

## **Performance Report**

**Report to:** Overview and Scrutiny Internal

**Date:** 14<sup>th</sup> June 2016

**Title:** Q4 2015/16 Performance Report

**Portfolio Area:** Resources and Performance

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### **Recommendations:**

1. Members note the performance levels against target communicated in the Balanced Scorecard and the performance figures supplied in the background and the exception report.
2. Members review the performance dashboards (as detailed in section 5.0) and provide feedback to the Performance & Intelligence Team

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### Executive summary

- 1.1. Performance measures for Quarter 4 have stayed relatively consistent with the rest of the year.
- 1.2. Q4 performance was below target for Average call answer time and the ratio of calls to web submissions for T18 processes. More detail about these measures can be found in the exception report (Appendix B).
- 1.3. It should be noted that whilst average call answer time is below target, Q4 performance was ahead of the YTD average.
- 1.4. Planning determination performance in Q4 was also above target for all types of applications.

### 2. Background

- 2.1. The current set of indicators came from a review of all Performance measures which was undertaken by a Task & Finish Group. The format has changed to allow better viewing in black & white and to include target information to provide context.
- 2.2. The Council's new workflow system (W2) will enable Members to access live information on current service levels and volumetric data, via a web based performance dashboard. This will be rolled out as more processes are pushed into W2.
- 2.3. Members should note that when dashboards have been rolled out, the balanced scorecard (Appendix A) will continue to be produced on a quarterly basis as this shows performance against targets. Dashboards give Members access to live data but this will not show how this performance relates to targets.

### 3. Outcomes/outputs

- 3.1. **Appendix A** is the balanced scorecard – this contains the high level targeted performance information.
- 3.2. **Appendix B** is an information and exception report. This contains the data only performance information for context and the detail of the targeted measures which have fallen below target in the quarter being reviewed.
- 3.3. **Appendix C** contains the description of the targets chosen for the Balanced Scorecard
- 3.4. Preliminary dashboards are now built and will be iteratively improved based on feedback, in terms of usefulness and complexity, providing Members, Managers and the Senior Leadership Team with useful live information.
- 3.5. Dashboards are accessed via a web-link and users can have access to more than one dashboard. The dashboard queries our live database, returning 6-9 graphs or tables that users can "drill-down" into for further analysis.

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3.6. Dashboards are viewable on the Council's network currently and on Member iPads if downloaded as a PDF. IT are looking at how to improve functionality and ease of use for members.

### 4. Options available and consideration of risk

4.1. Dashboards can be tailored by type, interest or area. However, increased personalisation for Members will take more time to implement and the benefit will need to be balanced against other tasks that the Performance & Intelligence Team will be engaged with.

### 5. Proposed Way Forward

- 5.1. In relation to performance, new online benefits software and its integration with W2, will transform the way new benefit claims are dealt with and should add significant capability to deal with new claims. This will come on stream towards the end of Q1 and should have a very positive effect on the current processing time.
- 5.2. Another report is being prepared in relation to staffing and resources which will help address strain on services. Changes as described in the exception report are being implemented to address below target performance.
- 5.3. The first dashboards are being made available for managers & team leaders to manage their areas and for Members to view.
- 5.4. Feedback from Members is encouraged to improve dashboard usability and usefulness to aid Members fulfil their scrutiny role.
- 5.5. Two drop-in familiarisation sessions will be held for Members on the 14<sup>th</sup> June and the 20<sup>th</sup> June PM for training and feedback. Details of these will be shared in the Members bulletin.

### 6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	Whilst there are no longer statutory performance measures, some measures are still reported nationally. We collect these in the same format as required to improve consistency. Other measures aim to improve efficiency & understand workload.
Financial	N	There are no direct financial implications of the contents of the report
Risk	Y	Poor performance has a risk to the Council's reputation and delivery to our residents. These proposals should give the Scrutiny Committee the ability to address performance issues and develop robust responses to variation in delivery

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<b>Comprehensive Impact Assessment Implications</b>		
Equality and Diversity	N	
Safeguarding	N	
Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	N	
Other implications	N	

### **Supporting Information**

#### **Appendices:**

Appendix A – Corporate Balanced Scorecard

Appendix B – Background and Exception Report

Appendix C – Explanation of targets

#### **Background Papers:**

None

#### **Approval and clearance of report**

None