



AGENDA ITEM: 8b

SUMMARY

Report for:	Finance and Resources Overview & Scrutiny
Date of meeting:	30th January 2013
PART:	1
If Part II, reason:	

Title of report:	Quarter 3 - 2012-13 Performance Report
Contact:	<p>Cllr Neil Harden, Portfolio Holder for Residents and Regulatory Services</p> <p>Author/Responsible Officers: Janice Milsom – AD Strategy, Transformation, Community and Organisation David Gill – Group Manager (Partnerships, Policy and Citizen Insight)</p>
Purpose of report:	To provide Members with the Quarter 3 information 2012-13, for the Directorate.
Recommendations	That Members note the performance for Quarter 3 2012-13.
Corporate objectives:	Dacorum Delivers – <i>Performance Excellence</i>.
Implications:	<p><u>Financial</u></p> <p>None.</p> <p><u>Value for Money</u></p>
'Value For Money Implications'	Monitoring performance supports the Council in achieving Value for Money for its citizens.
Risk Implications	A Risk Assessment is completed for each service area as part of the annual service planning process and is reviewed quarterly.

Equalities Implications	An Equality Impact Assessment is completed for each service area as part of the annual service planning process and is reviewed quarterly.
Health And Safety Implications	None
Consultees:	<ul style="list-style-type: none"> • Cllr Neil Harden – Portfolioholder for Residents and Regulatory Services • CMT
Background papers:	<p>Attached:</p> <ol style="list-style-type: none"> 1. Quarter 3 Performance Indicators report 2. Quarter 3 Operational Risk report
Glossary of acronyms and any other abbreviations used in this report:	<p>CMT – Corporate Management Team</p> <p>CSU – Customer Service Unit</p> <p>CSC – Customer Service Centre</p> <p>CSR's – Customer Service Representatives</p> <p>ICT – Information, Communications and Technology</p> <p>HR – Human Resources</p> <p>FTE – Full Time Equivalent (staff)</p> <p>CRB - Criminal Records Bureau</p> <p>EDRMS - Electronic Document and Records Management</p> <p>PSQ- Public Service Quarter</p>

1 Introduction

Performance reports are produced quarterly from the Council's performance management system, CorVu. The service performance report for quarter 3 (October to December 2012), shows a summary of the performance information available for this part of the Performance, Improvement and Transformation directorate. All service based indicators are within tolerance levels. One corporate indicator is not within target and is noted below. Full reports are available on the CorVu Portal, on the Council's Intranet.

2 Performance Indicators:

2.1 One corporate indicator is outside of tolerance levels:

HR 10: The percentage of employees who have been absent on more than 2 occasions in the quarter.

The quarter 3 figures show that 72 staff out of 766 have been absent through sickness on more than 2 occasions in this quarter. Whilst it is accepted that this is an indicator that covers a wide range of issues for services, it is an overall indicator of the levels of sickness absence across the Council. The highest areas for sickness absence in quarter 3 were Neighbourhood Delivery and Housing Landlord.

The 3rd quarter is usually the highest quarter for sickness absence and overall the target has been met – HR06 – 7.65 days per FTE recorded against a target of 8 days. However, short term frequent absences have an accumulative effect on absence levels and therefore have to be monitored carefully. In Quarters 3 and 4 extra training is being delivered to managers to assist with dealing with sickness absence and all individual cases that are causing concern are being managed with support from HR.

When the revised sickness absence policy was agreed at the Cabinet in July 2011, frequent short term sickness was one of the areas where new procedures were introduced, for example:

2.1.2 The routine setting of Attendance Targets:

Where sickness absence is an issue, compulsory attendance targets are now set for staff for all employees who hit a trigger point and have already taken over 9 days sickness absence within the past 12 months, or 18 days within the past 12 months if the employee falls under the Disability Discrimination Act. The targets are:

- no more than 4 working days recorded as sickness absence in 6 months; and
- for staff who are registered under Disability Discrimination Act, the attendance target to be set at no more than 8 working days in 6 months

2.1.3 The withholding of Occupational Sick Pay:

Occupational sick pay to be withheld for staff who do not achieve their attendance target and consequently receive a formal written warning, or a final written warning. The occupational sick pay is withheld for length of the warning validity i.e. 12 months for a warning and 24 months for a final written warning.

