



AGENDA ITEM:

SUMMARY

Report for:	Finance and Resources Overview & Scrutiny Committee
Date of meeting:	4 June 2014
PART:	1
If Part II, reason:	

Title of report:	Performance and Risk report Quarter 4 2013/14 – Performance and Projects
Contact:	Neil Harden, Portfolio Holder for Residents and Regulatory Services Author/Responsible Officer: Shane Flynn, Assistant Director (Performance and Projects)
Purpose of report:	To provide the Committee with analysis of performance of services and functions provided by the Performance and Projects division of the Chief Executive's Department to 31 December
Recommendations	That the Committee notes the contents of the report and the performance of the division for Quarter 4, 2013/14.
Corporate objectives:	Effective performance and project managements supports the delivery of all five of the Council's objectives with particular focus on <i>Dacorum Delivers</i> .
Implications:	<u>Financial</u> None.
'Value For Money Implications'	<u>Value for Money</u> Effective performance and project management supports the achievement of value for money in the pursuit of the Council's objectives
Risk Implications	Risk Assessment reviewed April 2014
Equalities Implications	Equality Impact Assessment reviewed on 30 September 2013. There are no direct equalities implications arising from this report.

Health And Safety Implications	There are no direct health and safety implications arising from this report
Consultees:	None
Background papers:	Attached: 1. Quarter 4 Operational Risk report
Historical background (<i>please give a brief background to this report to enable it to be considered in the right context</i>).	<p>This is a regular report to the committee detailing the work of the division and its performance over the past quarter and highlighting plans for the forthcoming period based on a review of operational risks.</p> <p>On 1 July 2013 a new operating structure was established and elements of the Strategy and Transformation, Community and Organisation were transferred to other divisions. The Performance and Projects division was created to bring together corporate functions supporting the Council's continuous improvement programme, specifically:</p> <ul style="list-style-type: none"> • Performance • Projects • Dacorum Anywhere • Corporate Support • Information, Communications and Technology
Glossary of acronyms and any other abbreviations used in this report:	<p>CNT: Corporate Management Team</p> <p>CSCG: Customer Service Centre and Gateway</p> <p>EDRMS: Electronic Document and Records Management System</p> <p>MFD: Multi-Functional Devices (copier/scanner/printers)</p> <p>PSN: Public Service Network</p> <p>SIP: Service Improvement Plan (for Northgate CSCG)</p>

1 Introduction

- 1.1 Performance reports are produced quarterly from the Council's performance management system, CorVu. The service performance report for quarter 4 (January-March 2014), is normally provided at Appendix A but as all targets monitored during the year relate to the performance of the Customer Service Centre and Gateway (CSCG) this have been dealt with under a separate report elsewhere on the agenda. Performance targets relating to the Performance and Projects division are being developed for 2014/15.

- 1.2 Detailed reviews of the risk registers relating to the service area were undertaken during quarter 4. Commentary on changes to risk levels is provided below. The operational risk register is attached at Appendix A. The register and detailed performance reports are available on the CorVu Portal, on the Council's Intranet.

2 Performance indicators

- 2.1 There were no specific performance indicators relating to the Performance and Projects division in 2013/14.

3 Service reports

- 3.1 During quarter 4 the operational risk register relating to Performance and projects was reviewed. Reports for the service areas for the division are given in the following sections. These reflect changes to the risk register since quarter 3 and developments against service plans.

4 Performance, Projects and Dacorum Anywhere

Customer Service Centre and Gateway project

- 4.1 Under the new structure from 1 July responsibility for contract monitoring of the CSCG falls to the Group manager Procurement and Commissioning. However, strategic matters relating to the contract, including Customer Relationship Management (CRM) and Channel Shift are reported here.
- 4.2 Since the implementation of the contract in August 2013 the focus has been on performance improvement and increasingly on the development of the CRM (including Citizen Insight) and Channel shift projects. Progress has slipped on these projects, as reported at previous committee meetings, and they continue to run behind schedule. However progress has been made in respect of the Council's own response to these initiatives:
 - the Council's Web and Customer Access Strategy has been revised to reflect the partnership with Northgate and is submitted to Cabinet for approval in May 2014
 - a Digital Inclusion project has been established to consider the impact on Customers of channel shift
 - a Customer Focus project has been established to gain customer perspectives on service delivery
 - a project Initiation Document (PID) has been agreed for the delivery of the CRM project
 - telephony systems are being simplified following a procurement exercise to reduce the current three-party system down to a two-party system.
- 4.3 Nonetheless, the CSCG is facing significant pressures, primarily as a result of the imbalance of resources that has been created by the slippage on the CRM and channel shift projects. Consequently the following risk has increased to reflect the need for close contract management during the transition phase:

PP_R11 The CSGC contractor focuses attention on meeting speed of response targets and not quality of service (increased from 6 to 9)

- 4.3 In particular, the introduction of Inform 360 – the automated phone response system – has had an impact on satisfaction levels alongside a series of complaints relating to speed of response by operatives within the CSU. The risk of failure has increased and this has led to a series of actions to redress the balance of resources within the CSU:

PP_R13 The introduction of inform 360 and automated self-service options via telephone reduces access and/or satisfaction with contact (increased from 6 to 9)

- 4.4 Control of resources is reflected partially in risk PP_R15:

PP_R15 Redundancy costs of transferred staff borne by DBC in first year of contract (risk closed)

- 4.5 Following two staffing reviews, all anticipated redundancies have now been completed. The total cost of redundancies was £220,073. This compares to the anticipated costs included in the initial tender evaluation assessment of £350,000.

