

Report to: **Overview & Scrutiny (Internal) Committee**

Date: **6 September 2016**

Title: **PERFORMANCE MEASURES**

Portfolio Area: **N/A**

Wards Affected: **All**

Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken: Any recommendations will be presented to the Hub Committee meeting on 20 September

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Recommendations:

- 1. That 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. That the Committee makes any recommendation as it sees fit to the Hub Committee in relation to the given information and level of performance.**

1. Executive summary

Performance measures for Quarter 1 have stayed relatively consistent with the previous quarter. During the quarter, performance was below target for average call answer time and the end to end time for processing new benefits claims. More detail about these measures can be found in the exception report, Appendix B.

A new solution for benefits claims has been implemented and we are already seeing performance back above target levels.

2. Background

The Balanced Scorecard has suffered from scope creep over the years where some measures were reported to Committee for interest rather than to fulfil a scrutinising role and generated questions rather than help to provide answers.

A review of the balanced scorecard and performance measures provided to members was undertaken in 2015 by a joint task & finish group. The review by the Task & Finish group was interpreted as being 'light' on data at the previous O&S but the T&F group made their recommendations with the awareness that there would be additional information forthcoming with the introduction of Dashboards.

The Council's new workflow system (Workflow360) will enable Members to access live information on current service levels and volumetric data, via a web based performance dashboard.

3. Outcomes/outputs

Appendix A is the balanced scorecard – this contains the high level targeted performance information.

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.

Appendix C contains the description of the targets chosen for the Balanced Scorecard

Preliminary dashboards are now built and are available for members to access. These 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.

4. Options available and consideration of risk

Dashboards can be tailored by type, interest or area. Ward data has now been loaded into Workflow360 so information could be grouped at this level. 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

- 1) The Balanced Scorecard and background report as shown in the Appendices are approved.
- 2) In relation to performance, new online benefits software and its integration with W2, is now transforming the way new benefit claims are dealt with and should add significant capability to deal with new claims.
- 3) The first dashboards are now available for managers & team leaders to manage their areas and for Members to view.
- 4) Feedback from Members is encouraged to improve dashboard usability and usefulness to aid Members fulfil their scrutiny role.

- 5) An additional drop-in familiarisation session will be organised for Members in September for training and feedback.

6. Implications

| Implications | Relevant to proposals Y/N | Details and proposed measures to address |
|---|----------------------------------|---|
| Legal/Governance | N | Whilst there are no statutory performance measures anymore, some are still reported nationally. We collect these in the same format as required to improve consistency. Other measures are to improve efficiency or to understand workload. |
| Financial | N | N/A |
| Risk | Y | Poor performance has a risk to the Council's reputation and delivery to our residents. These proposals should give Scrutiny the ability to address performance issues and develop robust responses to variation in delivery |
| Comprehensive Impact Assessment Implications | | |
| Equality and Diversity | N | N/A |
| Safeguarding | N | N/A |
| Community Safety, Crime and Disorder | N | N/A |
| Health, Safety and Wellbeing | N | N/A |
| Other implications | N | N/A |

Supporting Information

Appendices:

- Appendix A – Corporate Balanced Scorecard
- Appendix B – Background and Exception Report
- Appendix C – Corporate Balanced Scorecard Targets

Background Papers:

None