has been put together with the aim of sharing performance data between group members in a secure environment on a quarterly basis. The aim of the benchmarking club is not to rank authorities but to identify best practice and learn from neighbouring authorities accordingly.

5. Implications

5.1 Resources and Financial

- 5.1.1 This report should be considered alongside the budget report for the same period. By looking at the reports together, a broader view of the performance of the Council can be understood.

5.2 Legal

- 5.2.1 None at this stage.

5.3 Risk

5.3.1 There are a number of risks relating to performance information:

- (a) Poor data quality – Inaccurate data will inevitably impact decision making and scrutiny of those decisions and services.
- (b) Lack of data – Failing to measure key service activities can leave the Council sightless of its performance. Given the importance of many of the services it provides, this would be an undesirable position.
- (c) Incorrect interpretations – Caution should be applied to the interpretation of performance data, particularly given the adjustments that have been made by services to adopt to the COVID pandemic. Misunderstanding the performance picture can lead to the ineffective scrutiny and potential reputational damage.

5.4 Consultation

5.4.1 More information is set out in the [Corporate Plan Report](#) which was taken to the Executive on the 18th November on how consultation has been used to help shape the Council's future plans and linked performance indicators.

5.5 Climate Impact

5.5.1 The Council has performance indicators relating to climate change. These, however, are outside the scope of the performance update provided within this report.

5.6 Community Impact

5.6.1 Effective scrutiny, guided by good quality, timely and relevant performance data can make a real difference to the delivery of public services. It can have an equally significant impact on local communities.

6 Issues and Choices

6.1 None at this stage

7 Background Papers

7.1 [Corporate Support Services Performance Indicator Report Period 2 \(May\) 2022](#) , reported to the meeting of the Finance and Performance Scrutiny Committee on the 18th August 2022.