Report to:	**Overview and Scrutiny Committee**	
Date:	**27th July 2021**	
Title:	**Performance Management Report**	
Portfolio Area:	**Performance**	
	Portfolio holder: Cllr Chris Edmonds	

Wards Affected:	**All**			

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

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RECOMMENDATIONS

1. **That the Overview and Scrutiny Committee note the performance figures shown in the Pentana report.**
2. **Members review the information provided in the dashboards and provide feedback to the portfolio holder on any additional measures required to scrutinise performance.**

1. **Executive Summary**

1.1 The purpose of this report is to provide a high level overview of performance (April to June 2021) across the Council for Members' scrutiny.

1.2 Performance measures are monitored throughout the year to spot trends or issues of concern and this will be reported to the Overview and Scrutiny Committee on a regular basis during 2021/22.

1.3 Data will still be collected in Pentana, the Council's performance tool, but as the FIT (future IT) project progresses more data and more timely data will be

available through live dashboards. Performance reporting will transition into deep dive reports on distinct areas.

1.4 Despite massive changes over the last year in how we have been delivering services, responding to customers, and managing staff resources, performance has been at least maintained in most areas and many have slightly improved compared to before lockdown.

1.5 The Contact Centre is one area where performance has dipped and there are other areas that we expect will experience continuing pressures in the coming months and quarters. This is due to increased demand, or lower priority work that has been postponed during the crisis requiring to be completed.

1.6 Ongoing changes and improvements as part of the FIT project will deliver access to live information and reports, that can be interrogated in order to understand what is happening both across a service area and multiple service areas. This will benefit managers as well as Members.

2. Background

2.1 Waste figures are always delayed due to slow reporting from third parties such as Devon County Council and FCC.

2.2 The reporting of performance has varied over the years with changing systems and requirements on what should be reported. All previous performance reports have looked at the information in one way, often in isolation, and cannot tell the whole story. The measures detailed in the dashboard in Appendix A (using the current performance software Pentana), show the performance measures recorded consistently across the Councils for a number of years which show broad levels of performance. All the data is captured in other systems and inputted into Pentana.

3 Outcomes/ outputs
Appendix A contains screen shots of Pentana dashboards showing monthly or quarterly performance levels over previous years.

3.1 Broadly speaking, performance is currently at the same level or slightly improved compared to previous years but there are a few points for consideration.

3.2 Contact centre performance has started to improve slowly. They have implemented new 'Queuebuster' technology and are moving to link Liberty Converse (the call centre technology) with Liberty Create (the customer relationship management software) in the live environment following successful testing in the test environment.

3.3 Sickness across the Council has continued its trajectory and reduced throughout 2020. The 2019 peak was due to above average long term sickness which has now been managed down to lower levels. The current average per Full Time Equivalent posts is below .75 compared to a public sector average of 2.5 days per FTE per quarter.

3.4   Web transactions have continued to increase in parallel with a drop in phone calls. Due to the nature of a web transactions as opposed to a phone call that can cover more than one issue, web transactions rise at a faster rate than the corresponding drop in phone. The increase in web transactions has been as a result of improved processes as well as new types of processes going online.

4   Options available and consideration of risk – future recommendations;

4.1   As more processes are moved into our new customer facing software, Liberty Create, and back office software, Northgate Assure, they both have the functionality to display easy to access dashboards with live data. For each process, or group of processes, live performance can be displayed with the ability for the data being to be investigated. For example, with the new system it is possible to look at complaints within one service as opposed to the whole council, or drill down into results over 3 successive months rather than quarters.

4.2   The current proposal is to create a Councillor portal within the new system at the same time we create and go live with a customer portal, which will have live performance data linked to it automatically. This will be timed to coincide with other new services and tools for customers and (depending on workload) the coordination of other areas is being planned for the second half of the year.

4.3   Pending the new IT system, all data in Pentana is still available for Councillors to view but Councillors need to bear in mind that, due to the data being manually entered, there is always a delay between capture and update. There has historically been limited appetite and usage but access and training can be provided should Members require a refresher.

4.4   The Adoption of 'A Plan for West Devon' and the supporting thematic delivery plans will be the basis for a new corporate performance management framework that will be presented to members in September. This framework will be developed with Cllr Edmonds, as Hub Lead and SLT and will be designed to secure delivery against the aims set out within 'the plan'.

5   Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Overview & Scrutiny Committee is responsible for both an overview of performance and for scrutinising how the Council is performing as an organisation.
Financial	N	There are no direct financial implications of the report or the recommendations, as these are performance related.

Risk	N	
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 – Screenshots of latest data from Pentana