

## Corporate Performance Report

To: Strategy and Resources Committee

Meeting Date: 20 October 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 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 remove one KPI from the report. The table below sets out this change. Members are asked to approve these changes.

KPI Number	KPI Name	Mapping to Service	Proposal	Rationale for proposal
207	Value of Income Achieved from all income generating services	Commercial	Remove	<p>Income is monitored against budget in the commercial section of the finance monitoring report.</p> <p>There is significant overlap between KPI 207 and two other KPIs which report on Council income.</p> <p>KPI 171 already reports on County Farm income whilst KPI 204 reports on projected returns on all commercial investments.</p>

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

2.3 A summary of RAG ratings is:

	<b>Total</b>	<b>%</b>
<b>Blue</b>	3	16.67%
<b>Green</b>	4	22.22%
<b>Amber</b>	4	22.22%
<b>Red</b>	3	16.67%
Contextual	0	0%
Baseline	2	11.11%
In Development	2	11.11%
Suspended	0	0%
<b>Total</b>	18	100%

2.4 Commentary on red indicators is as follows:

2.4.1 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.

The number of waivers continues at a reasonably high level showing an awareness of the overall requirement. The number of 'late' waivers during this period coincides with the beginning of the financial year and therefore the expiry of many existing contracts. This confirms that further work is required to standardise contract management across the Council. The higher the value of the contract, the greater the risk that it could be challenged formally or informally. Waivers for new requirements pose a greater risk to the council than waivers for replacements or changes to existing arrangements. Three waivers were identified as high risk because they are valued above £100,000, details of these are available in the appendix. However, it is clear that risk mitigation work has taken place in all three cases. 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 three bids. This would have removed the three high risk 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, to 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. This covered in further detail the procurement activity undertaken during the year, the number, value and distribution of waivers across the Council.

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

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

At the start of the year there was a slight decline in performance, but now we are into the second quarter we are already seeing an increase to 83% requests responded to in time. We continue to see requests at a pre-pandemic level and an increasing number of complex requests regarding planning and environmental matters. The team has welcomed a new member of staff to replace someone who had previously left. They are starting to have a greater impact on the performance. We are working closely with services to improve the response rates and our anticipated new IT system in November will improve monitoring and reporting to services to enable greater analysis and insight.

#### 2.4.3 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.

The performance has in the past been affected by (a) the pandemic affecting the ability for staff to be in buildings scanning paper files for redaction and (b) additional staff being recruited to undertake scanning. We are making significant inroads into the caseload with an improvement of 25% in the second quarter ensuring that we are completing current and backlog subject access requests as quickly as possible. Our self designed case management system is making a clear improvement in managing workloads and giving better oversight. We continue to commission resources from Peterborough City Council, on top of our existing resources within the County Council, to progress cases and identify areas where we can improve. 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. This requires high levels of concentration and attention to detail.

### 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"> <li>- Made in the context of meeting the Net Zero strategy</li> <li>- Equally weighted for social, environmental and financial criteria</li> </ul>	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 have been adopted which will score each business plan proposal against these categories with these visible in the business cases for 2023-28. Additionally for the

	<ul style="list-style-type: none"><li>- Assessed for their impact on residents living in deprivation and on the population as a whole, with a commitment to fairness in overall allocation</li></ul>						capital programme, the business case template has been updated to denominate the carbon impact of bids.
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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](#)