

Report to: Overview and Scrutiny Panel

Date: 18 May 2017

Title: Q4 2016/17 Performance Report

Portfolio Area: Strategy & Commissioning

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RECOMMENDATION:

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.

Executive summary

- 1.1. Performance measures for Quarter 4 have been mixed with some improvements coupled with some performance drops that are common during this stage of the year.
- 1.2. Q4 performance had 3 measures at 'Red': Average number of missed bins, % calls answered in 20 seconds, and Avg end to end to for benefits New claims.
- 1.3. Planning determination performance in Q4 was above target for all types of applications for the fifth successive quarter.
- 1.4. New dashboards have been developed to display information in an easy to understand way. These are available online from any web-enabled device and can be used to monitor performance in between the O&S reporting cycle. There is a regular update of the previous month's figures that occurs by the 3rd Wednesday of the month, for SLT to keep on top of performance issues.

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 balanced scorecard had four areas including information about the T18 Programme. The programme has moved past the active project management phase so these measure are less informative and new measures will be developed focusing on website transactions and uptake or online services.
- 2.3. The new web-based performance dashboards provide monthly up-to-date information to provide context against the report that comes to Committee and gives access to a much larger range of data if desired.
- 2.4. Dashboards available are: O&S, Planning (including enforcement), complaints, SLT Monthly Measures, and CST, to cover a wide range of council information.

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. Covalent Dashboards are accessed via a web-link and users have access to more than one dashboard. All the dashboards can be 'drilled into' for more information and they can be viewed on any web-enabled device, smartphome or ipad.

4. Options available and consideration of risk

- 4.1. O&S reporting could be dealt with completely through dashboards or in conjunction with reports, with the report element focusing on other areas such as management comments rather than data.
- 4.2. With the additional data available and a higher number of processes in Workflow360 it was suggested at West Devon O&S that setting up a Task & Finish group to review Performance Measures may be a timely activity. This could be joint or independent depending on the priorities of the two Councils.

5. Proposed Way Forward

- 5.1. Feedback from Members is encouraged to improve dashboard usability and usefulness to aid Members fulfil their scrutiny role. Further training sessions will be organised and communicated through the Member bulletin.

5.2. The fourth 'area' of the balanced score card focuses on web uptake and processes from Quarter 1 2017 as responsibility for reporting and analytics within IT will be passed to a new resource during the quarter.

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
Comprehensive Impact Assessment Implications		
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