



## AGENDA ITEM: 8b

### SUMMARY

<b>Report for:</b>	<b>Finance and Resources Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>3 March 2015</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Performance and Risk report Quarter 3 2014/15 – Performance and Projects</b>
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 December
Recommendations	That the Committee notes the contents of the report and the performance of the division for Quarter 3, 2014/15.
Corporate objectives:	Effective performance and project managements are central to delivery of all the Council's objectives.
Implications:	<u>Financial</u>  Poor performance could lead to increases in costs as well as reducing the value of our service offer.
'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 Jan 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 3 Operational Risk and Performance Reports
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 performance of the division over the last quarter as well as outlining actions and plans for the forthcoming period.</p> <p>This review also considers operational, risks and highlights any additional controls and assurances needed to address the issues raised.</p> <p>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.</p> <p>In particular the focus will be on developing and embedding our models for project and programme management, performance improvement and digital service delivery.</p>

## 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 Complaints handling
  - 1.2.2 IT systems and process performance
  - 1.2.3 Website availability
  - 1.2.4 Desk utilisation
- 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.
- 1.5 The report also provides an update on key Departmental actions

## **Monitoring Performance**

### Summary

- 2.1 Overall performance across the different areas continues to be good. Of the eight targetable indicators; six (75%) were green and one (12.5%) was amber.
- 2.2 The only red indicator related to Stage 3 complaints and this was caused by a single complex case that required formal legal advice.

### Detailed Analysis

#### *IT Systems and Process Performance*

- 2.3 Service resolution rates are vital to supporting the wider organisation and in the last three months the team have continued to achieve high performance levels at 92.46%.
- 2.4 This is well above target and it also comes at a time when the service desk has been supporting a number of additional projects including the Office Decant. The new IT service plan (2015/16) also proposed a more stretching target to help drive further improvements.
- 2.5 The availability of primary systems is also at 100% reflecting work to improve the resilience and effectiveness of the network. This includes testing the disaster recover capabilities of the organisation and implementing VMWare Clustering and High Availability and Distributed Resource Scheduler.

#### *Complaints Handling*

- 3 Due to the introduction of a number of new services (e.g. bins) there has inevitably been a slight increase in the total number of complaints. However this is not a cause of concern and performance statistics in this area remain positive.
- 3.1 The percentage of stage one and two complaints resolved in 20 days was 92.61% (target 80%) and 91.67% (target 80%). The percentage of complaints assigned to a named person in one day has also increased to 89.70%.
- 3.2 The only red indicator related to Stage 3 complaints. Two stage 3 complaints were received in the last quarter but one of these was not processed in time. This is due to the complexity of the case and the requirement for formal legal and financial advice.
- 3.3 However following a desktop review of complaints we have now introduced a formal project to review all 5 aspects of the complaints process including the system, policies, the culture and links with the Ombudsman.

### *Desk Utilisation*

- 4 Desk utilisation is a measure which was designed to provide an indication of the success of Dacorum Anywhere.
  - 4.1 Over the last quarter the number of desks has reduced (from 400 to 342) and desk utilisation levels have reduced from 88% to 76%.
  - 4.2 This is a welcome direction of travel as the move to the Forum (PSQ) will require much lower levels of utilisation.
  - 4.3 As part of the analysis we have also been working to produce a detailed analysis of the impact of the programme. A first draft evaluation report was produced for consultation in December and a final draft will be ready by the end of January.

### *Website Availability*

- 5 Website availability (99.95%) continues to be high and further technical improvements continue to have a positive impact on services.
  - 5.1 However we recognise that we need to develop a new approach to digital and we have developed a digital strategy (Digital Dacorum) which sets out our long term vision.

### *Productivity Analysis*

- 6 Following a review of the productivity indicator we have taken the decision to remove the existing indicator and work on the creation of a new and more useful indicator.
  - 6.1 This work will ensure that we address a number of problems including not differentiating between high and low priority indicators and a lack of information about the cost of providing the service.
  - 6.2 The Dacorum Anywhere evaluation report will also provide more analysis on overall productivity.

## **Risk Management**

### Summary

6.3 A number of changes have been made to the operational risks. This reflects the changing focus of the Department and ensures that we taking steps to mitigate the right issues.

