

REPORT TITLE: PERFORMANCE MANAGEMENT REPORTING INFORMAL
SCRUTINY GROUP

17 JANUARY 2018

REPORT OF THE PERFORMANCE MANAGEMENT REPORTING INFORMAL
SCRUTINY GROUP

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WARDS: GENERAL

PURPOSE:

The purpose of this report is to provide the Committee with the opportunity to comment on the findings of the Performance Management Reporting Informal Scrutiny Group (ISG), which was convened in May 2016, and make any amendments it considers necessary before recommending to Cabinet.

The focus of the ISG was to explore the performance management systems operated by the Council and identify how data from the systems was reported and used to inform decisions. The ISG has not reviewed the arrangements at the Council for managing performance as this was previously covered by the ISG on Performance Indicators and their Value to the Council.

RECOMMENDATIONS:

1. That the Cabinet consider the report content of the Informal Scrutiny Group and approves the recommendations as set out below.
2. That the Council's Data Quality Policy is rewritten and that it be reworked as the Data Quality Strategy, clearly setting out key Council objectives/priorities and the responsibilities for data management quality.
3. That the Council establishes and encourages a stronger performance management culture across the whole organisation highlighting that performance management is everybody's business, which could be accomplished by in-house training and regular briefings for all staff and elected members.

4. That performance information presented in all reports is clear and understandable at all times with links to underlying/supporting documentation where possible.
5. That a training session on understanding and interpreting performance management data and information be held at least annually for all councillors,
6. That the potential to make more use of Covalent to present detailed information to Overview and Scrutiny and Audit Committee, when appropriate be explored,
7. That the Council reduces the amount of duplicated data entry through either the implementation of electronic interfaces between core systems or the migration and rationalisation of systems providing efficiency and cost savings to the Council,
8. Where there are monthly updates, elected members receive an update on the progress of the Council's major projects included in the Democratic Services Update (DSU),
9. That the Council clearly demonstrate how the data from core systems relate to the outcomes included in the Council Strategy.
10. That the Council's Performance Management Guide be updated and made available to all staff and members via the Council's Intranet.

IMPLICATIONS:

1. COUNCIL STRATEGY OUTCOME

- 1.1 Robust performance management supports the Council in managing and improving the services that it provides to the residents of the District in a timely and effective manner.
- 1.2 The use of performance management information enables the Council to monitor and direct through correction if required the progress being made against the aims and objectives set out in the Council Strategy.

2. FINANCIAL IMPLICATIONS

- 2.1 There are no direct financial implications. Indirectly there is a cost-benefit in getting it right first time.

3. LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 None identified.

4. WORKFORCE IMPLICATIONS

- 4.1 None identified.

5. PROPERTY AND ASSEST IMPLICATIONS

- 5.1 None identified.

6. CONSULTATION AND COMMUNICATION

- 6.1 This report has been considered by The Overview and Scrutiny Committee at its meeting on 27 November 2017 (Report OS176 refers).
- 6.2 At that meeting it was clarified with Members that Recommendation 6 in the report referred to data within the Council's corporate management system (Covalent) being presented on the screen 'live' at some future committee meetings, so that specific items of data could be analysed in greater depth if required.
- 6.3 Furthermore, it was confirmed that investigations would be undertaken into whether performance data that was currently input into separate systems across the Council could be rationalised or migrated to core systems that would achieve efficiency savings and avoid duplication of data entry.
- 6.4 Members of the Committee were in agreement that all the Informal Scrutiny Group recommendations as set out in the report be forwarded to Cabinet for approval.

7. ENVIRONMENTAL CONSIDERATIONS

- 7.1 There are no environmental considerations.

8. EQUALITY IMPACT ASSESSMENT

8.1 None required.

9. RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property</i>	n/a	n/a
<i>Community Support</i>	n/a	n/a
<i>Timescales</i>	Regular performance monitoring will enable officers to be alerted quickly where performance targets are not being met.	Corrective action can be taken to improve performance where targets are being missed.
<i>Project Capacity</i>	n/a	n/a
<i>Financial / Vfm</i>	n/a	n/a
<i>Legal</i>	n/a	n/a
<i>Reputation</i>	Robust performance monitoring and regular reporting will support the Council to quickly identify where performance targets and standards are not being met.	Regular performance reporting will highlight where targets are being exceeded which can be congratulated and celebrated.

