AGENDA ITEM:10

SUMMARY

Report for:	**Finance and Resources Overview & Scrutiny Committee**
Date of meeting:	**5 November 2014**
PART:	**1**
If Part II, reason:	

Title of report:	**Performance and Risk report Quarter 2 2014/15 – Performance and Projects**
Contact:	Neil Harden, Portfolio Holder for Residents and Regulatory Services Author/Responsible Officer: Robert Smyth, 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 30 September
Recommendations	That the Committee notes the contents of the report and the performance of the division for Quarter 2, 2014/15.
Corporate objectives:	Effective performance and project managements is central to delivery of all the Council's objectives.
Implications: 'Value For Money Implications'	<u>Financial</u> Poor performance could lead to increases in costs as well as reducing the value of our service offer. <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 Oct 2014
Equalities Implications	There are no direct equalities implications arising from this report.
Health And Safety	There are no direct health and safety implications arising from

Implications	this report
Consultees:	None
Background papers:	Attached: 1. Quarter 2 Operational Risk and Performance reports
Historical background *(please give a brief background to this report to enable it to be considered in the right context).*	This is a regular report to the committee detailing the performance of the division over the last quarter as well as outlining actions and plans for the forthcoming period. This review also considers operational, risks and highlights any additional controls and assurances needed to address the issues raised. The new Assistant Director is now in place and as part of his role consideration is being given to the future direction and approach for the performance and project function. In particular the focus will be on developing and embedding our models for project and programme management, performance improvement and digital service delivery.
Glossary of acronyms and any other abbreviations used in this report:	EDRMS: Electronic Document and Records Management System

Introduction

1.1 Performance reports are produced quarterly with information collated in the Council's performance management system, CorVu.

1.2 The performance report for the division is attached and it examines progress in relation to a number of themes:

1.2.1 IT systems and process performance
1.2.2 Complaints handling
1.2.3 Staff productivity (based on aggregated performance of core indicators)
1.2.4 Desk utilisation
1.2.5 Website availability

1.3 Targets are only included in a limited number of areas (i.e. complaints) and no external benchmarking data is used.

1.4 Detailed reviews of the risk registers relating to the service area were undertaken and commentary on changes to risk is provided.

Monitoring Performance

Summary

2.1 Overall performance has improved across the core indicators including productivity, IT and web performance.

2.2 The indicator for stage three complaints cases has seen a slight worsening but this was due to one complex case and is not a cause for concern.

Detailed Analysis

IT Systems and Process Performance

2.3 Service resolution rates are vital to the wider performance of the organisation as well as to the perception of the IT team and we have focused significant attention on this issue.

2.4 By streamlining processes and prioritising difficult incidents the IT team have been able to increase resolution to 93.81% (target 80%). However we recognise the need to continue to improve and we are currently considering whether to raise the target to drive further increases.

2.5 Despite a few difficult incidents we have maintained systems availability at 99.83%. This reflects work to improve the resilience and effectiveness of the network.

2.6 We are also testing the disaster recover capabilities of the organisation and implementing VMWare Clustering and High Availability and Distributed Resource Scheduler which will enable automatic failover and reduce the probability of outages.

2.7 New starter requests have dipped slightly as a result of other technical priorities but these have now been addressed and we expect performance in this area to improve.

Key Future Performance Actions

- Agree a new IT Service Plan setting out the future vision along with detailed work activities and stretching targets (Early Nov 2014 in draft form)
- Implement a detailed programme of disaster recovery testing and improvement including desktop tests (Nov 2014), core infrastructure (Dec 2014 & Jan 2015) and critical servers (June 2015)
- Implementing VMWare Clustering and High Availability and Distributed Resource (End of Nov 2014)
- Office consolidation work including wi-fi deployment (Nov to Dec 2014)

Complaints Handling

3   While there has been a slight increase in the total number of complaints this is not a cause for concern. In particular performance statistics in this area remain broadly positive.

3.1 However as part of a wider review the Performance Team will be considering how to improve the levels of analysis and insight from complaints including the use of trend data.

3.2 This is especially important because low volumes can make it difficult to draw firm conclusions from quantitative indicators.

Key Future Performance Actions

- Develop a process review template and pilot with complaints (Dec 2014)
- Develop proposals to improve complaints reporting including the use of trend analysis (Dec 2014)

Productivity Analysis

4   Productivity analysis within this report is assessed by the percentage of KPI's (which are considered to demonstrate productivity) that have improved or maintained existing performance.

