



EXECUTIVE 19th May 2022

Report Title	Corporate Plan Performance Indicator Set Proposal 2022/23
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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 – Proposed Corporate Plan Performance Indicator Set 2022/23

Appendix B – Indicators not included in the Corporate Plan Indicator Set

Appendix C -- Detailed indicator definition alongside justification of their importance

Appendix D – Feedback from Scrutiny Commission and F&R Scrutiny Committee

1. Purpose of Report

- 1.1. To provide members of the Executive the opportunity to review and approve the proposed Corporate Plan Performance Indicator Set for 2022/23.

2. Executive Summary

- 2.1. It is considered good practice for local authorities to have a set of publicly reported performance indicators that show how they are performing against key areas.
- 2.2. The performance indicators that North Northamptonshire Council has measured and reported on during 2021/22 represent an amalgamation of the

common indicators that were measured by the local councils prior to the creation of the new unitary council.

- 2.3. It is important that the performance indicators the Council routinely publishes in public are relevant, timely and accurate. It is quite normal for a council to have a public set of data that it reports to show progress against its priorities, supported by an internal set of data that it uses for management purposes.
- 2.4. Following the adoption of the Council's Corporate Plan, service areas have been working to identify performance indicators that will help measure how the Council is performing against its key commitments outlined within the adopted Corporate Plan.
- 2.5. As part of this piece of work, the existing set of performance indicators has been reviewed against the key commitments outlined within the Corporate Plan to identify:
 - a. Indicators that are considered relevant and to be retained in the future Corporate Plan Indicator Set.
 - b. Indicators that are no longer relevant and, therefore, not proposed for retention.
 - c. The need for new indicators to help better measure the delivery of the Corporate Plan, especially where there are perceived gaps.
- 2.6. Based on the above piece of work, it is proposed that many of the performance indicators that have been measured and reported during 2021/22 will remain within the Corporate Plan Indicator Set for 2022/23 as they are still considered relevant.
- 2.7. Where gaps have been identified, or where there has been a clear business need, new indicators have been proposed. These existing and new indicators proposed for inclusion within the Corporate Plan Indicator Set have been included as **Appendix A** to this report.
- 2.8. Some of the indicators that have been reported over the last year do not directly measure the performance of the Council's key commitments. Some have been superseded by proposed new indicators. Where this is the case, the measures have not been included within the proposed Corporate Plan Indicator Set for 2022/23. Many of these, however, will be retained as internal performance indicators and will continue to be measured by the Council, particularly where they provide useful management information.
- 2.9. The indicators that have previously reported during 2021/22 that are not proposed for inclusion within the Corporate Plan Indicator Set are provided as **Appendix B**. An explanation of why they are not proposed for inclusion has been provided. In addition, a more detailed description of the indicators has been provided as **Appendix C** for information.
- 2.10. Members should be mindful that performance indicators are just one of the tools the Council can use to measure and understand achievement of its Corporate Plan key commitments. Information such as financial performance, project

delivery outcomes, customer feedback, committee reports, audit reports, external assessment, along with Members' own experience of the reality of services, all play a vital role in forming this judgement.

- 2.11. The proposed Corporate Plan Indicators for 2022/23 were presented to the Scrutiny Commission at their meeting of 29th March and the Finance and Resources Scrutiny Committee at their meeting of 5th April. Scrutiny members were invited to provide feedback to the Executive on the proposed Indicator Set of which is included as **Appendix D**.

3. Recommendations

- 3.1. It is recommended that the Executive:
- a) Review the proposed Corporate Plan Indicator Set for 2022/23 and provide feedback as appropriate.
 - b) Adopt the proposed Corporate Plan Indicator set for 2022/23

