

Title of report: Award of contract for a new Performance Management System

Decision maker: Hilary Hall, Corporate Director of Community Wellbeing

Decision date: 27 August 2024

Report by: Jessica Karia, Head of Corporate Performance and Intelligence

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose

To approve the award of contract for a performance management system to digitally record Key Performance Indicator (KPI) data and the progress against the Council Plan Delivery Plan.

Recommendation(s)

That:

A contract for a new performance management system is awarded to the preferred supplier for a period of 3 years at a maximum cost of £87,000

Alternative options

1. The council currently uses Microsoft Excel spreadsheets to record performance data, however, the complexity of performance data is not adequately addressed with the use of Excel which raises data quality concerns. For instance, there is a lack of audit and version control; higher risk of human error; limitations on data validation and data security; higher risk of data loss; and incompatibility with meeting current technological advances to improve efficiency, such as, an Application Programming Interface (API) where there is an automatic link to PowerBI (the data visualisation tool).
2. Alternative options include the use of other current Microsoft products, such as, SharePoint and PowerBI. There are some benefits of using these alternative Microsoft products over Excel, however, these products still fall short on meeting the requirements as they are not specialist performance management software. For instance, SharePoint enables auditing of

data changes, however, due to the rigidity of SharePoint's structure, the remaining concerns above still remain. PowerBI is advantageous for its data visualisation and analytical capabilities, but still has several drawbacks when used as the primary tool for data recording and management. PowerBI is not designed for data entry or storage, and therefore, should not be used as a database; it relies on data sources, such as SQL databases, Excel files, or cloud services, such as a specialist performance management system.

Key considerations

3. A specialist performance management system will provide the capability for direct user update of performance data onto a centralised database that is fully auditable. It will also have the capability of setting up APIs, automatic formula calculations (e.g. numerator and denominator of percentages), accumulation methodology (e.g. calculating quarterly outturns from monthly data), and the automatic calculation of variance from target and the associated RAG (red, amber, green) status depending on the polarity (where applicable). This will mean that there will be significantly improved data integrity and the council is more likely to satisfy audit requirements.
4. A specialist performance management system can also meet future performance reporting needs to improve transparency to the public on how the Council is meeting its best value commitments by having a linked performance website.
5. Benchmarking and contextual data, along with trends and narratives, can also be fully integrated onto a specialist performance management system which will improve informed decision-making.
6. Performance activity other than progress against Key Performance Indicators (KPIs) is often overlooked as a key performance measure. KPIs provide a partial view of how the council is performing; a performance management system can also integrate the progress against the Council Plan Delivery Plan, and other outcome frameworks.

Community impact

7. An objective in the new Council Plan 2024 - 2028 is to build a data and performance rich culture to inform decisions, improve efficiency and manage demand. The delivery plan, 2024/25 commits the council to agree and deliver a development plan for improved performance reporting across the organisation. Informed decision-making with improved data integrity aids the council to meet this objective, and the statutory requirement to deliver best value for money to residents.

Environmental Impact

8. Whilst this is a decision on back office functions and will have minimal environmental impacts, consideration has been made to minimise waste and resource use in line with the council's Environmental Policy.

Equality duty

9. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to –

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

10. Although the outcome of the Equality Impact Screening Checklist was low impact, we will ensure that the product we purchase will meet the highest standards of software accessibility.

Resource implications

11. The proposed funding will be from the Corporate Performance and Intelligence service budget.

Using the direct award process under the Crown Commercial Services GCloud framework, we have identified one supplier that meets our full requirements and is within budget. A quote provided by the supplier is as follows for a three year licence term providing that we sign up by the end of August 2024.

Breakdown	2024/25 Forecast £'000	2025/26 Estimate £'000	2026/27 Estimate £'000
Package includes 3 modules: Performance Oversight (KPI management); Planning Oversight (qualitative performance measures management); Citizen Portal (performance website)	22	23	24
Implementation Costs (one off payment)	16	N/A	N/A
Total	38	23	24

Legal implications

12. There are no specific legal implications in this report.

Risk management

13.

Risk / opportunity	Mitigation
The procurement of a new performance management system that will improve data integrity is an opportunity.	
The supplier of the system not providing the support that is needed is a risk.	Contract must include a provision and an acceptable Service Level Agreement for ongoing support following the implementation of the system, and the Head of Service (or delegated officer) will hold regular meetings with the Account Manager.

14. The risks will be initially managed at service level, but will be escalated if required according to the Council's Risk Management Policy.

Consultees

15. None

Appendices

16. None

Background papers

17. None

Report Reviewers Used for appraising this report:

Governance	John Coleman	Date 19/08/2024
Finance	Wendy Pickering	Date 22/08/2024
Legal	Not Required	
Communications	Luenne Featherstone	Date 15/08/2024
Equality Duty	Harriet Yellin	Date 22/08/2024
Procurement	Carrie Christopher	Date 27/08/2024
Risk	Jessica Karia	Date 14/08/2024

Approved by Hilary Hall Date 27/08/2024