

Resources
7 Newington Barrow Way, N7 7EP

Report of: Dave Hodgkinson, Corporate Director of Resources

Meeting of: Policy Performance Committee

Date: 24 July 2023

Ward(s): N/A

Subject: Corporate Performance update: Q4 (January – March '22) / end of year 2022-23

1. Synopsis

- 1.1. This report brings to the Policy and Performance Scrutiny committee the Corporate Performance update for Q4 and end of year 2022/23 for review and challenge.
- 1.2. This combined Q4 / end of year update replaces the separate Q4 and annual reports that were prepared in previous years. This update acts as a review looking back over 2022/23 and the priorities going forward for 2023/24.
- 1.3. On the request of the new Policy and Performance Scrutiny committee chair, the format of this update has changed this quarter to focus on those elements for which Policy and Performance Scrutiny committee is more directly responsible. Over the past year, the whole corporate performance update – relating to all directorates and missions of the 2030 plan – has come to the Policy and Performance Scrutiny committee. It is suggested that other scrutiny committees focus on their respective parts of corporate performance and the Policy and Performance Scrutiny committee focus on theirs. The dates for other scrutiny committee meetings are set out below.
- 1.4. Policy and Performance Scrutiny committee is more directly responsible for those elements of corporate performance that are broadly captured by 'organisational health'. This currently comprises measures from the Resources directorate and customer service areas from Community Engagement and Wellbeing Directorate.

- 1.5. The Q4 / end of year update comprises the following:
 - 1) Appendix 1: Performance narrative for 'organisation health'
 - 2) Appendix 2: 'Organisational health' performance scorecards
 - 3) Appendix 3: Performance end of year corporate overview, for information
- 1.6. The Committee is invited to note and review the Q4 / end of year update (Appendix 1), drawing on the scorecards (Appendix 2) for more detail. Questions and challenge are invited for response at the committee meeting or following the meeting where input from another service is required.

2. Background

- 2.1. A suite of corporate performance indicators has been developed by each directorate to help track progress in delivering the five strategic priorities set out in the council's Strategic Plan, through the operational activities of the directorates. Objectives, indicators and targets are reviewed annually to ensure they remain relevant. Performance is monitored internally, through Departmental Management Teams, Corporate Management Board, and externally through the relevant Scrutiny Committee for each directorate.
- 2.2. The Policy & Performance Scrutiny Committee has overall responsibility for performance and specific responsibility for monitoring and challenging performance for the Resources directorate, which ensures the organisation runs effectively in:
 - Managing our budget effectively and efficiently
 - Harnessing digital technology for the benefit of residents and staff
 - Making sure our workforce is diverse, skilled and highly motivated; and
 - Being open and accountable
- 2.3. Corporate performance is one of a number of tools that enable us to ensure that we are making progress in delivering key priorities whilst maintaining good quality services. A collective and collaborative approach is welcomed for corporate performance as a combined effort between the directorates, leadership and the central corporate performance function.
- 2.4. The Q4 / end of year performance data and narrative for those areas not principally reporting to the Policy and Performance Scrutiny committee will be shared at the respective Scrutiny committees on the following dates:
 - Environment and Regeneration Scrutiny Committee: 4 July 2023
 - Children's Service Scrutiny Committee: 19th July 2023
 - Health and Care Scrutiny Committee: 3rd July 2023 (Public Health Q3)
 - Health and Care Scrutiny Committee: 5th Sept '23 (Adult Social Care)

- Housing Scrutiny committee: 17th July 2023

3. Executive Summary

- 3.1. Over the last year (2022/23), corporate performance reporting prioritised:
- Improving presentation and meaning of the Council's performance measures through performance narratives and simplified directorate scorecards
 - Aligning performance to the missions set in the Islington Together 2030 Plan
 - Drawing connections and identifying themes at the corporate level between factors influencing performance across services
 - Exploring strategic or cross-cutting areas of improvement as areas to work on over time and collaboratively.
- 3.2. For next year (2023/24), suggested priorities for further change include:
- Alignment to the final 2030 Islington Together plan and the upcoming Wellbeing Index to better monitor progress in delivering priorities within the context of resident experience.
 - A strengthened, co-ordinated 'Organisation Health' reporting the effective and sustainable running of the organisation.
- 3.3. Key successes for organisational health during 2022/23 include:
- an overall balanced position of the net General Fund outturn at the end of 2022/23.
 - Digital Services has delivered in excess of 20 significant projects in the last year. Most of these have a positive and enabling impact for residents and staff.
 - Stage 2 complaints backlog has been cleared and a complaints improvement action plan has been created and is being implemented.
- 3.4. The following themes of factors affecting performance in 2022/23:
- **Growth in demand for services and complexity of cases** – for example, the rising stage 1 and 2 complaints received.
 - **Challenge meeting resident need** – for example, the pressure experienced this year responding to some formal requests for information from residents, including Subject Access Requests and the growth in complaints received.
 - **Challenges of lack of direct influence or affected by performance of other agencies** – these affected services more than organisational health
 - **IT challenges** – Updating critical digital systems is an ongoing priority for the Council.
 - **Financial strain and the national economy** – The financial backdrop and cost-of-living crisis was felt hard by the council and residents and impacted a range of performance areas across the council.
 - **Mental Health** – for example, mental health has been the most common reason for sickness across the year.

- 3.5. Strategic areas for improvement for 2023/24 and beyond for Organisational Health include continuing to focus on complaints and Subject Access Requests.

4. Recommendations

- 4.1. To monitor and challenge performance trends for Q4 / end of year update for 2022/23 for measures relating to Organisational Health.

5. Implications

5.1. Financial Implications

- The cost of providing resources to monitor performance is met within each service's core budget.

5.2. Legal Implications

- There are no legal duties upon local authorities to set targets or monitor performance. However, these enable us to strive for continuous improvement.

5.3. Environmental Implications and contribution to achieving a net zero carbon Islington by 2030

- There are no environmental impacts arising from monitoring performance. Corporate performance helps the Council to monitor its progress in delivering its environmental objectives.

5.4. Equalities Impact Assessment

- The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.
- An Equalities Impact Assessment is not required in relation to this report. Corporate Performance aims to support these duties by monitoring inequalities to enable the Council to improve performance.

6. Conclusion and reasons for recommendations

- 6.1. The Q4 / end of year 2022-23 Corporate Performance update sets out progress against the council's strategic priorities as measured by a suite of corporate

objectives and indicators. The Committee is asked to review the update and note and challenge specific performance of the Resources directorate.

Appendices:

- Appendix 1: Organisational Health update Q4 end of year 22_23 PPS
- Appendix 2: Corporate Performance scorecards Org Health Q4 22_23 PPS
- Appendix 3: Corporate Performance Overview Q4 22_23 PPS

Final report clearance:

Signed by:

Dave Hodgkinson, Corporate Director of Resources

Date: 30 June 2023

Report Author: Joanna Dawes, Corporate Performance Manager

Email: joanna.dawes@islington.gov.uk