2.1.4 Referral to Occupational Health:

Staff who are off sick for longer than 4 weeks, or more than twice in 6 months, are automatically referred to Occupational Health. Disciplinary action is taken against staff who fail to attend a pre arranged Occupational Health appointment without a valid explanation.

2.1.5 Flu Vaccinations

Flu vaccinations were offered to all front line staff in quarter 3 as part of the Council's Well Being programme.

HR will continue to work closely with the services to prevent all absences.

3 Service information

The teams have reported the following service information for Quarter 3:

3.1 Customer Service Unit

3.2 Customers Served:

3.2.1 Call Centre:

- 142,760 calls answered, a decrease of 6,975 on quarter 2;
- Call wait times, 83% were answered within the 20 second target an increase of 2% on quarter 2 – this figure currently includes calls coming in via the Netcall speech recognition system (22800). The Call Centre Braxtel telephones recorded 41% of calls answered within 20 seconds.
- First point of contact resolution 85.6%, a decrease of 13.6% on quarter 2
- Customer Satisfaction decreased 3% to 95% for quarter 3.

3.2.2 Telephony Project Update:

All issues around line capacity, calls looping in the system and the different telephone systems working together have now been resolved.

Individual meetings with all Group Managers concluded at the end of December to discuss their specific telephony requirements. Work is now underway to ensure the appropriate telephone routing is in place that not only fits the needs of the service but provides good customer service standards.

Voicemail: Improvements have now been made in 12 service areas, with all officers within these areas now having access to voicemail. We are working with 3 services (Finance, Revenues and Benefits and Regulatory Services) to ensure the options they want will provide good customer service and is capable within the system, these should be finalised by the end of February.

Once all the work above is complete, the service will provide a report of its findings, some of which are already in place e.g. refining the starter and leaver information with HR/IT to ensure telephone information is up to date. However, this one off piece of work will need to be maintained and IT and managers will need to take ownership of some of the issues. When we are sure everyone has voicemail we can then publicise the correct and appropriate corporate use of it from a Communications route.

The Call Centre is now providing customers with information on position in queue when they call the Contact Centre which has received positive feedback. In January and February we will also be introducing a queue busting facility within Netcall which will allow a restricted number of callers to leave their details and then receive a call back, rather than waiting longer in queue.

3.2.2 Customer Service Centre:

Customers Served:

- 15,815 customers served, a decrease of 786 on quarter 2 and a decrease of 417 compared to quarter 3 2011.
- Customer wait times: 68% were seen within the 5 minute target an increase of 6% on quarter 2 and an increase of 5% on quarter 3 2011.
- Customer serving times remain constant for quarters 2 and 3, but have increased by 1 minute compared to quarter 3 2011.
- First point of contact resolution for quarter 3 is 97.29%, a decrease of 1% on quarter 2 and 1.34% on quarter 3 2011.
- Customer Satisfaction increased 1% to 90% for quarter 3.

3.2.3 Training

We continue with the training of the 15 new staff and in January commenced the secondment post of a Training Officer within the CSU to ensure the high volume of training is addressed as quickly as possible. 7 CSR's have been enrolled for Customer Service NVQ's and 3 Apprentices are continuing with their Training & Development. Additionally, domestic violence training has been organised over January and February on 3 Saturdays for all CSU staff.

3.2.4 Service Initiatives

- Mitie continue to hold a weekly service desk in the CSC;
- Herts Young Homeless provide a support desk fortnightly;
- We continue to support Dacorum Foodbank with food parcel distribution;
- We are piloting a Triage Desk in the CSU which will mean that customers service requirements are identified immediately and those who wish to hand in forms, docs or obtain a rent statement, know an account balance, etc. can be dealt with at the Triage Desk. This prevents customers having to wait to see a CSR and also frees up CSR's to deal with more complex enquiries. It will also prevent customers taking multiple service tickets and the result should be improved wait time results; and
- We have been working with GovMetric to improve telephone take up for the customer feedback line. All CSR's have been given user codes so that individual performance can be monitored in respect of transfer rates to back office services.