6.4 In particular we have sought to emphasise project and performance management as well as innovation and digital services.

### Reworded Risks

#### **PP\_R01 the organisation does not have the necessary systems, resources or capacity to support evidence based decision making**

6.5 The risk has been reworded to reflect the importance of systems and resources in supporting the evidence based decision making process.

6.6 Crucially it emphasises the need to deliver the evidence based agenda and as such it moves the focus to both the outcome as well as the process.

6.7 A number of new controls have been identified including launch of the new evidence based tool kit and the introduction of MOSAIC and Herts LIN.

#### **PP\_R03 Services are not supported to deliver continuous improvement and innovation**

6.8 The new wording focuses on the need to actively deliver innovation and improvement.

6.9 It also reflects the increasing 'critical friend' role of the Performance Team is taking.

6.10 A number of new controls have been identified including the introduction of the development of a research and innovation strategy.

#### **PP\_R04 The organisations approach to ICT does not enable us to provide a high quality and cost effective service**

6.11 The broader wording of this risk ensures that we consider strategic and operational decisions alongside pressures from the budget.

6.12 The digital transformation element is also picked up in risk related to the failure of Digital Dacorum.

6.13 One new control has been identified to reflect the introduction of Wi-Fi and work on SharePoint.

**PP\_R06 Lack of resources or capacity to deliver the work of corporate support or performance and projects**

- 6.14 This risk has been reworded to consider the specific areas of corporate support and performance and projects.
- 6.15 This has enabled more targeted controls than was previously the case with a more general consideration about resources.
- 6.16 A number of new controls have been put in place including monthly meetings with Finance and the introduction of service plans for both teams.

**PP\_R09 Failure to deliver a 'paperless' approach to work including reducing outgoing and incoming post levels**

- 6.17 This risk has been reworded to broaden the focus from EDRM to our general approach to paperless working.
- 6.18 This ensures that we consider digitising internal processes as well as plans to reduce the use of incoming and outgoing post.
- 6.19 Several new controls have been put in place including the development of a paperless project as part of the Digital Dacorum programme.

### Deleted Risks

#### **PP\_R02 Failure to develop a range of initiatives to contribute to the Council's improvement and efficiencies agenda**

- 6.20 This risk has been deleted because it directly mirrors the risk on not supporting improvement and innovation.
- 6.21 The risks related to project and performance management also pick up on the themes of improvement and efficiency.

#### **PP\_R05 Lack of 'buy-in' from services in terms of the culture changes needed to deliver innovative ways of working**

- 6.22 This risk has been deleted because the issues it raised are addressed in the on not supporting improvement and innovation.

#### **PP\_R07 Other projects need heavy ICT resource**

- 6.23 Following improvements in IT governance it is no longer considered necessary to manage this as an individual risk.
- 6.24 However issues around IT capacity and resources can be addressed in the risk related to the organisations approach to ICT.

#### **PP\_R08 Lack of Capital or Revenue funding**

- 6.25 The robust planning and budgeting process ensures that issues around capital or revenue are addressed.
- 6.26 The risks related to finance for corporate support, performance and ICT can also be considered in their specific risk.

### New Risks

#### **PP\_R011 Failure to deliver Digital Dacorum leads to poor customer experiences and increased costs from calls and face to face visits**

- 6.27 This risk has been added to reflect the increasing importance of digital services and the consequence of not getting the online experience as it should be.
- 6.28 This risk brings together a number of elements including the web platform, channel shift and the migration of services online.
- 6.29 A number of controls have been added including the development of the Digital Dacorum strategy.

**PP\_R012 Failure to deliver an effective corporate wide approach which ensures that projects are delivered on time and on budget**

6.30 This risk has been added to ensure that major projects are effectively managed.

6.31 In particular it will focus on the approach to project management as well as improving the broad management of key schemes.

6.32 A number of controls have been added including the use of project guidance and employment of specialist project managers.

**PP\_R013 Failure to deliver an effective corporate wide approach to performance monitoring and management**

6.33 This risk has been added to ensure that impact of inadequate performance management is addressed.

6.34 This will consider the organisations approach to monitoring and reporting as well as the performance management culture within services.

