

## Managing Performance Quarter 3 2020/2021

Summary:	The Managing Performance Report attached, as Appendix A, will enable the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance. It gives an overview, assesses the impact that Covid-19 has had on both these aspects of Council performance, and the actions being taken to address these issues and proposes any further action needed.
Options considered:	Options considering action regarding performance are presented separately, issue by issue, to the appropriate Council Committee where committee approval is required.
Conclusions:	With the second national Covid-19 lockdown in November 2020 (and subsequently the third lockdown from 4 <sup>th</sup> January 2021), Coronavirus has continued to have a significant impact on the Council's capacity and ability to achieve all of the objectives in the Corporate Plan Delivery Plan 2019-2023 and some impact on service operational performance during Quarter 3 covering the period October to December 2020.
Recommendations:	<b>That Overview and Scrutiny Committee resolves to note this report, endorse the actions being taken by Corporate Leadership Team detailed in Appendix A – Managing Performance and makes any recommendations to Cabinet it thinks necessary.</b>
Reasons for Recommendations:	To ensure the objectives of the Council are achieved.

### LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

*(Papers relied on to write the report, which do not contain exempt information and which are not published elsewhere)*

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Cabinet Member(s) Cllr Sarah Bütikofer	Ward(s) affected All
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#### 1. Introduction

The current Performance Management Framework sets out that we should report performance to Cabinet and Overview and Scrutiny on a quarterly basis.

This report enables us to fulfil this requirement of the framework. More importantly however it ensures that all key activity within the Council is actively performance managed to ensure the Council's objectives are achieved.

## **2. Overview**

- 2.1 This report covers the third quarter of the 2020/21 reporting year – i.e. the period covering October, November and December 2020.
- 2.2 During this period, following a busy summer experienced across the District with large numbers of staycation tourists and day visitors to the District we began to move to more of a Business As Usual position. This saw slightly larger numbers of staff coming into the Council's offices and the Cabinet agreeing a list of priority objectives from the Corporate Plan Delivery Plan for the authority to work on and towards, recognising the capacity of the organisation directed to the COVID response over the preceding six months and an expectation of increased levels of infection during the winter.
- 2.3 Whilst the numbers of COVID cases in North Norfolk remained low throughout October, rising levels nationally saw the Government introduce a second England lockdown from 5<sup>th</sup> November – 2<sup>nd</sup> December, which whilst placing fewer demands on the Council than the first lockdown in terms of community support and direct support for shielding and vulnerable people, did see resources committed to paying out further business support grants, strategic partnership engagement and supporting preparations for vaccine programme delivery.
- 2.4 Then in December with rapidly rising levels of infection across the UK and in North Norfolk the Council responded with partners to discussions on tiering to reflect levels of infection, with different social distancing and other restrictions imposed and further business grant support mechanisms introduced.
- 2.5 The majority of the Council's staff have continued to work from home throughout Quarter 3, with the majority of customer service enquiries being fulfilled online and over the phone, with limited face-to-face appointments available at the offices. Throughout this period the Council delivered most of its regular services and continued delivery of its programmed meetings through the Democratic Services Team facilitating remote meetings.
- 2.6 Monitoring and reporting of both service and organisational performance outcomes throughout the quarter has seen progress made against some of the headline corporate objectives such as the appointment of the Environmental Policy Officer and Climate Change Projects Officer to develop the Council's commitments in declaring a Climate Emergency, acquisition of housing units to better meet the increasing need for Temporary Accommodation, continued good progress with the development of the new Sheringham Leisure Centre and securing status as an approved delivery partner of the Government's KickStart programme to provide structured work experience for young people not only in the Council, but in the wider local economy – so whilst a challenging period continued positive progress has been made by the Council in delivering against its stated priority objectives and in its sustained COVID response.

## **3. Contents of the Managing Performance Quarterly Report**

Chief Executive's Overview	Overview of the Chief Executive outlining the progress in achieving the corporate plan and managing services
Key	Key to delivery plan action symbols
Delivery Plan Overview	Dashboard showing the RAG status (Red, Amber, Green) of all Delivery Plan Actions
Key Priorities	Current actions for eighteen priority objectives upon which focus will be maintained in the coming months alongside the Council's ongoing response to the COVID situation. This report details the Cabinet's priorities given the current situation.
Local Homes for Local Need	Delivery Plan actions progress reports under the theme
Boosting Business Sustainability and Growth	Delivery Plan actions progress reports under the theme
Customer Focus	Delivery Plan actions progress reports under the theme
Climate, Coast and the Environment	Delivery Plan actions progress reports under the theme
Financial Sustainability and Growth	Delivery Plan actions progress reports under the theme
Quality of Life	Delivery Plan actions progress reports under the theme
Operational Performance	Overview for key performance indicators (KPIs) and management indicators and key for performance measure symbols
Performance Focus	This section of the report shows all the monthly and quarterly operational performance measures that are not achieving target, the explanation for that level of performance and any actions being taken. The performance levels shown are for the most recent three months for monthly data and the most recent quarter for quarterly measures.
All other performance measures	This section of the report shows performance for all other monthly and quarterly operational performance measures. The performance levels shown are for the most recent three months for monthly data and the most recent quarter for quarterly measures.

#### 4. Conclusion

With the second national Covid-19 lockdown in November 2020 (and subsequently the third lockdown from 4<sup>th</sup> January 2021), Coronavirus has continued to have a significant impact on the Council's capacity and ability to achieve all of the objectives in the Corporate Plan Delivery Plan 2019-2023 and

some impact on service operational performance during Quarter 3 covering the period October to December 2020.

**5. Implications and Risks**

Prompt action to deal with any performance issues identified by this report will reduce the risk to delivery of the Corporate Plan Delivery Plan 2019 – 2023 and delivery of high quality services. The recommendations of this report contained in Appendix A outline the action being taken to reduce or remove the risk of not delivering the Corporate Plan.

**6. Financial Implications and Risks**

Prompt action to deal with any performance issues identified by this report will reduce the financial risk to the Council.

**7. Sustainability**

There are no negative sustainability implications of this report.

**8. Equality and Diversity**

There are no negative equality and diversity implications of this report.

**9. Section 17 Crime and Disorder considerations**

There are no Section 17 Crime and Disorder implications of this report.