10. SUPPORTING INFORMATION

10.1 The Performance Management Informal Scrutiny Group was established at this Committee's meeting on 23 May 2016 (report OS147 refers).

10.2 The seven Members appointed to the ISG were Cllrs Stallard (Chairman), Huxstep, Griffiths, Weir, Gemmell, Clear and Izard.

10.3 The ISG met formally on eight occasions over a period of eleven months from September 2016 to July 2017.

10.4 A further informal meeting was held on 20 July 2016 to demonstrate to members of the ISG the capabilities of the Covalent Performance Management System.

11. Summary of Findings

11.1 **First Meeting – 27 September 2016**

11.1 The ISG started by agreeing that they wanted to explore what was meant by performance management reporting and discover how performance was reported by the different departments at the Council. The ISG also wanted to

understand to what extent Covalent was used at the Council for performance management reporting.

- 11.2 The Councillors referred to a previous ISG that had met in 2012 and reviewed Local and National Performance Indicators and Their Value to the Council. As part of the work of that ISG, a Performance Management Guide was produced in June 2012 and this set out the arrangements at the Council for managing performance.
- 11.3 The Guide, referred to reports [OS44](#) (12 June, 2012) and [OS79](#) (1 July, 2013) was subsequently circulated to Members of the ISG.
- 11.4 The ISG agreed to the following as its Terms of Reference:
- 1) Review how the outputs of Performance Management Systems at the Council are used and to understand their value for officers,
 - 2) Review the performance management information that is currently provided to elected members and consider how this might be improved.
 - 3) Identify how the Performance Management Information supports the Council to achieve its strategic outcome to be an efficient and effective Council.
- 11.5 The ISG discussed how other councils managed and reported their performance information, particularly at committee level. The Members agreed to examine a small sample of other local authority websites and reports in order to understand the style, content and quality of published performance reports.
- 11.6 The members commented on the availability of training at the Council for both staff and councillors on performance management reporting. A suggestion was put forward to hold an annual training session for all councillors on performance management systems in the same way as treasury management and risk management.
- 11.7 To understand the arrangements for performance management reporting at the Council, the ISG agreed that it would be beneficial to invite the six Assistant Directors to a future meeting. At the meetings the Assistant Directors could explain the systems they and their teams use to manage performance and identify to what extent Covalent was used for this purpose.
- 11.8 At the earlier demonstration of Covalent on 20 July 2016, the ISG was informed that the annual licence cost to the Council for the Covalent system was around £6,000 per annum. This enabled the Council to have 120 users licences and all had been allocated to staff who required access.
- 11.9 For the Council to roll out the use of Covalent to elected members, additional licences would need to be purchased at approximately £200 per licence per annum. The cost to provide Covalent to all forty-five councillors would cost an estimated £9,000.

11.10 A site wide licence, which would be more cost-effective if Covalent was rolled out to more users, would enable an unlimited number of Council users and would cost an additional £7,000 per annum.

12. **Second Meeting – 25 October 2016**

12.1 The following Assistant Directors attended the meeting to discuss the systems and arrangements for managing performance in their own areas; Assistant Director (Policy and Projects), Assistant Director (Environment) and the Assistant Director (Estates and Regeneration).

12.2 The meeting was also attended by the Corporate Director (Professional Services).

12.3 Prior to the meeting, the ISG agreed upon a set of five questions that was asked of each of the Assistant Directors which were:

- What are the systems that you and your team use, including Covalent to manage performance?
- How regularly do you input data into the system(s)?
- For what purposes do you or your teams use these systems?
- If you input data into these systems, how do you use it to interpret and manage performance within your service area?
- What would be your proposals for making more effective use of the outputs of data management systems?

