

Cabinet (Performance Management) Panel

25 June 2018

Report title	Update on development of new Outcomes Based Accountability Performance Framework and new WV Insight Portal	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Val Gibson Governance	
Key decision	No	
In forward plan	No	
Wards affected	All	
Accountable director	Keith Ireland	
Originating service	Insight and Performance, Communications	
Accountable employee(s)	Ian Fegan	Head of Service - Communications
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Report to be/has been considered by	N/A	

Recommendations for noting:

The Cabinet (Performance Management) Panel is recommended to note:

1. Progress with the continuing implementation of a new 'streamlined' outcome-based corporate performance framework focused on 25 top comparative indicator areas
2. Progress on developing the new WV Insight website.
3. A presentation and demonstration of PowerBI dashboards and, in particular, how they support operational performance improvement.

1.0 Purpose

- 1.1 Following on from the previous update to Cabinet (Performance Management) Panel in March 2018, the purpose of this report is to update members on:
- the implementation of a revised, 'streamlined' version of Outcome-Based Accountability (OBA)
 - development of a top-level suite of 25 core corporate indicators
 - the roll-out of PowerBi software to support operational performance
 - positive progress on the new WV Insight website.

2.0 Background

- 2.1 As outlined in the previous reports, the council is currently in the process of rolling out and embedding an Outcome-Based Accountability (OBA) approach to business planning and performance monitoring.
- 2.2 The Insight and Performance team have developed, or are developing, a suite of performance frameworks which support the strategy of automating data gathering and presentation, freeing up more time for proactive and predictive analytical work by officers.

3.0 Progress so far

Outcome-Based Accountability (OBA) and top 25 indicators

- 3.1 Following on from the previous update to Cabinet (Performance Management) Panel, the OBA work has progressed. A set of top 100 strategic indicators was identified and from this, as requested by SEB, the list has been refined to a top 25. These Top 25 indicators have been identified and proposed due to their strategic importance (nationally and locally).
- 3.2 Processes have been developed using SharePoint to collate data from heads of service on a quarterly basis to populate the performance framework. This provides time series data and regional and national comparisons. In the next quarter, it's proposed that contextual information will be added to the dashboards.
- 3.3 The proposal is that they are initially reported quarterly to leadership teams, SEB and Cabinet Performance Management Panel, alongside exception reporting on the wider dataset. However, in the medium-term, it is recommended that the Top 25 are reported monthly.
- 3.4 A Power BI model has been developed to deploy the indicators.
- 3.5 This potentially brings the latest phase of the OBA project to a conclusion. The outputs from the workshops will be fed back to heads of service for use in service plans. The future of OBA and any roll-out of Outcome Based Budgeting (OBB) needs to be linked to the development of the next iteration of the Corporate Plan and Organisational Development Strategy.

- 3.6 It has been identified that, to meet the changing needs of the organisation and its partners in terms of data analysis, predictive analytics and improved use of data, there needs to be a stock-take/review of the structure and skill set within the Insight and Performance team. This will ensure that it can meet demand/requirements against a back-drop of reduced funding levels and exploit collaboration opportunities.
- 3.7 The business intelligence manager (Corporate and Place) will demonstrate the top 25 corporate indicators.

The roll out of PowerBi performance dashboards

- 3.8 Power BI was identified and implemented by the Insight and Performance team as an agile solution for performance reporting and presentation around three-four months ago. All analysts within the team have been trained in its use and a number of models have now been developed or are in development. These include the top 25 corporate indicators, Project Assurance Group, HR, Gender Pay Gap, Education, SEND, Place Portfolio dashboards including for example skills and inclusion; Restorative Practice Board, Adults Safeguarding and an Adults Safeguarding Audit Tool.
- 3.9 All of the above models have been developed by Insight and Performance team analysts in house. In the future, it is possible that some external support will be required to ensure that the team's Power BI skills are developed in line with best practice and to support more technical issues surrounding deployment of the software. However, the team will prioritise in-house development to reduce consultancy costs.
- 3.10 A Power BI User Group has been established. This is being jointly chaired by the Business Intelligence Manager for Place and Corporate and the ICT Service Desk Supervisor. The group will establish processes for the development, sign off and roll-out of Power BI models across the organisation ensuring consistency, quality and preventing duplication. Moving forward, to maintain momentum and accelerate work where required, the team will also be seeking to influence the priorities and resources of the DTP programme.
- 3.11 The business intelligence manager (People) will demonstrate the Adults Safeguarding dashboard and audit tool which is an example of how performance analysts can develop a sustainable framework to support operational front-line practitioners.

