

EXECUTIVE 18th November 2021

Report Title	Performance Indicator Report 2021/22 (Quarter Two)
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Executive Member	Cllr Jason Smithers, Leader of the Council

Key Decision	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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 for exemption from publication under Schedule 12A Local Government Act 1974	Not applicable

List of Appendices

Appendix A – Summary Performance Indicator Report Quarter 2 (April – Sept 2021)

Appendix B – Detailed Performance Indicator Report Quarter 2 (April – Sept 2021)

1. Purpose of Report

- 1.1 To provide an update on the performance of the Council across a range of services as measured by performance indicators.
- 1.2 Set out the progress that is being made in the development of the Council's performance monitoring arrangements.

2. Executive Summary

- 2.1 A summary of the performance information relating to a range of Council services as measured by performance indicators has been provided as **Appendix A**. A more detailed assessment of the Council's performance has been included as **Appendix B**.

- 2.2 The appended performance information aims to provide a transparent picture of the Council's performance. The presentation and comparisons used for various sets of performance data have been further developed, informed by good practice, since the quarter one performance report.
- 2.3 A new set of indicators that link directly to the Council's Corporate Plan are in development. Once finalised, these will be taken to the Executive for approval. These indicators will form the basis of future performance reports and will be referred to as Corporate Plan Indicators (CPIs)
- 2.4 Further information about how the Council is developing its approach to performance monitoring and its performance management culture is set out within the 5th August report taken to Executive. A link is provided here for convenience: [Executive on Thursday 5th August, 2021](#)

3. Recommendations

- 3.1 It is recommended that the Executive:
- a) Note the performance of the Council measured by the available indicators at Period 6 for 2021/22 as set out in the appendices to this report.
 - b) Note the approach that is being taken to develop the Council's performance monitoring arrangements.
- 3.2 *Reason for Recommendations – to better understand the performance of the Council as measured by performance indicators as at Period 6, 2021/22.*

4. Background Information

New Layout of Performance Reports

- 4.1 The format of the performance reports set out in the appendices have been developed since the previous report. When developing the new style performance reports, approaches from across a wide number of councils have been researched. The aim is to present contemporary performance data to inform both decision-making and scrutiny. The format is likely to be further developed and feedback on the layout and level of detail is welcomed.
- 4.2 A summary of the Council's performance is provided as **Appendix A** along with 'a key' to assist in the interpretation of the data. A more detailed report of the indicators is provided as **Appendix B**. This includes trend lines and comparative data. This remains work in progress and is likely to be further developed.

Developing the Performance Indicators to reflect the Corporate Plan

- 4.3 The performance indicators provided as appendices to this report reflect those commonly measured by the legacy councils. The Council has been working to develop a suite of performance indicators that reflect the draft Corporate Plan.

- 4.4 The Corporate Plan Indicators (CPIs) will allow the Council to better understand how it is performing against its key commitments set out within the Plan. It is envisaged that they will be reported from April 2022, but many comprise of the existing performance indicators that are already appended to this report.

Target setting

- 4.5 The target data set out in Appendix B has been further developed but remains work in progress. There are areas where the Council needs to better understand its baseline position in order to determine a meaningful target. This is understandable given the relative youthfulness of the Council. Some areas also remain difficult to compare due to the impact of COVID-19. This has had an impact on councils nationally and has, in some cases, skewed the comparative data. Despite this, progress is being made on target setting and work in this area will continue.

Frequency of Performance Reporting

- 4.6 Moving forward from this meeting, monthly performance reports will be available to the Executive. The aim is to bring the reporting of performance data in line with that of the budget information. There may be occasions where the latest performance data is not available for all CPI's. However, contemporary performance data will be readily available and will be fit for purpose.
- 4.7 In future, the relevant performance data will also be available to the Scrutiny Committees, after it has been reported to the Executive.

5. Implications

5.1 Resources and Financial

- 5.1.1 This report should be considered alongside the P6 budget report. By looking at the reports together, a broader view of the performance of the Council can be understood.

5.2 Legal

- 5.2.1 The Council is required to provide some of its monitoring data to the Government. The new Council is currently on course to comply with these requirements.

5.3 Risk

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

- (a) Poor data quality – Inaccurate data will inevitably lead to less accurate decision making.
- (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 adapt to the COVID pandemic. Misunderstanding the performance picture can lead to ineffective decision-making and potential reputational damage.

5.4 Consultation

- 5.4.1 Although consultation has not been carried out on the development of the performance indicators, it was carried out in the development of the Corporate Plan. A common theme from the feedback was the desire to understand how the Council progresses against its key commitments and priorities. The new suite of Corporate Plan Indicators will help meet that need.

5.5 Climate Impact

- 5.5.1 The Council will further develop indicators that provide information about how it is meeting its key commitment to deliver a green and sustainable environment.

5.6 Community Impact

- 5.6.1 Effective policy decision-making and scrutiny, guided by good quality, timely and relevant performance information can make a significant 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 Performance Indicator report for Period 3 (quarter 1), reported to the meeting of the Executive on 5th August 2021. [Executive on Thursday 5th August, 2021](#)