Corporate Performance Report

To:	Strategy and Resources Committee
Meeting Date:	27 June 2022
From:	Director of Business Improvement and Development Director of Customer and Digital Services Director of Law and Governance Director of Resources
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, an update on the development of performance measurements for Strategic Framework Corporate Priorities (Strategic KPIs), progress of Joint Agreement Action Plan and an amendment to the Performance Management Framework.
Recommendation:	The Committee is asked to:

a) Review and agree the proposed additions to/removals from the Corporate Services Key Performance Indicators (KPIs) set, monitor progress of Corporate Services and identify remedial action as required.

b) Scrutinise performance information for the Council's Joint Agreement Action Plan.

c) Note progress on resuming business-as-usual performance reporting to Policy and Service Committees, including an update on development of KPIs.

d) Agree proposed Strategic Key Performance Indicators (SKPIs).

e) Approve an amendment to the Performance Management Framework.

1. Background

1.1 This report covers five 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 available 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.

1.3 Section 4 'Resumption of business-as-usual performance reporting' reports on development of KPIs and resumption of performance reporting to Policy and Service Committees.

1.4 Section 5 'Performance Measures for Corporate Priorities (Strategic Key Performance Indicators)' reports on progress to develop measures for the Strategic Framework Corporate Priorities, which are referred to as Strategic Key Performance Indicators (SKPIs).

1.5 Section 6 'Amendment to Performance Management Framework' proposes an amendment to the framework arising from a decision by Audit and Accounts Committee.

2. Corporate Services Performance

2.1 Directorate Management Teams have been reviewing the Corporate Services KPI List to ensure that KPIs remain relevant, reliable, clear, fit for use and balanced. This work has led to a proposal to add two KPIs to the list. The tables below set out the changes. Members are asked to approve these changes.

KPI Number	KPI Name	Mapping to Service	Proposal	Rationale for proposal
217	Website quality	Communications	Add	Replaces KPI 189 (Number of sessions on website) with a more relevant measure. KPI 189 was removed from the Corporate Services KPI set by S&R in March 2022
218	Website accessibility	Communications	Add	Replaces KPI 189 (Number of sessions on website) with a more relevant measure. KPI 189 was removed from the Corporate Services KPI set by S&R in March 2022

2.2 Performance information is presented for Corporate Services in Appendix 1.

2.3   A summary of RAG ratings is:

	Total	%
Blue	3	15%
Green	5	25%
Amber	3	15%
Red	3	15%
Contextual	0	0%
Baseline	2	10%
In Development	4	20%
Suspended	0	0%
Total	20	100%

2.4   Commentary on red indicators is as follows:

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

It is welcome that 90 waivers have been recorded in the three-month period January-March 2022, as it shows a high level of awareness and visibility - a previous shortcoming being an absence of waivers and the appropriate approvals where necessary. The higher the value of the contract, the greater the risk that it could be challenged either formally or informally. Waivers for new requirements pose a greater risk to the council than waivers for replacements or changes to existing arrangements. In 2021-22 Quarter 4, 15 waivers were for contracts valued over £100,000, of which 9 were for new requirements. On-going challenge and scrutiny is being undertaken by the Procurement Team on the reasons for waivers being submitted. Actions being taken to minimise high value waivers for new requirements are:

- We have removed the need for a waiver if a competition has resulted in fewer than 3 bids. This would have removed 3 of the above listed waivers, had that rule been in force then. Public Contract Rules have been complied with, so waiver should not be required.
- We are progressing training for contract and budget managers to ensure that they have the necessary understanding of the rules and their responsibilities.
- We are progressing with the development of procurement pipelines which will identify current contracts due to expire and new requirements, and enable us to start earlier work on procurement planning.

The Audit and Accounts Committee considered an annual Procurement report at its meeting in May this year, which covered in further detail the procurement activity undertaken during the year, the number, value and distribution of waivers across the Council.

Indicator 182: Proportion of Freedom of Information requests responded to within statutory timescale (Year to Date)

There has been a slight decline in performance, but overall, for the year, performance has improved by 8 percentage points, from 71% to 79%. We continue to see requests at a pre-pandemic level. Quarter 4 has been affected by changes in staffing caused by the loss of experienced staff in December and the upskilling of the new officer. We are looking to implement a new IT system this year which will improve monitoring and reporting to services.

Indicator 183: Percentage of Subject Access Requests completed within statutory timescales (Year to Date)

The performance has in the past been affected by (a) pandemic affecting the ability for staff to be in buildings and scanning paper files for redaction and (b) additional staff being recruited to undertake scanning. Additional staff were recruited in September and have begun to scan overdue requests to enable their completion. Whilst the numbers completed in time are low, we are continuing to clear the requests that were delayed as described. This will affect future performance until the backlog of older cases is complete. Almost all subject access requests relate to social care, both Children's and Adults, as well as Education. Requests for such files, especially social care, often relate to very large quantities of electronic and paper files and with a mixture of data relating to the requester but also parents, siblings, other children and third parties which requires high levels of concentration and attention to detail. We are currently utilising resources from PCC on top of our existing resources within CCC to progress through the older cases whilst dealing with newer matters. We have also designed our own case management system to help better manage workloads and gain better oversight.