12.4 The Assistant Director (Policy and Projects) explained that his team used Covalent to support the management of projects and the monthly “Highlight Report” which is distributed and discussed at Performance Management Team. The Assistant Director also said that his team used Microsoft Project to support project management and generate project plans.

12.5 Residents, councillors and stakeholders were all end users of the information provided by the Policy and Projects Team which was published regularly. Distribution methods included reports to the Cabinet Major Projects Committee, Corporate Management Team and Performance Management Team.

12.6 Generally, it was the project managers who input the data into the systems used although there were times when the Assistant Director updated project plans or Covalent.

12.7 When asked by the ISG if there was anything that could be done to improve performance reporting within his team, the Assistant Director responded by explaining that additional administrative support would relieve the project managers of the inputting and updating systems and allow them more time to project manage. The Assistant Director concluded by telling the ISG that he was satisfied with the data management system currently used by his team providing information to Corporate Management Team and Performance

Management Team on a regular basis enabling the monitoring of projects and informing the decision making process.

- 12.8 The Assistant Director (Estates and Regeneration) was asked the same set of five questions by the ISG and started by explaining that his team did not routinely use Covalent with the exception of managing FOI requests and complaints.
- 12.9 The Estates Team was increasingly using the Idox Uniform system for managing and recording property maintenance schedules and inspection reports. Microsoft Excel spreadsheets were also used extensively for calculating and recording property valuations and management of property valuation appraisals. Spreadsheets were also used for managing and monitoring property energy usage.
- 12.10 The management of bookings, room hire, facilities and catering at the Guildhall used the Rendezvous Events venue management software.
- 12.11 The Estates team was responsible for a large amount of data, which was accessed and updated on a daily basis which was time-consuming for the staff in the team.
- 12.12 The Assistant Director described how staff time could be saved if there was an electronic link between the Council's financial system and Rendezvous to support reconciliations and save duplication of data entry.
- 12.13 The next Assistant Director to be asked the same five questions by the ISG was the Assistant Director (Built Environment) who explained that his teams operated in a different way to those described in the Estates and Policy and Projects teams.
- 12.14 The Covalent system is used in Planning Management to record data in support of the statutory planning performance returns. Performance is generally driven by the projects and actions included in the relevant portfolio plans. Individual managers are responsible for managing their service and each has their own annual service plan.
- 12.15 The Idox Uniform system is used extensively to record and manage all planning management and building control applications. The Council's financial system, provided by Civica is used to record and monitor the Council's parking income.
- 12.16 The Assistant Director added that the Transport and Engineering teams hold the British Standard Institute (BSI) Quality Management accreditation.
- 12.17 Each of the systems including Idox Uniform, Civica Financials were essential for the provision of the services and used extensively by the teams, often on a daily basis, by all the staff.
- 12.18 The ISG expressed concern over the extensive reliance on spreadsheets and in particular when these were used by inexperienced users which gave rise to the

risk of human error when entering or interpreting data. Furthermore, concerns were also raised when the ISG heard that senior officers at the Council were entering data into systems and spreadsheets when this should be the responsibility of administrative staff.

13. **Third Meeting – 8 December 2016**

- 13.1. The third meeting of the ISG was attended by the Assistant Director (Chief Housing Officer) and the Assistant Director (Organisational and Service Development) who were each asked the same five questions as of the previous Assistant Directors.
- 13.2. The meeting was also attended by the Interim Managing Director and Corporate Director (Professional Services).
- 13.3. The ISG started by asking the each of the five questions of the Assistant Director (Organisational and Service Delivery) who explained that performance reports covering the human resources at the Council were regularly reported to Personnel Committee (quarterly), Corporate Management Team (monthly) and Performance Management Team (quarterly).
- 13.4. The performance reports to Personnel Committee included data drawn from the Selima HR and Payroll system. Data relating to complaints and FOI requests was drawn from Covalent. The performance data was used to monitor trends particularly for sickness and staff turnover.
- 13.5. Data was also used by the Organisational Development Team; derived from the Recruitment Portal and the Aspire Learning and Development Portal.
- 13.6. The Assistant Director provided the ISG with an update on the Vanguard work that had been undertaken so far and circulated a number of reports relating to the process of determining planning applications. The Assistant Director explained that Vanguard Method is an approach to help service organisations change their organisation by designing systems from a customer point of view resulting in improvements in service, revenue, efficiency and morale. The Vanguard Methodology was currently being implemented in the Planning Team.
- 13.7. When summing up, the Assistant Director spoke of the need for the Council to ensure that it used appropriate data management systems (for example the Idox Uniform Planning system) and to use the Vanguard methodology more widely to bring about service improvement. The HR and Payroll systems were integrated as they were both provided by the same software company although the Selima system did not interface with Covalent nor the Recruitment Portal, however the Assistant Director anticipated that the Portal would interface with Selima in the near future. Approval to proceed with the Selima upgrade had recently been given and was being progressed.
- 13.8. The Assistant Director (Chief Housing Officer) explained that the Housing Teams used the Orchard software for all aspects relating to housing data management. The system holds the Council's largest database and has been

