

EXECUTIVE

13th January 2022

Report Title	Performance Indicator Report 2021/22 (Period 7/October)
Report Author	Guy Holloway, Assistant Chief Executive Guy.Holloway@northnorthants.gov.uk
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/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

Appendix A – Summary Performance Indicator Report Period 7 (October 2021)

Appendix B – Detailed Performance Indicators Report Period 7 (October 2021)

1. Purpose of Report

- 1.1. To provide an update on the Council's performance 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 approach to performance measurement.

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 performance of services as

measured by performance indicators has been included as **Appendix B** – this includes comments on each performance indicator reported.

- 2.2. Further progress has been made on the level of content and presentation of the performance information which should enhance transparency and ease of understanding.
- 2.3. The Council recognises the importance of having a full set of meaningful targets as well as comparable and reliable benchmark data and is working hard on establishing these.
- 2.4. The performance team will continue to work closely with directors and service leads over the coming weeks and months to ensure a meaningful set of benchmark networks and comparative data exist moving forward.
- 2.5. A revised set of indicators is being developed to measure progress with the delivery of the Council's priorities set out within the adopted Corporate Plan. It is intended that these will be measured and reported to Executive from April 2022.

3. Recommendations

- 3.1. It is recommended that the Executive:
 - a) Note the performance of the Council measured by the available indicators at Period 7 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 approach to benchmarking and comparative data.
- 3.2. Reason for Recommendations
 - a) to better understand the Council's performance as measured by performance indicators as at Period 7, 2021/22.

4. Report Background

4.1 Content and Presentation of Performance Information

The content and presentation of performance reports set out within the appendices have been further developed since the previous report to Executive in November 2021. There is a greater presence of targets across indicators which will help the Council track its performance more effectively and take proactive measures to address underperformance and enhance good performance. The scope of the RAG Progress Status key has been widened to distinguish between measures that have targets and those that are for tracking purposes only. It also shows, through additional RAG colours, indicators where targets are still under review and indicators where performance data is missing.

4.2 Benchmarking and comparative data

Benchmarking is an important efficiency tool which helps assess performance objectively, expose areas where improvement is needed and identify other organisations with superior performance, with a view to learning more about what works well.

4.3 The selection of benchmarking partners is a complex and multi-faceted process. The aim is to make sure that any benchmarking exercise does not only focus on measuring performance against the benchmark, but also acts as a trigger and catalyst to learn from the practices of those organisations performing better by comparison. Thus, moving away from benchmarking being a measuring exercise and moving towards it being more of a learning exercise.

4.4 It is important to recognise that the criteria for selecting benchmark partners is likely to vary according to what it is we are measuring. Careful consideration needs to be taken to identify the appropriate criteria for individual indicators and/or service areas moving forward.

4.5 Historically, benchmarking for local authorities was a relatively simple process, with all authorities having ready access to a range of benchmarking data via national databases supported by central government. Since the National Indicator Set (NIS) was decommissioned and replaced by a Single Data List (SDL) top tier data is no longer available in one central location and authorities are increasingly relabelling and redefining their local indicators which means they are no longer comparable in the same way. The Council therefore needs to identify what relative benchmark networks already exist for certain indicators and which indicators are likely to need a benchmark network establishing.

5 Issues and Choices

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

6 Next Steps

6.1 To continue to develop and embed a strong performance management framework and culture for North Northamptonshire Council.

7 Implications (including financial implications)

7.1 Resources and Financial

7.1.1 This report should be considered alongside the Period 7 budget report. By looking at both reports together, a broader view of the council's performance can be understood.

7.2 Legal and Governance

7.2.1 The Council is required to provide statutory monitoring returns to central government. The Council is on course to comply with these requirements.

7.3 Relevant Policies and Plans

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

7.4 Risks

7.4.1 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.

7.5 Consultation

7.5.1 Formal consultation was carried out in the development of the Corporate Plan.

7.5.2 Informal consultation with relevant stakeholders will continue to take place when developing the Council's performance management framework.

7.6 Consideration by Executive Advisory Panel

7.6.1 This report serves as information in respect of the Council's performance for period 7, therefore consideration by the Executive Advisory Panels was not necessary.

7.7 Consideration by Scrutiny

7.7.1 Performance reports will be considered by future meetings of the Scrutiny Committees, following their report to the Executive.

7.8 Equality Implications

7.8.1 Equality related performance indicators are being developed.

7.9 Climate Impact

7.9.1 The Council is developing a set of indicators that provide information about how it is meeting its key commitment to helping deliver a green and sustainable environment.

7.10 Community Impact

7.10.1 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. It can have an equally significant impact on the local communities.

7.11 Crime and Disorder Impact

7.11.1 No crime and disorder impacts have been identified.

8 Background Papers

8.1.1 Performance Indicator Report for period 6 (Quarter 2), reported to the meeting of the Executive on 18th November 2021. [Executive on Thursday 18th November 2021](#)

8.1.2 Corporate Plan, reported to the meeting of the Executive on the 18th November 2021. [Executive on Thursday 18th November 2021](#) and adopted by Council on the 1st December 2021.