4. Report Background

- 4.1. There are a number of factors that should be considered when developing performance indicators. They should be relevant, specific, measurable and be collectable in a timely fashion. It is inevitable that not all activities will lend themselves to being measured by performance indicators. They should also be seen as just one of the tools that can be used to help form a judgement about the performance of the Council and its services.
- 4.2. This report sets out a new proposed set of indicators for the Council that aims to improve the measurement of the delivery of the Corporate Plan against its key commitments. A range of additional information is available to help Members understand the progress that is being made in this area.
- 4.3. **Appendix A** outlines the proposed Corporate Plan Indicator Set for 2022/23. It includes both the existing indicators to be retained and the new measures to be added. For ease, information about whether the indicator is new or existing has been included within the table. The name of the indicator, the key commitment it supports, the service owner and target information have also been provided along with a provisional reference number to aid reference during the debate.
- 4.4. **Appendix B** outlines the existing performance indicators that are not proposed for inclusion within the Corporate Plan Indicator Set moving forward. The name of the indicator alongside a justification of why it no longer features has been provided. Members may wish to note that many of the indicators that will not be included within the Corporate Plan Indicator Set will be maintained as internal indicators which can be used for management purposes.

- 4.5. It is important that the public facing Corporate Plan indicators only include those that are most proximate to measuring the Corporate Plan key commitments. There is a danger that if this distinction is not made, then the suite of data reported in public becomes unwieldy and difficult to manage.
- 4.6. Members should be mindful that there will still be areas that require further development. Indicators that show the Council's progress around 'Green, sustainable communities' and 'Connected communities' are two areas that will lend themselves well to further development work.
- 4.7. The availability of accurate, timely and relevant information about the performance of services is good practice. It enables operational and policy decisions to be made, and it informs healthy debate and scrutiny of services.
- 4.8. Performance monitoring at North Northamptonshire Council will continue to be developed. 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 the suite of 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.
 - The way performance data are presented will continue to be monitored to ensure information is reported in the most effective way.
- 4.9. Executive Members have been consulted with on the proposed Corporate Plan Indicators Set for 2022/23 as part of their portfolio holder responsibilities and, in many cases, have contributed to its content.
- 4.10. Feedback from Scrutiny Members form a valuable and important part of the process of shaping the Council's future approach. Feedback provided by members of the Scrutiny Commission have therefore been included within this report as **Appendix D**.
- 4.11. Executive Members have been consulted with on the proposed Corporate Plan Indicators Set for 2022/23 as part of their portfolio holder responsibilities and, in many cases, have contributed to its content.
- 4.12. Feedback from Scrutiny Members form a valuable and important part of the process of shaping the Council's future approach. Feedback provided by members of the Scrutiny Commission have therefore been included within this report as **Appendix D**.

5. Issues and Choices

- 5.1. Choices have had to be made about which indicators to retain in the proposed new indicator set, and which ones to remove. The justification for the choices made have been set out in the appendices.
- 5.2. The Council could choose not to measure performance indicators. Some councils do very little routine performance measurement. North Northamptonshire Council has set out, in its Corporate Plan, a priority for developing best practice approaches for performance management. The Council is keen to do all it can to make accurate performance data routinely available to support both policy and operational decision-making.

6. Next Steps

- 6.1 To formally adopt and start reporting on 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 There are no direct resource or financial implications arising from this report. However, the financial performance of the Council is an important metric when gauging how the Council is performing. The scarcity of resources inevitably means there is a trade-off between performance and affordability. The goal is to ensure that efficiency, economy and effectiveness are maximised within realistic parameters.

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 been 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 The development of the Corporate Plan on which the new performance indicator set is based was considered by the Executive Advisory Panels. Some new indicators requiring further development may receive direct assistance from the Executive Advisory Panels, for example, new environmental indicators.

7.7 Consideration by Scrutiny

7.7.1 The proposed Corporate Plan Indicators for 2022/23 were presented to the Scrutiny Commission at their meeting of 29th March and the Finance and Resources Scrutiny Committee at their meeting of 5th April. Scrutiny members were invited to provide feedback to the Executive on the proposed Indicator Set of which is included as **Appendix D**.

7.8 Equality Implications

7.8.1 Equality related performance indicators have been identified at both corporate and management level.

7.9 Climate Impact

7.9.1 The Council continues to develop 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 The [Corporate Plan](#) was adopted by Full Council at their meeting on 9th December 2021.