6.35 A number of controls have been added including the development of Corvu and the introduction of performance clinics.



## Review of Key Departmental Actions (Oct – Dec)

Action	Progress
<ul style="list-style-type: none"> <li>• Agree a new IT Service Plan setting out the future vision along with detailed work activities and stretching targets</li> </ul> <p>(Dec 2014)</p>	<p>Completed</p> <p>The new IT Service Plan has been agreed and a new SLA is also in place.</p>
<ul style="list-style-type: none"> <li>• Implement a detailed programme of disaster recovery testing:               <ul style="list-style-type: none"> <li>○ desktop tests (Nov 2014),</li> <li>○ core infrastructure (Dec 2014 &amp; Jan 2015)</li> <li>○ critical servers (June 2015)</li> </ul> </li> </ul>	<p>Disaster Recovery – Completed Core Infrastructure Testing – Completed</p> <p>The core infrastructure testing has identified some further improvements to switches which have now been planned in for March.</p>
<ul style="list-style-type: none"> <li>• Implementing VMWare Clustering and High Availability and Distributed Resource</li> </ul> <p>(Nov 2014)</p>	<p>Completed</p> <p>Extra memory has been added and the VMware and High availability work has been finished.</p> <p>Infrastructure staff have also attended a training course to bring back additional good practice suggestions.</p>
<ul style="list-style-type: none"> <li>• Office consolidation work including Wi-Fi deployment</li> </ul> <p>(Dec 2014)</p>	<p>Main Decant Support – Completed Wi-Fi – Completed (End of Jan)</p>
<ul style="list-style-type: none"> <li>• Develop a process review template and pilot with complaints</li> <li>• Develop proposals to improve complaints reporting including the use of trend analysis</li> </ul> <p>(Dec 2014)</p>	<p>Completed</p> <p>Complaints review terms of reference and approach has been approved by CMT.</p> <p>The review will begin in February with the creation of a Project Board.</p>
<ul style="list-style-type: none"> <li>• Identify new measures to chart the development of our digital business model and channel shift of residents</li> <li>• Develop a new approach and implementation plan for digital services</li> </ul> <p>(Nov to Dec 2014)</p>	<p>Completed</p> <p>A Digital Dacorum Strategy and Detailed Implementation Plan have been created including proposed measures of success.</p> <p>The Strategy is being presented to the Customer Focus Project Group for approval on the 27<sup>th</sup> January.</p>

<ul style="list-style-type: none"> <li>Produce a detailed evaluation report into the impact of Dacorum Anywhere</li> </ul> <p>(End of Nov 2014)</p>	<p>First draft produced in December for consultation.</p> <p>A final draft is now being produced with the aim of finishing this at the end of Jan.</p>
<ul style="list-style-type: none"> <li>Improve performance reporting including requiring more action orientated narrative and use of graphs</li> </ul> <p>(End of Dec 2014)</p>	<p>Completed</p> <p>New report formats have been created for performance and project management.</p> <p>The Performance Team have also introduced 'critical friend' reviews to support staff to improve the quality of their update.</p>
<ul style="list-style-type: none"> <li>Undertake detailed analysis on key issues and produce trend reports to help identify systemic issues</li> </ul> <p>(Dec 2014)</p>	<p>Work is ongoing to improve the levels of analysis from key systems.</p> <p>Consideration is also being given to the business intelligence capabilities of Corvu.</p>
<ul style="list-style-type: none"> <li>Produce tools and activities to support improved performance including 'reflective learning workshops', activity based analysis and performance mentoring</li> </ul> <p>(End of Nov 2014)</p>	<p>Completed</p> <p>A number of new tools and activities have been introduced including performance clinics and services reviews of performance.</p> <p>A new style report has also been created to focus on high priority indicators and work is ongoing to refine this.</p>
<ul style="list-style-type: none"> <li>Review productivity analysis and consider ways to make it more sophisticated</li> </ul> <p>(Dec 2014)</p>	<p>Following a review of this existing indicator we are working on a new proposal.</p> <p>It is expected that this will be ready for the next quarterly report.</p>