Dacorum Anywhere

- 4.6 The Council is set to undergo major internal physical and cultural changes in 2014 because of the decant arrangements needed to prepare for the move to the Public Service Quarter, schedule for 2016/17. This provides a huge opportunity to review a wide range of functions. Part of the responsibility of the division is to support this process and this is being managed through a range of projects under the Dacorum Anywhere banner. The need to control this is captured by risks PP_R02, PP_R03 and PP_R05:

PP_R02 Failure to develop a range of initiatives to contribute to the Council's improvement and efficiencies agenda (no change)

PP_R03 Services do not understand or support the need to innovate and improve (Risk reduced from 8 to 6)

PP_R05 Lack of 'buy-in' from services in terms of the culture changes needed to deliver innovative ways of working (reduced from 6 to 4)

- 4.7 This proposed decant, whereby staff will be moved to alternative accommodation during the PSQ development is no longer required since Morrison's withdrew their proposal to purchase the Civic Centre. To maintain momentum for change a Consolidation process has been introduced whereby staff will transfer from Unit B into the main building. The aim is to achieve this by October 2014.
- 4.8 A report to CMT on 1 April 2014 set out a range of initiatives that are required to support this Consolidation and subsequent transitions. This includes commitments to:

- implement a Council-wide clear desk policy by September 2014
 - implement a protocol for desk sharing by September 2014
 - agree appropriate alternative ways of working for all staff.
- 4.9 In addition, a two day management development programme was scheduled for April 2014 which began a process of increasing Customer Focus. This, amongst other things, has led to a formal Customer Focus project which will draw on resources from all departments of the Council to identify a range of short and longer-term potential improvements.
- 4.10 Consequently, all service managers are increasingly aware of the need to revise working arrangements to ensure that staff are able to deliver functions effectively under the new arrangements. To support the transition, a programme of activities, badged as the 'Moving On Programme', has been developed. A timetable for rolling out the programme has been established and initial meetings with Group Managers undertaken.
- 4.11 To assess progress two new measures have been incorporated into the PI set for 2014/15:
- progress on a range of productivity measures included within the existing suite of PIs
 - reduction in the number of desks utilised by each service.
- 4.12 These measures will be reported from quarter 1, 2014/15. Meanwhile, as significant progress has been made on the Dacorum Anywhere project the need for additional resources to support the transition has reduced and the related risk score has been reduced accordingly:

PP_R08 Lack of Capital or Revenue funding (reduced from 6 to 4).

5 Corporate Support

- 5.1 Corporate Support forms part of the core structure of the Council and therefore has a central role to play in the improvement programme.
- 5.2 The new corporate support structure was implemented in full from October 2013 when the new Chief Executive formally took up the post. The new structure was reported to the Committee in October and its operation was assessed in quarter 4 following the resignation of one member of the team. Positive feedback from Corporate Directors and Assistant Directors has been received regarding the new arrangements, although resources have been stretched by increased demand for meetings to be minuted. The Corporate Support team will continue to keep this situation under review.
- 5.3 A number of developments are underway which are part of the division's expanded role in supporting the PSQ transition. These include proposals for:
- a central e-document file system so that all staff who are not part of a formal EDRM team structure can receive electronic documents

- routing all printing to a central point, thereby reducing reliance on the Ricoh Multi-Functional Devices (MFDs)
 - expanding the complaints system to automate responses for Ombudsman and MP queries.
- 5.4 The central e-document filing system has been set up and will go live once training has been completed during June 2014. This will increase the capacity of officers to work from alternative locations.
- 5.5 E-postroom and e-printing are works in progress. Capital resources are available to support these and the relevant equipment has been purchased. Software solutions are now to be implemented so that these activities can be set up in good time. However, as the decant proposal has lapsed there is more time to ensure that the procedures are tested thoroughly before they are put in place. The relevant risk will therefore be closed:

PP_R09 Suitable electronic systems for incoming and outgoing post are not established in time for decant (risk closed)

- 5.6 A specification for revising the complaints system has been drafted but there are proposals to simplify complaints systems at a national level, incorporating a two stage process, rather than a three-stage process as at present. The potential impact of this is being evaluated.

6 Information, Communication and Technology

- 6.1 During this quarter the Council received its PSN compliance certificate from the Cabinet Office. This is a tremendous achievement given the number of non-compliance issues that existed when the new Group Manager for ICT came into post in July 2013 and the wide range of other pressing technology issues that had to be dealt with during the intervening period.
- 6.1 PSN compliance has had a significant impact on the team's ability to support other activities. However, a consistent reporting process, greater stability in the service desk and a clearer alignment of staff to activities means that projects have continued to progress, particularly in relation to Dacorum anywhere. A new Team Leader has been appointed and recruitment processes are underway for an IT Project Manager and Business Analyst and an Infrastructure Engineer. Consequently the risk of under-resourcing in relation to technology developments has reduced:

PP_R04 Lack of capacity and financial resources to transform services through ICT (reduced from 6 to 4)

PP_R07 Other projects need heavy ICT resource (reduced from 4 to 2)

- 6.2 The ICT strategy was approved by Cabinet in January and adopted by the Council in February. This provides a framework for future technology development within the council and establishes eight key principles that are designed to:

:

- ensure that the ICT services effectively enable and support the Council's broader strategic vision
- ensure that ICT services are provided in line with Council's business needs and to meet the reasonable expectations of end-users
- maximise benefits from the deployment of ICT staff and from the ICT assets, including future investments
- provide a strong governance framework and sound communications between the ICT Section and users.

6.3 The first stage of the deployment of the strategy will be a review of systems across the Council to assess fitness for purpose and identify areas of development. A workplan will follow in due course which will be reported to the committee for consideration.