

Finance & Resources Scrutiny Committee

1st February 2022

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| Report Title | Performance Indicator Report 2021/22 – Period 7 (Corporate Support Services) |
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List of Appendices

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

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

1. Purpose of Report

- 1.1 To provide an update on the performance of the Council's corporate support services as at Period 7 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 7, 2021/22 have been provided within **Appendix A (summary) and Appendix B (detailed)**.
- 2.2 The Council's corporate support functions include services such as Finance, Legal and Human Resources. The current performance reports are based on the consolidated performance monitoring arrangements of the legacy councils. A project is well underway to develop a new, broader set of indicators that reflect the priorities set out in the Council's recently adopted Corporate Plan. It is anticipated that this new dataset will be ready for reporting against from April 2022.

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 7, 2021/22 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 7, 2021/22.*

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, financial and HR services)*”.
- 4.2 It is envisaged that the performance measures reported to this committee will be further expanded in the future. This reflects the development being made to the Council's suite of performance indicators.

Developing the Council's performance management arrangements

- 4.3 Latest information about how the Council is developing its approach to performance monitoring and its performance management culture is set out within the 13th January 2022 report to Executive, provided here for convenience: [Executive Meeting 13th January 2022](#)
- 4.4 The performance and the budget monitoring reports have now been synchronised. In addition, a number of improvements have been made to the format of the Council's performance reports set out in the appendices to this report.
- 4.5 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 will likely be expanded based on the developing suite of Corporate Plan performance indicators.

Target setting

- 4.6 The target data set out in **Appendix B** continues to be reviewed. Targets set out in the Corporate Plan are likely to remain under review for some time as the

Council better establishes its baseline performance position post the unitary process and attains better comparative data post pandemic.

5. Implications

5.1 Resources and Financial

5.1.1 This report should be considered alongside the 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 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 lead to less accurate 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 Some of the Council's performance indicators relate to climate change. These 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 Performance Indicator report for Period 3 (Q1) for corporate support services, reported to the meeting of the [Finance & Resources Scrutiny Committee on the 2nd November 2021](#)