used for more than 25 years. The Orchard system drives almost everything that the housing team do on a daily basis.

13.9. Other systems used within Housing Services included

- Keystone Asset Management Software (AMS) which was used for property management
- Idox Uniform
- Abritas – for the Hampshire Home Choice scheme
- Business Objects – for data analysis and reporting
- Covalent – Performance indicators, Freedom Of Information (FOI) requests and complaints (see Appendix)

13.10. The Orchard system has evolved with a number of upgrades applied over the past 25 years and is well used within the Housing team. However there was a concern that the system was not as 'modern' or 'user friendly' as others available although it was acknowledged it would be difficult for the Council to move to an alternative system as so much time had been invested over the years.

13.11. The various Housing Teams used different modules of the Orchard system depending upon their purpose and need, for example housing repairs would focus on the property database and condition of the properties while tenancy management would focus on tenant needs.

13.12. The Assistant Director explained that he was satisfied with the range of measures that were monitored by his team. He was supportive however of the need for systems to interface with each other across the Council.

13.13. The ISG was updated by the Interim Managing Director on the role of the Corporate Management Team and that was of reviewing the broad health of the organisation using workforce and financial reports on a regular basis.

13.14. The Corporate Director (Professional Services) added that the Council will be monitoring closely, and reporting regularly, against the performance measures included with the Council Strategy throughout 2017/18.

13.15. Elected members should provide guidance to the Corporate Management Team detailing where and when performance should be measured e.g. when a new data management system has been implemented. This guidance should come from the portfolio holder and Cabinet, in the first instance.

13.16. The ISG acknowledged that Covalent was not used extensively across the organisation for managing performance, but that alternative systems were used and in place. See Appendix Number 1.

13.17. Members considered their first Term of Reference –

To review how the outputs of Performance Management Systems at the Council are used and to understand their value for officers

- 13.18 Members of the ISG noted the plethora of software programmes across the Council for managing performance data. Whilst it was evident that Officers were content that the present performance management systems at the Council provided good, accurate data, which helped to inform their thinking, there emerged some issues of time constraints and the need for an improved interface between some systems. In addition, members of the ISG concluded that a further in-depth study of the different systems might result in some efficiency savings.

14 **Fourth Meeting – 1 February 2017**

- 14.1 The Chairman spoke of the lack of availability of monitoring reports for the council's large scale major projects. One suggestion was to provide a link to a monitoring report from the weekly Democratic Services Update (DSU). Furthermore it was considered that the Council could be more proactive in getting information out to members and that officers might explore making more use of the weekly DSU for this purpose. A monthly newsletter circulated to all members that included performance monitoring information was suggested as a way of distributing the information.
- 14.2 The ISG considered the information that was included in the performance measures spreadsheet that had been attached to the Corporate Strategy 2017-2020 report being presented Cabinet on 8 February.
- 14.3 Members commented how the information could be clearer in its presentation and that some of the text was hidden by the borders to each cell of the spreadsheet. The text also used quite a small font size making it difficult to read. A further comment was made regarding the repetition of the outcomes and aims in each of the rows.
- 14.4 It was further considered that the information in the performance measures spreadsheet should inform and link to the Council's Corporate Risks.