3. Joint Agreement Action Plan Progress

3.1 The table below reports progress for the Joint Agreement Open Actions that have been transferred to S&R 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.	Amanda Askham	SPMO established	No SPMO in place	In progress	Project Management Framework almost complete. Testing with internal stakeholders will begin over the summer, along with our change and transformation projects being migrated to 'Project Online' (Microsoft tool). The SPMO will be established following the restructure of corporate functions.
F.12	Review process for decision making on spending and investments to ensure that all decisions are: - Made in the context of meeting the Net Zero strategy - Equally weighted for social, environmental and financial criteria - Assessed for their impact on residents living in deprivation and on the population as a whole, with a commitment to fairness in overall allocation	Nov '21 Ongoing	Tom Kelly	Review completed and mechanisms for changing decision-making criteria in place	N/a as new review	In progress	As part of the Business Planning process and Corporate Strategy setting this year, a Triple Bottom Line approach is being developed. Criteria are being readied which will score each business plan proposal against these categories with these visible in the business cases for 2023-28. Additionally for the capital programme, the business case template has been updated to denominate the carbon impact of bids.

4. Resumption of Business-as-usual Performance Reporting

4.1 Under the Council's new Performance Management Framework, Strategy and Resources Committee has responsibility for overseeing the Council's performance management culture and system. Business as usual performance management work continued throughout the COVID pandemic, with the exception that, as part of its COVID emergency response, the Council suspended formal reporting of KPIs to Policy and Service Committees. All the Policy and Service Committees have been improving their approach to performance reporting in response to the new Performance Management Framework and transitioning back to business-as-usual quarterly reporting. This section of the report gives a progress update for this work.

4.2 Adults and Health Committee (A&H) have held a workshop to review the KPI sets of their predecessor committees and discuss new KPIs. Officers are currently completing work to develop and report on the new set of KPIs. A&H expects to consider the proposed KPIs for approval at their next meeting in July.

4.3 Children and Young People Committee (CYP) have held a workshop to review their previous KPI set. They have concluded that the historic set meets the requirements of the Framework, so are not recommending any changes. Officers are currently completing work to report on the KPIs. CYP expects to scrutinise performance at their next meeting in July.

4.4 Communities, Social Mobility and Inclusion Committee (COSMIC) held a short discussion to review the KPI set of their predecessor committee and discuss new KPIs. Officers are currently completing work to develop and report on the new set of KPIs. COSMIC expects to scrutinise performance on these KPIs at their next meeting in July.

4.5 Environment and Green Investment Committee (EGI) are planning a workshop to review the KPI sets of their predecessor committees and discuss new KPIs, following which officers are will complete work to develop and report on a new set of KPIs. EGI expects to consider the proposed KPIs for approval and scrutinise performance at their meeting in October. There is a risk that staff changes at Director level, for the services overseen by this committee, will delay this timetable.

4.6 Highways and Transport Committee (H&T) have held a workshop to review their KPI set, following which officers are completing work to revise and report on a new set of KPIs. H&T expects to consider the proposed KPIs for approval and scrutinise performance at their meeting in September.

5. Performance Measures for Corporate Priorities (Strategic Key Performance Indicators)

5.1 Under the new Performance Management Framework, Strategy and Resources Committee is responsible for selecting and monitoring strategic measures. This includes approving the addition and removal of Strategic Key Performance Indicators (SKPIs) and tracking progress against corporate priorities quarterly using the SKPIs.

5.2 In January 2022, the Committee approved a list of possible SKPIs (detailed in Appendix 2

of the PMF), to be further refined through discussions with Policy and Service Committees.

5.3   Some discussions duly took place in the Policy and Service Committee KPI workshops about potential SKPIs. These discussions have resulted in proposals for nine SKPIs, relating to two corporate priorities (4. Children and Young People; and 5. Transport). The proposed SKPIs meet the PMF KPIs Quality Standards, with measures that are relevant, reliable, clear and fit for use. An outstanding EGI workshop in June is expected to result in further proposals for SKPIs (relating to corporate priority 1. Environment and Sustainability). The first performance data for some of these SKPIs will be presented to S&R in September.

5.4   The SKPIs proposed by Policy and Service Committees are:

Corporate Priority	SKPIs
1. Environment and Sustainability	TBC
2. Health and Care	TBC
3. Places and Communities	TBC
4. Children and Young People	• KS2 educational attainment • KS4 educational attainment • KS4 SEND educational attainment • School readiness at EYFS • Number of children with a Child Protection Plan per 10,000 population (aged 0-17)
5. Transport	• Modes of transport measurements TBC to include cycling, bus and car use • Percentage of the A/B/C/U road network in green/amber/red condition • Killed or seriously injured casualties • Percentage of major infrastructure being delivered to agreed programmes and budgets

5.5   A theme that was covered in the workshops was the difference between KPIs which related to the outcomes of the specific services the relevant committee oversees, and outcomes which relate to the overall strategy of the Council. This issue is not clear cut. In some cases, the same indicator seems appropriate for both purposes, such as educational attainment for the Children and Young People Committee, which both measures the effectiveness of schools in teaching children, and whether the Council is delivering against the children and young people priority 'ensuring children and young people have the opportunity to thrive'. In other areas of work, different indicators are appropriate. For example, healthy life expectancy is affected by many determinants of health, most of which are not within the scope of the Adults and Health Committee, such as household income and the quality of employment. This is therefore a crucial indicator for measuring progress in priority areas, but not appropriate to allocate to a particular committee, because it sits across several. However, because societal circumstances have many related causes, even this distinction is arguable, because we know that educational attainment is affected by household income also (which is part of the rationale for policies such as Free School Meals).