3.2.5 Report from Davis Hickman Partners (data analysts)

A key area of concern identified from the assessment of the CSU operation was the lack of data and analysis of the day-to-day activity that took place. The Council collected base volumes, speed of answer and abandoned calls, however more granular data was required on the types of calls / visits and why the customers were contacting the Council, to help identify where there were opportunities to reduce avoidable contact (also known as failure demand) created by, for example; unclear Council publications, letters and communications; or repeat calls due to backlogs in processing application e.g. benefit claims, housing applications, etc.

A specialist in this area, Davis Hickman Partners, was commissioned to undertake such an assessment at Dacorum.

In summary the assessment identified:

- Potentially 20% of contacts were avoidable and that through better communications/documentation and revised processes, the Council could reduce the contacts it receives and thereby allow more time more vulnerable customers to be supported;
- A recommendation to implement resource management tools, changes to shift patterns and staff contracts in the CSU, based on customer demand throughout the day, week and month (noting seasonal variations e.g. Council Tax demands);
- A review of opening hours at all sites with particular emphasis on the demand at the sites in Tring and Berkhamsted. This was due to parts of the day/ week when contact was low and staffing levels are maintained, but meeting only a small on-site demand;
- A recommendation to introduce Service Level Agreements between the back office and the CSU which are regular reviewed to address process and quality issues that are impacting on service performance; and
- That the current Customer Satisfaction measures do not give the full range of data to ensure that customers receive a high level of service and in some cases may be misleading. Satisfaction should not be measured only at the point of contact, but throughout the whole customer experience (end-to-end). Therefore new Customer Experience measures should be put in place to ensure the whole customer experience on e.g. a payments application, when reporting, so that whole Council performance can be demonstrated and improved, not only in the CSU.

3.3 Communications and Consultation

The Communications Team have been heavily involved in organising the staff conference – to be held on January 30th. The theme will be about delivering Customer Excellence. The team is developing a number of projects which will contribute to developing the Council's reputation profile both locally and nationally.

3.4 ICT

The current position on ICT is that a revised structure has been developed that will mean a number of key ICT posts will be recruited to during quarter 4. These are planned for in the 2013/14 budget. In the meantime key ICT projects continue, including the Data Centre migration and the desktop refresh programme (see 4.7 and 4.8). 216 desktops have now been replaced. With the replacement comes the opportunity to ensure that all devices conform to DBC data security standards and have correct virus protections. Meetings have also taken place with all service Group Managers to discuss and plan ICT service projects for 2013/14. New projects will have to be scheduled and resourced, according to priority alongside current

workplans, to ensure that the current ICT projects programme (33 projects of varying scale) can be delivered. The service will also need to make significant input into a number of key corporate projects e.g. EDRMS, Decant and PSQ.

3.5 Human Resources

- 3.5.1** A Criminal Records Bureau (CRB) check programme is being run to ensure that all staff that need a CRB check have one that is current. This programme now includes staff that began working at the Council before CRB checks were introduced in 2002.
- 3.5.2** A Hepatitis B vaccination programme has commenced in relevant services. Staff have been offered a vaccination if they need one due to their work responsibilities but still have the option to decline. Vaccinations will commence shortly. To date we have approximately 160 staff that will require the vaccination.
- 3.5.3** Maternity Guidelines for staff and managers have been refreshed to ensure clarity in roles and that pregnant women are receiving all the information and support they need. In light of this work, we are applying for Tommy's accreditation. This accreditation is awarded to organisations that have sufficient policies and support in place for pregnant women. We will find out shortly whether we have been successful or not.
- 3.5.4** E-Learning – We are currently in the process of refreshing our e-learning courses and looking to deliver more mandatory courses via this avenue. This approach will be more efficient as most of the mandatory courses e.g. Data Protection, lend themselves to this type of learning and this fits with the Council's move to more remote working.

4 Dacorum Anywhere Programme

This is the Council's key change and transformation programme and is led by Assistant Director, Shane Flynn. Highlights of the programme are below:

The Dacorum Anywhere Programme refers to a collection of projects which aim to prepare the organisation for moving to the new Public Sector Quarter building. The projects included in the programme all aim to ensure Dacorum is a modern, flexible organisation that is able to adapt to the changing needs of our customers. They aim to improve the quality of service delivery, whilst ensuring cost effectiveness. The programme includes the following projects:

4.1 Remote & Flexible Working

This project will prepare the organisation to be able to work flexibly, by enabling staff to work remotely from a variety of locations, including from home. It will create a modern working environment for staff, which will be smaller and more efficient through remote working and hot-desking, and will therefore be less costly and more efficient. For this to happen, we are ensuring that we have the correct policies and practices in place to ensure staff are protected through robust HR and Health and Safety guidelines, service delivery is maintained and that all ICT equipment required for flexible working is in place and effective.