15 **Fifth Meeting – 13 March 2017**

- 15.1 The ISG had reviewed the performance reporting-web site areas of a number of other similar local authorities since the previous meeting. This exercise was undertaken in order to compare the information that Winchester City Council was publishing on its website, compared with information and presentation put out by other similar local authorities.
- 15.2 The ISG members commented on the use of comparative performance information that was published by one authority and the good use of pie charts and colour.
- 15.3 The ISG also referred to the usefulness of having a Data Quality Policy, which the Council published in 2014. The ISG noted that the Policy had not been updated for a couple of years and that it should be reworked as soon as

possible and be renamed as the Data Quality Strategy. The Strategy should identify how and how often data is reviewed and monitored. It should set down data quality objectives; identify responsibilities and ownership; as well as quality control measures.

- 15.4 Members considered their second Term of Reference –
To review the performance management information that is currently provided to elected members and consider how this might be improved.
- 15.5 The ISG discussed and were satisfied that performance management information enabled Portfolio Holders to monitor the progress of delivery of their own Portfolio Plan and identify areas that were falling behind schedule by using reports generated from Covalent. However, it was considered that the information was not freely available to, for example, back bench councillors.
- 15.6 Looking forward, the ISG felt that the proposed new quarterly summary performance report would go a long way to providing this information on a regular basis. It was recommended that the Council's quarterly Performance Report be made available to all elected Members via a link to the Internet.
- 15.7 On the basis that not all teams used Covalent to record their performance data, the ISG agreed that providing Covalent access to all elected members would not be the best platform to share performance management information.
- 15.8 The ISG concluded that although there was an extensive range of data held across the Council, with much of it unique to each team or department, the Council should seek to rationalise the number of performance management data systems used. Members of the ISG believe this would be cost effective; provide more joined-up performance management systems; help to improve efficiency and reduce risk.
16. **Sixth meeting – 28 April 2017**
- 16.1 At this meeting the ISG discussed in depth how the outputs from the performance management systems are used by officers and elected members. Councillors do not have access to core Council systems to obtain data and information and relied on sourcing their information from printed committee reports. It was noted that additional information was found from either the Council's website or research from other relevant websites.
- 16.2 The ISG also discussed arranging a survey of elected members to ask if they had used the Intranet and, if so, for what purpose. The Intranet is available to all staff and elected members only and contains a wealth of information relating to the individual teams of the Council. It was agreed before going ahead with a survey to find out the level of usage of the Intranet by elected members by using page view statistics. Google Analytics reports that provide data on the number of page views to the Council's main website were also available.
17. **Seventh meeting – 26 May 2017**

- 17.1 Before the meeting, the ISG was presented with data relating to the number of Intranet page views by councillors. The data attached as Appendix 2, highlights that the Intranet is not greatly used by elected members although, unsurprisingly, Cabinet members used the Intranet more than back bench members.
- 17.2 The ISG discussed the benefits of benchmarking performance data with other local similar sized authorities and how this information would provide a useful comparison for gauging how our performance rated against others. This was deemed to be outside the scope and terms of reference of the ISG and no further work was completed although this could be a topic for a future ISG.
- 17.3 The ISG stressed that the main point for performance management information was that it must be relevant, useful and ultimately used.

18. **Survey of Cabinet Members**

- 18.1 The ISG was keen to review the current performance management information that was provided to elected members and consider how this might be improved and included this within their Terms of Reference.
- 18.2 To gain an insight into the views of elected members, the ISG agreed to consult with Cabinet members and ask the same questions as had been asked of officers at an earlier ISG meeting (see paragraph 12.3 above).
- 18.3 An interview was held with the Leader of the Council and other Cabinet members responded to an online questionnaire.
- 18.4 The feedback showed that Cabinet members were indirect users of the Council's performance systems and relied on officers and performance information provided by them to support their decision making.
- 18.5 Unsurprisingly, members do not enter data into performance systems.
- 18.6 The ISG heard that the new quarterly Finance and Performance report was a big step forward for the Council in being transparent and reporting its performance and financial position on a regular basis.

