

Corporate Scrutiny Committee

Tuesday 11th February 2025

Report Title	Performance Management Framework and 2025-26 KPI Set
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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.