Ward Portal / WV Insight

- 3.12 WV Insight is an open data platform and 'one stop shop' for councillors, officers, the public and businesses to data and information about wards, the city and wider region.
- 3.13 The new system replaces the outdated Wolverhampton in Profile and will:
- present data from multiple sources consolidated into a single place providing ward, constituency, regional and national data
 - improve data and information to enable the organisation to become more intelligence-led in its decision-making
 - provide a mechanism for officers, councillors, businesses and the public to interact with key data sets about the city

- provide access to open data to support Public Service Reform and Smart City agendas.
- 3.14 WV Insight will include universal information available to all including information about councillors and their wards, data across nine city scorecard indicators (population, housing, transport and neighbourhoods, social care, health and wellbeing, crime and community safety; key policy and strategy documents).
- 3.15 It will also include a councillor portal with information to support councillors in their work. This includes:
- CWC assets (owned land/property etc)
 - key ward amenities such as doctors' surgeries, schools etc
 - report it app and city environment data including reports of fly-posting / fly-tipping
 - bespoke ward level dashboard data which pulls together key indicators from across the nine city scorecard indicators to show a 'health of the ward'
 - customer service data
 - election results - local and parliamentary.
- 3.16 Requirements were shaped with the support of a councillor member reference group.
- 3.17 As well as developing the remaining dashboards, the project team has focused on extensive user testing over the last couple of months to iron out any potential loading issues. The site is due to be completed by 15 June and the priority will then be to carry out final user testing before launch at the end of month.
- 3.18 The Project Manager will demonstrate the WV Insight site including the new homepage, councillor portal and latest PowerBI dashboards.
- 4.0 Impact on Wolverhampton council and / or city**
- 4.1 Improved effectiveness and efficiency by improving business planning, evidence-based decision making, organisational consistency, standards and performance in this area and reducing duplication.
- 4.2 Improved transparency of business planning, creating opportunities for more effective scrutiny and greater accountability.
- 5.0 Financial implications**
- 5.1 All of the outcome-based accountability work undertaken is being funded from the Transformation Reserve in accordance with existing approvals. Any costs associated with the WV Insight Portal are being met from a budget set aside within the Corporate directorate for this specific purpose.
[GE/14062018/I].

6.0 Legal implications

6.1 There are no direct legal implications.
[RB/13062018/L].

7.0 Equalities implications

7.1 Underpinning some of the principles of OBA and OBB is ensuring good practice in customer engagement. Additionally, the need to complete a detailed equalities analysis in putting forward any business case will be embedded into the new processes.

8.0 Environmental implications

8.1 There are no direct environmental implications

9.0 Human resources implications

9.1 There are no direct human resources implications.

10.0 Corporate landlord implications

10.1 There are no direct corporate landlord implications

11.0 Schedule of background papers

11.1 13 September 2016 - City Scorecard, Corporate Plan and Outcomes Based Planning Update (Scrutiny Board)

11.2 19 September 2016 - City Scorecard, Corporate Plan and Outcomes Based Planning Update (Cabinet Performance Management Panel)

11.3 17 January 2017 - Outcomes Based Accountability – progress so far and next steps

11.4 June 2017 - Outcomes Based Accountability and Outcome-Based Budgeting Update

11.5 4 December 2017 - Outcomes Based Accountability and Outcome-Based Budgeting Update

11.6 5 March 2018 - Outcomes Based Accountability and WV Insight Update