19. **Summary of Findings**

- 19.1 Referring to the Terms of Reference that the ISG agreed at the outset, the following paragraphs summarise their findings.
- 19.2 To understand the value of outputs of Performance Management Systems, the ISG interviewed the Council's six Assistant Directors and asked each of them the five questions included in paragraph 5.3 above.
- 19.3 The ISG had received performance management reports from each of the Assistant Directors and concluded that performance was being adequately

managed, but acknowledged that it was being managed in different ways owing to the diverse nature of the services provided by the Council.

- 19.4 By reviewing the performance management information that is currently provided to elected members the ISG considered that generally the performance management reports were only adequate for the purpose they are used for at present. It was agreed that often the production of the reports was a 'tick-box' exercise. Exception reporting does flag up issues but they are not always identified by members/users because of the low-level ability to interpret the data. There were opportunities for improvement, such as the use of colour in printed reports, hyperlinks to useful information, inclusion of contact names and use of charts and graphs.
- 19.5 The ISG welcomed the proposed changes to the style and format of future quarterly performance and finance reports that were due to be presented to Overview and Scrutiny Committee meetings. The first Financial and Performance Monitoring report, covering the first quarter of 2017/18 had been presented to The Overview and Scrutiny Committee on 31 August 2017 (report [OS171](#) refers).
- 19.6 To Identify how the Performance Management Information supports the Council to achieve its strategic outcome to be an efficient and effective Council, the ISG heard from a number of officers who stated that the joining up of core IT systems would save duplication of data entry which would provide efficiency savings.
- 19.7 The ISG agreed that the Council should explore the potential for having a single system rather than a number of core systems, acknowledging that this might prove difficult given that each team had unique needs from a system.
- 19.8 Based on the amount of use officer's currently make of the Covalent system to manage performance, the ISG agreed that it would not be beneficial to roll out access to all members.

20. **Conclusions and Recommendations**

- 20.1 Arising from the review of performance management reporting at the Council, the ISG proposes eight recommendations that will improve the quality of performance management information and reports, the quality of data held by the Council and seek to achieve efficiency savings through better use of data management systems.
- 20.2 **Recommendation 2.** The first recommendation is that the out-of-date Data Quality Policy is reworked and publicised to all staff via staff training and briefing sessions. This will ensure that the staff are following a robust Policy, thereby safeguarding the quality and integrity of data are upheld.
- 20.3 **Recommendation 3.** Performance management must be at the heart of the culture of the organisation, ensuring that all staff are aware how their own performance supports the Council to achieve the outcomes that are set out in

the Council Strategy. Recommendation two of the ISG is that the Council establishes a stronger performance management culture across the whole organisation achieved through staff training and member briefings.

- 20.4 **Recommendation 4.** The Council is keen to ensure that performance reports are clear, accurate and understood by a variety of audiences, both internal and external to the organisation. In support of this, the use of colour in printed reports, particularly when presenting charts and graphs is essential. The use of hyperlinks to further information and/or supporting documentation should be routine and is included in recommendation three.
- 20.5 **Recommendation 5.** The ISG observed that the annual training schedule for councillors did not include an event covering performance management systems and information. Members of the ISG considered that it would be beneficial to all members if such an event was held. This would provide support and guidance to elected members on interpreting and understanding performance data and information. The ISG recommends that a training event be held annually for all elected members.
- 20.6 **Recommendation 6.** At the first meeting of the ISG, members were given a presentation of the Covalent Performance Management system which included an overview of the different data sets that the system was used for. An example data set was that of all the agreed management actions arising from internal audit reports, which were input and managed on Covalent. The ISG considered that this level of information would be useful, if detailed questions were asked at for example Audit Committee. The ISG recommends that the use of Covalent and showing live on screen at Committee meetings would be beneficial and that it be implemented where appropriate.
- 20.7 **Recommendation 7.** The ISG heard from a number of officers that efficiency savings could be achieved if different systems at the Council were more joined up, enabling seamless data integration and transfer. The ISG is keen for the Council to explore the options and costs for the implementation of electronic data interfaces between systems, enabling data transfer and avoiding duplication of data entry.
- 20.8 Furthermore the ISG considered the opportunity for the rationalisation of the number of systems currently used at the Council. If this were achievable, potentially this would avoid the need for duplication of data entry and provide greater data and system integration.
- 20.9 **Recommendation 8:** The ISG acknowledged the importance of the Council's major projects and that all elected members should be provided with a progress update on a regular basis. In support of this the ISG recommends that on a monthly basis, the Democratic Services Update, that is circulated to all elected members by email, include either a summary of major project progress reports or signposting to existing reports.
- 20.10 **Recommendation 9:** The Council must be able to provide the data and demonstrate the evidence that supports the delivery of the outcomes included