4.1 The current benchmark is 55% and in the last quarter 63 out of 98 indicators recorded a score that was the same or better than the previous quarter.

4.2 This indicates improving performance across the majority of areas which is welcome. It also helps identify those services and activities in which more work is needed.

4.3 However it is important to note that the scores do not take into account the budget or cost associated with this improvement. Also the numbers are not weighted so an improvement across each indicator is considered comparable, even if we would consider some to be more important.

4.4 That is why are currently putting together proposals and ideas to further develop our approach to performance management.

Key Future Performance Actions

- Improve performance reporting including requiring more action orientated narrative and use of graphs (End of Nov 2014)
- Undertake detailed analysis on key issues and produce trend reports to help identify systemic issues (Dec 2014)
- Produce tools and activities to support improved performance including 'reflective learning workshops', activity based analysis and performance mentoring (End of Nov 2014)
- Review productivity analysis and consider ways to make it more sophisticated (Dec 2014)

Desk Utilisation

5   Desk utilisation is a new measure which was designed to provide some indication of the success of Dacorum Anywhere.

5.1 However given the scale and importance of the programme we have committed to producing a more detailed analysis and evaluation as well as re-visiting the original assumptions and making some further predictions about future benefits.

5.2 The aim will be to have a draft ready by the end of November with further work to be undertaken and a final analysis available in December.

5.3 As part of this process we will examine whether a different measure of future impact could be used.

Key Future Performance Actions

- Produce a detailed evaluation report into the impact of Dacorum Anywhere (End of Nov 2014)

Website Availability

6   Website availability continues to be high and technical improvements made by the Web Team have had an encouraging impact on its performance.

6.1 However we recognise that in order to effectively capture the success of our digital approach, we need to be considering broader channel shift measures.

6.2 This includes increased web traffic, reduced usage of non-digital contact (i.e. phones and letters) as well as satisfaction with the website itself.

6.3 That is why, in conjunction with the Customer Focus Group, we are going to be proposing new indicators to measure the progress of our digital journey.

Key Future Performance Actions

- Identify new measures to chart the development of our digital business model and channel shift of residents – Nov 2014
- Develop a new approach and implementation plan for digital services – Nov to Dec 2014

Risk Management

Summary

6.4 A number of new controls have been put in place to improve the management of risk and further plans are being developed.

6.5 In particular we are actively looking to develop our approach to project and programme management, innovation and digital services.

6.6 We are also continuing to improve the management of change activities and work streams including Dacorum Anywhere.

PP_R01 Lack of capacity to bring together all of the strands of the information required (No Change)

6.7 No new controls have been identified.

Future Actions

6.8 We are proposing a new approach to evidence based decision making which should strengthen and improve the effectiveness of this control.

6.9 This new approach will focus on developing more practical tools that help structure decision making and promote intelligent use of data and insight.

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 (No Change)

PP_R05 Lack of 'buy-in' from services in terms of the culture changes needed to deliver innovative ways of working (No Change)

6.10   No new controls have been identified.

Future Actions

6.11   We are developing a number of new ideas and initiatives to improve our approach to project and programme management including improved reporting, new training and more specialist support.

6.12   These changes will be introduced over the next few months and they will significantly strengthen our control of these risks.

6.13   We are also considering ways to promote innovation and good practice and will shortly set out proposals including an ideas lab and reflective learning classes.

PP_R04 Lack of capacity and financial resources to transform services through ICT (No Change)

PP_R07 Other projects need heavy ICT resource (No Change)

6.14   No new controls have been identified.

Future Actions

6.15   We are currently in the process of developing the detailed approach and plan for the next phase of our digital journey.

6.16   The new round of service planning will also ensure that we have the right structures and resources in place within the IT team.

PP_R06 Lack of Resources (No Change)

PP_R08 Lack of Capital or Revenue funding (No Change)

6.17   No new controls have been identified.

Future Actions

6.18   The new round of service planning and budgeting will ensure that we have the right structures and resources in place within the Performance Team.

PP_R09 Suitable electronic systems for incoming and outgoing post are not established in time for decant (No Change)

6.19   No new controls have been identified.

6.20   Implementation of the electronic systems has made good progress but we need to increase the pace of implementation of EDRMS within departments.

Future Actions

6.21   We are refreshing the delivery of this model and introducing tailored project plans for each service to help improve monitoring, support roll-out and increase the pace of change.