5.6   One way to cut through this would be to be clear about the status of the SKPIs as

measuring cross cutting themes, which all committees will contribute to.

5.7   During the discussions, many Members expressed the view that their committees were not able to provide feedback on the specific SKPIs because some corporate priorities sit across the remit of several committees as opposed to solely within a single place. There was also a common view that the workshops should focus on what was needed for resuming their own business-as-usual performance reporting. Therefore, Strategy and Resources Committee will workshop the measures for the remaining corporate priorities (2. Health and Care and 3. Places and Communities) and any further SKPIs that S&R consider are needed.

5.8   The principles that will be used to develop the new SKPIs are:

- SKPIs can be cross-cutting, so commentary and actions will be drawn from across the council because actions are taken across the council and by our partners
- SKPI targets are long-term 3 years+

6.   Amendment to Performance Management Framework

6.1   The Terms of Reference for the Audit and Accounts Committee state the role of the Committee includes:
- To provide independent scrutiny of the authority's financial and non-financial performance to the extent that it affects the authority's exposure to risk and weakness of the control environment.

6.2   On 31 May 2022, Audit and Accounts Committee decided to review the Corporate Services performance report on a quarterly basis, after it has been presented to Strategy and Resources Committee quarterly. This will help the Committee understand the Council's risk exposure if there are areas the Council is performing less well on.

6.3   A suggested amendment to the Performance Management Framework Appendix 1: Roles and Responsibilities, to reflect this change, is:

Audit and Accounts Committee	- Provides independent scrutiny of the Council's performance - Considers whether performance is affecting the Council's exposure to risk - Identifies remedial action

7.   Alignment with corporate priorities

7.1   Environment and Sustainability

The report above sets out the implications for this priority in paragraphs 5.1-5.8.

7.2   Health and Care

The report above sets out the implications for this priority in paragraphs 5.1-5.8.

7.3   Places and Communities

The report above sets out the implications for this priority in paragraphs 5.1-5.8.

7.4   Children and Young People

The report above sets out the implications for this priority in paragraphs 5.1-5.8.

7.5   Transport

The report above sets out the implications for this priority in paragraphs 5.1-5.8.

8.   Significant Implications

8.1   Resource Implications
There are no significant implications within this category.

8.2   Procurement/Contractual/Council Contract Procedure Rules Implications
There are no significant implications within this category.

8.3   Statutory, Legal and Risk Implications
There are no significant implications within this category.

8.4   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 SKPIs.
- The revised EqIA will ensure that the Council's performance management is inclusive, and decisions to adopt specific SKPIs will not make barriers for people with protected characteristics.
- The outcome of the EqIA review may lead to further revisions to these proposals.

8.5   Engagement and Communications Implications
The report above sets out details of significant implications in paragraphs 5.3-5.8.

8.6   Localism and Local Member Involvement
There are no significant implications within this category.

8.7   Public Health Implications
The report above sets out details of significant implications in paragraphs 5.3-5.8.

8.8   Environment and Climate Change Implications on Priority Areas
The report above sets out details of significant implications in paragraphs 5.3-5.8.

8.8.1   Implication 1: Energy efficient, low carbon buildings.
Neutral Status

8.8.2   Implication 2: Low carbon transport.
Positive Status

Explanation: This report describes progress to measure the Council's Strategic Priority of Environment and Sustainability.

8.8.3   Implication 3: Green spaces, peatland, afforestation, habitats and land management.
Positive Status
Explanation: This report describes progress to measure the Council's Strategic Priority of Environment and Sustainability.

8.8.4   Implication 4: Waste Management and Tackling Plastic Pollution.
Positive Status
Explanation: This report describes progress to measure the Council's Strategic Priority of Environment and Sustainability.

8.8.5   Implication 5: Water use, availability and management:
Positive Status
Explanation: This report describes progress to measure the Council's Strategic Priority of Environment and Sustainability.

8.8.6   Implication 6: Air Pollution.
Positive Status
Explanation: This report describes progress to measure the Council's Strategic Priority of Environment and Sustainability.

8.8.7   Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.
Positive Status
Explanation: This report describes progress to measure the Council's Strategic Priority of Environment and Sustainability.

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?   Yes
Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law? 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

9. Source documents

9.1   Source documents

CCC Performance Management Framework

9.2   Location

[CCC Performance Management Framework](#)