in the Council Strategy. This will ensure that the Council is open and transparent. It must clearly demonstrate where the data has come from, and in particular the core systems that the Council uses. The ISG recommends that the Council clearly demonstrate how the data from core systems relates to the outcomes included in the Council Strategy and inform the risk register.

- 20.11 **Recommendation 10:** The Council's Performance Management Guide was last updated in 2013 and should now be updated to reflect the current arrangements at the Council. The ISG is recommending that this document be reviewed and updated as soon as possible and published on the Council's Intranet.

21. OTHER OPTIONS CONSIDERED AND REJECTED

- 21.1 The ISG briefly considered the benefits of benchmarking performance, but on reflection deemed that this was to be outside the scope of the terms of reference that the ISG had set itself and no further work was completed. However, this may potentially be a topic for a future ISG.

BACKGROUND DOCUMENTS:

Previous Committee Reports

None.

APPENDICES:

Appendix 1 Matrix showing core systems and services that use them

Appendix 2 Intranet page view data

Winchester City Council

System usage matrix

	Selima HR System	Covalent			Orchard Housing System	i-world Revenues System	Idox Uniform System	Financials (Finance system)	Rendezvous Event Management
		Performance Indicators	FOI / Complaints	Internal Audit Actions					
Team									
Building Control	✓		✓				✓	✓	
Business Support	✓		✓					✓	
Communications	✓	✓	✓					✓	
Community Safety	✓		✓					✓	
Development Management	✓	✓	✓	✓			✓	✓	
Economy & Arts	✓		✓	✓				✓	
Environmental Health & Licensing	✓		✓	✓			✓	✓	
Estates	✓		✓	✓			✓	✓	✓
Finance	✓		✓	✓				✓	
Health & Wellbeing	✓		✓					✓	
Housing	✓	✓	✓	✓	✓			✓	
IMT	✓		✓	✓				✓	
Landscape & Open Spaces	✓		✓	✓			✓	✓	
Legal & Dem Services	✓		✓	✓				✓	✓
Organisational Development (HR/Payroll)	✓	✓	✓	✓				✓	
Parking & CCTV	✓		✓	✓				✓	
Policy & Projects	✓		✓	✓				✓	
Revenues & Benefits	✓	✓	✓	✓		✓		✓	
Sport & Physical Activity	✓	✓	✓					✓	
Strategic Planning	✓		✓				✓	✓	
Tourism	✓		✓					✓	
Estimated number of users	450 (all staff)	125 licences in total			120	40	120	450 (all staff)	30

Analysis of Intranet Page Views – April 2017

The following table provides data on the number of Intranet page views by councillors during April 2017.

Total number of Intranet page hits (all staff & all members)	51,240
Total number of page hits by elected members	256
Total number of elected members who accessed the Intranet	20
Total number of Cabinet members who accessed the Intranet	8 (100%)
Total number of back-bench members who accessed the Intranet	12 (32%)
Total number of page hits by Cabinet	68
Total number of page hits by back-bench members	188

The most popular page accessed by elected members was the Intranet homepage (158 page hits).

The remaining page hits included:

People/Site Search	85
Corporate Management Team	1
Democratic Services	2
Planning	8
Policy & Projects	1
Bulletin Board	1