

Corporate Performance Report – Quarter 2 2022-23

To: Strategy and Resources Committee

Meeting Date: 16 December 2022

From: Executive Director: Strategy and Partnerships

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Outcome: The Committee is being asked to consider performance information for corporate services.

Recommendation: The Committee is asked to:

- a) Review and agree the proposed additions and removals to the Corporate Services Key Performance Indicators (KPIs).
- b) Monitor progress of Corporate Services and identify remedial action as required.
- c) Scrutinise performance information for the Council's Joint Agreement Action Plan.

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1. Background

- 1.1 This report covers two aspects of the Committee's role in performance management. Section 2 'Corporate Services Performance' reports on progress to develop Key Performance Indicators (KPIs) for Corporate Services and summarises current performance, with latest performance data in Appendix 1.
- 1.2 Section 3 'Joint Agreement Action Plan Progress' follows the decision by Strategy and Resources Committee on 29 March 2022 to transfer open actions in the Joint Agreement Action Plan Tracker to oversight by the relevant committees, with monitoring and reporting through appropriate committee governance. It reports progress for the open actions that are relevant to Strategy and Resources Committee.

2. Corporate Services Performance

- 2.1 Performance information is presented for Corporate Services in Appendix 1.
- 2.2 A summary of RAG ratings is:

	Total	%
Blue	2	11%
Green	5	28%
Amber	5	28%
Red	2	11%
Contextual	0	0%
Baseline	2	11%
In Development	2	11%
Suspended	0	0%
Total	18	100%

- 2.3 Commentary on red indicators is as follows:

2.3.1 Indicator 169: % of contract waivers submitted less than 5 days before their proposed start date

This indicator relates to procurement across the organisation. It is collated by the council's Commercial and Procurement service.

In this period, those waivers posing the highest risk, ie those valued over £100,000 and for new requirements, totalled 3. Of these 2 were clear single supplier waivers (effectively monopoly suppliers in a unique position to meet the Council's needs) and the 3rd was a case where a compliant recruitment had been attempted first and so the requirement was urgent. The actual risk of challenge for any of these is very low.

The Procurement Team is putting in place new planning processes for procurement activity

from April 2023, it is intended that one of the benefits of this process will be the reduction in new requirements that require a waiver. In addition, further communications have been shared with officers across the Council on how the waiver system should be used and an emphasis on waivers being a tool of last resort.

On-going challenge and scrutiny is being undertaken by the Procurement and Commercial Team on the reasons for waivers being submitted.

Actions being taken to minimise the use of waivers include those mentioned in the commentary above as well as the launch of a new e learning module for procurement which is mandatory for budget and contract managers to complete before March 2023 as well as additional scrutiny on all waivers being undertaken by the Procurement Governance Board.

Further to a recent query from this Committee regarding a case where fewer than 3 bids have been received, in that instance the Contract Procedure Rules and Public Contracting Regulations have been complied with and therefore a waiver is not the right type of control. It is the case that the market is sometimes either limited or specialised so more than 3 bids cannot be expected. However, there are other controls which mean that the risks presented by fewer than 3 bids are no greater than those presented by a process resulting in more than 3 bids. The Council has a very robust evaluation and due diligence process which means that collusive bids would be identified regardless of the number of bids, this has been seen in practice in a recent example.

2.3.2 Indicator 183: Proportion of Subject Access requests responded to within statutory timescale (Year to Date)

This indicator relates to, and is collated by, the council's Information Governance service.

Continued maintenance of good progress despite a drop of 1% from the first quarter. Almost 50% more subject access requests were completed in the second quarter with a continued emphasis on good oversight and case management to continue to make progress. Two potential software systems have also been reviewed which may assist with greater efficiencies.

3. Joint Agreement Action Plan Progress

3.1 The table below reports progress for the Joint Agreement Open Actions that have been transferred to Strategy and Resources oversight:

Ref.	Action	Milestone	Lead Officer(s)	Success criteria	Baseline position May 2021	Achieved	Update / comments by lead officer
F.9	New Project Management Framework and Strategic Programme Management Office (SPMO)	Nov '21 Complete Revised to Sep '22 to align with restructure of corporate functions.	Sue Grace	SPMO established	No SPMO in place	In progress	Project Management Framework has been agreed and is starting to be applied to activity along with our change and transformation projects being migrated to 'Project Online' (a Microsoft tool). The development of the Strategic Programme Management Office will get underway now the leadership structure in this area has been confirmed.
F.12	Review process for decision making on spending and investments to ensure that all decisions are: <ul style="list-style-type: none"> - Made in the context of meeting the Net Zero strategy - Equally weighted for social, environmental 	Nov '21 Ongoing	Tom Kelly	Review completed and mechanisms for changing decision-making criteria in place.	N/a as new review	Implemented	Business Planning reports to this committee reflect that for this round of business planning a triple bottom line scoring approach has been adopted. This will continue to be developed. Additionally the capital programme board

	<p>and financial criteria</p> <ul style="list-style-type: none">- Assessed for their impact on residents living in deprivation and on the population as a whole, with a commitment to fairness in overall allocation						<p>template now requires denomination of the carbon impact of capital proposals.</p>
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4. Alignment with corporate priorities

- 4.1 Environment and Sustainability
- 4.2 Health and Care
- 4.3 Places and Communities
- 4.4 Children and Young People
- 4.5 Transport

There are no significant implications for these priorities.

5. Significant Implications

5.1 Resource Implications

There are no significant implications within this category.

5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

5.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

5.4 Equality and Diversity Implications

The following bullet points set out details of significant implications identified by officers:

- Work will continue to revise the Equality Impact Assessment for the Council's Strategic Framework as part of the development of the proposals for the council's Corporate KPIs.
- The revised EqIA will ensure that the Council's performance management is inclusive, and decisions to adopt specific Corporate KPIs will not make barriers for people with protected characteristics.

5.5 Engagement and Communications Implications

There are no significant implications within this category.

5.6 Localism and Local Member Involvement

There are no significant implications within this category.

5.7 Public Health Implications

There are no significant implications within this category.

5.8 Environment and Climate Change Implications on Priority Areas

There are no significant implications within this category.

Have the resource implications been cleared by Finance? Yes
Name of Financial Officer: Tom Kelly

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement and Commercial? Yes
Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? Yes
Name of Legal Officer: Fiona McMillan

Have the equality and diversity implications been cleared by your Service Contact?
Yes
Name of Officer: Julia Turner

Have any engagement and communication implications been cleared by Communications?
Yes
Name of Officer: Sue Grace

Have any localism and Local Member involvement issues been cleared by your Service Contact? No
Name of Officer: Not Applicable

Have any Public Health implications been cleared by Public Health?
No
Name of Officer: Not applicable

6. Source documents

6.1 Source documents

[CCC Performance Management Framework](#)