Remote Working arrangements have already been piloted in the Revenues and Benefits and Procurement services, (Phase 1) and are now being rolled out across the rest of the Council. The programme timetable is shown below:

Service Area	Completed
Finance	Nov 2012
Revs & Bens (phase 2)	Feb 2013
Strategic Housing	Jan 2013
Strategic Planning	Feb 2013
Improvement Team	Feb 2013
Supported Housing	March 2013
Performance & Policy/ Partnerships & Citizen Insight	March 2013
Resident Services	April 2013
Democratic Services	May 2013
Commercial Assets	June 2013
Legal Governance	Aug 2013
Tenants & Leaseholders	Oct 2013
Planning	Dec 2013
Property & Place	Feb 2014
Environmental Health	April 2014
Members	July 2014

4.2 Electronic Document and Records Management (EDRMS)

EDRMS offers considerable savings in paper handling and associated processes, and its corporate implementation across the Council is required to enable all staff access to key document information when they need it, whether they are in a customer facing service, a back office service area or working from a remote location. This project aims to manage the roll-out of document management, retention and records management corporately across the Council through structured phases.

4.3 Telephony – Remote Working Options

This project is separate from, but working alongside the wider Telephony project. This project is looking specifically at what services need from the Telephony system to enable staff to work flexibly and remotely, including improving teleconferencing facilities.

4.4 E-Learning

The e-Learning project will improve and increase the availability of training courses online by making the most of technology to deliver cost and time-effective training, learning and development. The project aims to achieve a regional e-Learning platform to drive improvements and efficiencies in e-Learning across all authorities through engagement in the Hertfordshire Learning Partnership. Increased availability of training will be achieved through the sharing and collaboration of e-Learning courses.

4.5 SharePoint

This project will update and improve the Council's use of Microsoft SharePoint as an Intranet and document centre, by fully understanding its capabilities and potential

uses across the organisation. This work aims to realise the benefits of using SharePoint through improved document management and workspace collaboration, alongside the EDRMS project.

4.6 Office Decant

This project will facilitate the relocation from the main Civic Office to two separate town centre locations. The moves are a temporary relocation in order to facilitate the sale of the Civic Office and the development of the PSQ building.

4.7 Data Centre Migration

This project covers the migration of the current Civic Offices ICT Server Room to a purpose built external hosting centre within Bucks County Council. This facility will provide a long-term 'cloud' location for DBC systems and enable delivery of efficiencies whilst increasing electronic storage capacity and improving business continuity arrangements.

4.8 Desktop Refresh

The Desktop Refresh project is the roll-out of desktop PC's or laptops in replacement of outdated NEC PC's. This project is separate to the Flexible and Remote Working project which will provide laptops for all potential remote workers. However, the two projects are working closely together to ensure that any outdated NEC's within a service that are due to be replaced are replaced with laptops in potential remote working services.

4.9 Web Improvement Plan

The Customer and Web Access Strategy identified services that could move towards web based transaction by providing e-forms and online payments. This move supports the Council's aim to improve access to Council Services and also supports the move to become a modern and efficient organisation through the 'Dacorum Anywhere' programme of projects.

It had also been identified that the Council needed to upgrade and replace its Content Management System as it was no longer maintained or developed by the supplier. This has been completed and new web hardware with a more suitable, scalable and robust setup is in place, which will enable us to deliver web service requirements.

4.10 Customer Access/ Channel Migration

This project aims to improve how customers access our services, by making improvements in service delivery and providing a greater variety of ways the Council can be contacted. A fit for purpose and functional website is key and so this project will work closely with the Web Improvement project to ensure aspirations for improved access to services can be supported by the Council's website.

5 Risk Management

The Quarter 3 risk report for the service is attached, with all risks showing as 'amber' and under regular service review.