

Performance and Productivity Oversight Board November 2024 update for GRAC	
Executive Summary	This is an update report to inform GRAC of the work of Performance and Productivity Oversight Board and the progress made to date around various elements of the work of the Board.
Options considered	N/A
Consultation(s)	N/A
Recommendations	It is recommended that GRAC note the Performance and Productivity Oversight Board for its successes since its inception and in its future delivery plans.
Reasons for recommendations	To achieve an understanding of the Council's performance, drivers of service demand, changing policy context and ensure there is a strategy to respond to current and future pressures, along with the Board continually monitoring and challenging corporate performance and being a champion of service transformation.
Background papers	Performance and Productivity Oversight Board Terms of Reference.

Wards affected	None
Cabinet member(s)	N/A
Contact Officer	Steve Hems – Director for Communities

Links to key documents:	
Corporate Plan:	The Board has responsibility for monitoring progress made against the Annual Action Plan and Corporate Plan Delivery.
Medium Term Financial Strategy (MTFS)	N/A
Council Policies & Strategies	The Board will ensure that corporate strategies and polices are reviewed in a timely manner and ensure any associated action plans are implemented.

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	N/A
Details of any previous decision(s) on this matter	N/A

1. Purpose of the report

- 1.1. The Council's 2023-2027 Corporate Plan has A STRONG, RESPONSIBLE AND ACCOUNTABLE COUNCIL as one of its five corporate priorities and states that "We will ensure the Council maintains a financially sound position, seeking to make best use of our assets and staff resources, effective partnership working and maximising the opportunities of external funding and income".
- 1.2. Understanding the Council's performance, drivers of service demand, changing policy context and having a strategy to respond to current and future pressures will therefore be critical to the future agility and "success" of the Council.
- 1.3. As the Council's budgets and resources come under increasing pressure through increased customer demand and scrutiny by Government it is more important than ever that the Council has a deep understanding of its performance and plans in place which ensures our effective performance and agility in the future.
- 1.4. This requires the Council to deliver year-on-year savings and efficiencies and to continually adapt and "transform" its services so as to meet the needs of our residents, businesses and visitors through service re-design, adoption of new systems and ways of working.

2. Introduction & Background

- 2.1 The Performance and Productivity Oversight Board is an essential element of the NNDC project management and performance framework. The Board has responsibility for monitoring and challenging the corporate and service performance and will lead on service transformation through providing corporate oversight of a programme of service reviews.

3. Achievements, issues and action taken

- 3.1. Since its inception meeting which took place in June 2024 the Performance and Productivity Board has met monthly.

3.2. Corporate Plan and Annual Action Plan Delivery

- 3.2.1 The Q2 report was reviewed where an increase of amber and red actions was identified. Recommended that CLT review the red and amber actions and agree the way forward.

3.3. Key Performance Indicators and Service Level Indicator development

- 3.3.1 A draft set of KPI's have been developed which will be considered by the Board at the meeting on 20 November 2024 with a view to progress through CLT and onward for approval and appropriate scrutiny.

3.4. Benchmarking

- 3.4.1 The Board has not yet considered in detail benchmarking data in detail due to the focus on other areas which were considered of greater priority. Benchmarking data will be considered by the Board at a future meeting.

3.5. Audit Recommendation implementation

- 3.5.1 The Board are monitoring audit recommendations monthly at present.
- 3.5.2 All lead officers have been written to asking for an update on progress for those which were identified as not being able to be completed by the due date, with a proposed plan for getting the recommendation signed off by Internal Audit put in place.
- 3.5.3 This approach has led to a number of outstanding recommendations being completed. The table shows the number of outstanding audits by month. The Board began to chase lead officers in September for updates.

February 2024	66
April 2024	60
July 2024	39
September 2024	39
October 2024	27
November 2024	29

- 3.5.4 It should be noted that in addition to those which have been taken off the list, there are a small number of additions which are included in the figures. This is because some audit recommendations have now gone past the due date. The Board will apply the same process applied to other overdue audit recommendations. It is anticipated that applying this process consistently and quickly once they become overdue will result in early resolution.
- 3.5.5 Members of the Board have delivered a session for the Service Mangers Group to increase the understanding of responsibilities around audit requirements and to promote consistency of response.

- 3.5.6 Once the Board have addressed the overdue recommendations, it will look to put processes in place to increase accountability for lead officers responsible for completing individual audit recommendations prior to them becoming overdue. It is hoped that this will result in a very small number of audit recommendations becoming overdue and those that do will be fully justified and have a plan in place to receive audit sign off.

3.6. Corporate Strategy and Policy Reviews

- 3.6.1 The Board reviewed the list of policies and strategies which had a review date that had expired. This review resulted in 127 corporate documents being identified as being overdue as of 23 July 2024.
- 3.6.2 Following this review all lead officers were written to requesting information on the documents ie; whether it was still required, what the risk was associated with the document being out of date etc. As a result, 20% of these documents have now been brought up to date, withdrawn, or a formal review is in progress.

3.7. Complaints / Local Government Ombudsman

- 3.7.1 It is the responsibility of the board to have oversight of this annual report prior to it going to Overview and Scrutiny and Cabinet for their reference. The report indicates headline figures for complaints that have been reported to the Local Government And Social Care Ombudsman (LGSCO).
- 3.7.2 In the past 12 months 13 complaints were made to the LGSCO, 3 of these were investigated, with 2 complaints upheld and 1 not upheld. The authority has complied with the recommendations put forward.
- 3.7.3 Compared to other authorities these figures are low however we do need to improve the complaints handling process.
- 3.7.4 Work is also being undertaken in regard to the general complaint handling process, predominantly aligned to the proposed changes in the LGSCO Complaint handling Code of Practice, for which North Norfolk District Council is one of a small number of pilot authorities.
- 3.7.5 This work has seen a revision to the Complaints Policy which is currently being checked prior to the formal adoption process; the proposed introduction of a template letters for both Stage 1 and Stage 2 responses and the introduction of a complaint handlers guide, to assist managers with ensuring their investigation and response to complaints complies with the code. This should not only improve the customer experience and assist the Council in demonstrating that it has complied with the code should a complaint reach the Ombudsman, but also encourage managers to think differently about case management.

3.8. Performance Management Process and effectiveness

- 3.8.1 The most recent quarterly performance management report has just been reported through the committee process. It is intended that future reporting will be produced by the Board.

4. Corporate Priorities

4.1 The Board is focused on the corporate plan objective “A strong responsible and accountable council, effective and efficient delivery, ensuring that strong governance is at the heart of all we do”

5. Financial and Resource Implications

5.1 There are no financial or resource implications associated with the Performance and Productivity Oversight Board.

Comments from the S151 Officer:

The S151 Officer (or member of the Finance team on their behalf) will complete this section.

6. Legal Implications

6.1 There are no legal implications associated with the Performance and Productivity Oversight Board.

Comments from the Monitoring Officer:

The Monitoring Officer (or member of the Legal team on behalf of the MO) will complete this section. They will outline any legal advice provided.

7. Risks

The activity of the board is designed to reduce risk to the council in operations and in achieving objectives.

8. Net Zero Target

There are no implications for the Net Zero Target associated with this report.

9. Equality, Diversity & Inclusion

There are no equality, diversity or inclusion implications associated with this report.

10. Community Safety issues

There are no community safety issues associated with this report.

11. Conclusion and Recommendations

This report sets out the work that the Performance and Productivity Board has been working on over recent months and the progress that has been made on various issues, therefore it is recommended that Members note the contents of this report.