

EXECUTIVE

14th April 2022

Report Title	Performance Indicator Report 2021/22 (Period 11 / February 2022)
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Lead 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 11 (February 2022)

Appendix B – Detailed Performance Indicator Report Period 11 (February 2022)

Appendix C – Human Resources Workforce Data Period 11 (February 2022)

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 management.

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. Additional Human Resources workforce data has been provided as **Appendix C**.

- 2.2. The Council recognises the importance of having a full set of meaningful targets as well as comparable and reliable benchmark data and continues to prioritise this work. This will take some time in areas as the Council establishes its baseline position and identifies its nearest neighbours, but this work is progressing.
- 2.3. The performance team will continue to work closely with Directors and Service Leads to ensure a meaningful set of benchmark networks and comparative data exist moving forward.
- 2.4. A revised set of indicators has been developed to measure progress with the delivery of the Council's priorities set out within its Corporate Plan. It is intended that these will be in place from April 2022 as a provisional set and will be referred to as Corporate Plan Indicators moving forward.
- 2.5. Corporate Plan Indicators are being presented to Scrutiny Commission members at their meeting on 29th March 2022 and to Finance and Resources Scrutiny members at their committee meeting on 5th April. The Council will then collate the feedback from both meetings to bring back to the Executive at their meeting on the 19th May 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 11 for 2021/22 as set out in the appendices to this report.
 - b) Note the stance that is being taken to developing the Council's approach to benchmarking, comparative data and revised Corporate Plan indicator set.
- 3.2. Reason for Recommendations – to better understand the Council's performance as measured by performance indicators as at Period 11, 2021/22.
- 3.3. Alternative Options Considered – reporting performance data on a less frequent basis is an option but monthly reporting is considered useful at this stage of the Council's existence, reporting alongside budget information.

4. Report Background

Performance Monitoring Developments

- 4.1. Development activities include:

- Working with service areas to ensure that they are aware of and using performance data to understand and improve services.
- Developing and embedding Corporate Plan Indicators that are measured to ensure that they reflect the Council's vision, values, key commitments and priorities – those areas that matter the most to the Council.
- Ensuring we have comparable benchmark data enabling the council to better understand and enhance its performance moving forward.
- Utilise data to build up insights as to what is happening and also likely to happen in the future. Members may hear this approach being referred to as 'data intelligent'. The aim, in relevant cases, is to predict what may happen in the future and take pre-emptive action. There are clearly significant benefits to this approach but it will naturally take time to develop.
- The way performance data is presented will continue to be monitored to ensure information is reported in the most effective way.

- 4.2 A new **Appendix C** has been added to this month's report that sets out human resources workforce data for the Council. This information has been provided in response to feedback from members. The format and content of this information will likely be refined.

Benchmarking and comparative data

- 4.3 As detailed within the [Performance Indicator Report for Period 9 \(December 2021/22\)](#), progress is being made with establishing relative benchmark and comparative data for the suite of Corporate Plan Performance Indicators (CPIs) moving forward. The council will start measuring against the new dataset from April as a provisional set, with reports coming through to Executive monthly in-line with the reporting timetable.

Corporate Plan Performance Indicators 2022/23

- 4.4 A revised set of provisional indicators will be measured and reported on from April 2022 to align with the vision and key commitments set out within the Council's Corporate Plan. A report will be taken to the meeting of the Executive scheduled for 19th May 2022 outlining the new suite of indicators for approval, alongside any feedback received from Scrutiny Members on the revised set for consideration.

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.
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6. Next Steps

- 6.1 To continue to develop and embed a strong performance management framework and culture for North Northamptonshire Council.
- 6.2 To formally adopt the new suite of Corporate Plan Indicators for 2022/23 so we can more effectively measure how the Council is performing against the vision and key commitments outlined with its Corporate Plan.

7 Implications (including financial implications)

7.1 Resources, Financial and Transformation

- 7.1.1 This report should be considered alongside the Budget Forecast 2021-22 as at Period 11 . By looking at both reports together, a broader view of the Council's performance can be understood.
- 7.1.2 Performance monitoring allows the Council to drive continuous improvement for North Northamptonshire and identify areas of concern. The services that submit data returns have many projects that are subject to the Council's Transformation Plan and driving excellent service will support these to be realised.

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.
- 7.2.2 Monitoring performance is a key element of the Council's Governance Framework.

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, including Executive Members and Scrutiny Members has/will be carried out in the development of the new suite of Corporate Plan Indicators for 2022/23.
- 7.5.3 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 11, 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 reports 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 [Performance Indicator Report for Period 10 \(January\) 2021/22](#) reported to the meeting of the Executive on 17th March 2022.

8.2 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 1st December 2021.