



AGENDA ITEM: 7b

SUMMARY

Report for:	Finance and Resources Overview & Scrutiny Committee
Date of meeting:	2nd September 2015
PART:	1
If Part II, reason:	

Title of report:	Performance and Risk report Quarter 1 2015/16 – 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 and risk management within the Performance and Projects division of the Chief Executive’s Department.
Recommendations	That the Committee notes the contents of the report and the performance of the division for Quarter 1, 2015/16.
Corporate objectives:	Effective performance and project managements are central to delivery of all the Council’s objectives.
Implications:	<u>Financial</u> Poor performance leads to increases in costs, waste and a failure to deliver key projects and service objectives.
‘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 July 2015
Equalities Implications	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 1 Performance Reports 2. Quarter 1 Operational Risk Report
Historical background	This is a quarterly report to the committee detailing performance and risk management for the various functions of the Division: <ul style="list-style-type: none"> - Performance management - Project management - Corporate improvement and innovation - Digital service delivery (Digital Dacorum) - ICT - Corporate support, administration and complaints
Key Terms, Definitions & Acronyms	¹ ICT systems – These are the different computer systems/business applications that teams use to process and manage their data. Examples include Agresso (finance) and Corvu (performance). ² Primary Systems – These are the main computer systems/business applications that each team uses. There will be some smaller systems but this covers all key data. Examples Agresso (finance) and Corvu (performance) and Orchard (housing). ³ Digital Dacorum – The name for a programme of 10 projects which are designed to deliver digital transformation across the business. This includes website re-design and putting new services online. ⁴ CMT – Corporate Management Team which comprises the Chief Executive, Corporate Directors and Assistant Directors

Introduction

- 1.1 Performance reports are produced quarterly with information collated in Corvu, the Council's performance management system.
- 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 ICT systems¹ and process performance
 - 1.2.3 Website availability
 - 1.2.4 Productivity
- 1.3 Targets are included in a number of areas (i.e. complaints).
- 1.4 A detailed review of the risk register has also been undertaken and commentary on changes or controls is provided.

Monitoring Performance

Summary

- 2.1 Overall performance across the different areas continues to be positive. Of the seven targetable indicators; six (86%) were green and one (14%) was red.
- 2.2 The red indicator relates to the percentage of new starter requests processed in 5 days. A period of staff shortages resulted in two quarters of low performance for new starter requests.
- 2.3 However following intensive recruitment the team now has increased capacity and performance is expected to improve significantly in the next quarter.

Detailed Analysis

ICT Systems and Process Performance

- 2.4 Service resolution is a key measure of success and in the last three months the team have continued to maintain high standards with 92.9% of incidents resolved in 2 days.
- 2.5 The availability of primary systems² is also above target at 100% reflecting work to improve the resilience and effectiveness of the network.
- 2.6 The only issue was a reduction in the percentage of new starters processed in 5 days.

Complaints Handling

- 3 In terms of volume there has been a further reduction in the total number of complaints in comparison to both the previous quarter and the year before.
- 3.1 Complaints performance also continues to be above target although there has been a slight worsening in relation to both Stage 1 and Stage 2. This is due to a small number of complex cases which have now been resolved.
- 3.2 The complaints review is also coming to an end and we have identified some possible improvements and options for further reform.

Website Availability

- 4 Website availability (99.98%) continues to be high.
- 4.1 However we recognise that we need to develop a longer term approach to digital and as a result we have implemented a new digital transformation strategy (Digital Dacorum³) which sets out our longer term approach.

Productivity Analysis

- 5 To ensure that we measure productivity and effectiveness we have created a new 'High Priority Indicator Report'.
- 5.1 This report provides analysis on the 30 most important indicators, as agreed by CMT, and in doing so it gives a snap-shot of the overall health of the organisation.
- 5.2 In June 83% (24) of the High Priority Indicators were on or above target and 13% (4) were amber. One was unrated and one (3%) was red.

Risk Management

Summary

7. Following a major review of risks and in line with new guidance there have been a number of changes to the operational risk register for the service.

Updated Risks

PP_R01 the organisation does not have the necessary systems, resources or capacity to support evidence based decision making

- 7.1 We have launched Knowing What Works, a programme of 8 projects which will create and promote a culture of evidence led decisions.
- 7.2 The risk has been updated to reflect recent progress as well as highlighting new assurances that can be provided.

PP_R011 Failure to deliver Digital Dacorum leads to poor customer experiences and increased costs from calls and face to face visits

- 7.3 The new Digital Dacorum strategy and plan has been launched and a number of controls are in place.
- 7.4 We have recently commissioned designers to re-design our website. We have also started to develop new online functionality and we have put in place a plan for digital inclusion.
- 7.5 However the residual impact has been increased (to a 4) to recognise that the new controls are positively impacting on the probability of the risk occurring, but not its severity.

PP_R012 Failure to deliver an effective corporate wide approach which ensures that projects are delivered on time and on budget

- 7.6 New project management guidance has been developed and implemented. The recently recruited corporate project management team leader has also begun to work with project teams to review their approach.
- 7.7 The assurance section has also been updated to reflect good progress on strategic projects.
- 7.8 Nevertheless the residual impact has been increased (to a 4) as the controls focus on probability and not impact.

PP_R013 Failure to deliver an effective corporate wide approach to performance monitoring and management

7.9 The improvement mechanisms have been rolled out and work is continuing to ensure that poor performance is challenged. The controls section has been updated to reflect this.

7.10 The assurance section also demonstrates the success of performance management with an upward trend this quarter and in the previous quarter.

7.11 However, as is the case with project management, the residual impact has been increased (to a 4) to show that the approach and control focus on probability and not impact.

PP_R03 Services are not supported to deliver continuous improvement and innovation

7.12 A new innovation and improvement officer is in post and we have put in place several new controls and ideas. This includes a behavioural insight strategy and new guidance on evaluation for projects.

7.13 We are also currently running three funded pilots with the Local Government Association and the Department for Communities and Local Government.

7.14 The residual impact has been increased (to 4) to reflect that controls are having some effect but that the significance is not going to reduce as expected.

PP_R04 The organisations approach to ICT does not enable us to provide a high quality and cost effective service

7.15 The risk has been updated to show the various controls and approaches in place to ensure a high quality IT service is provided. This includes an established structure and plan, full staffing and project improvements.

7.16 The risk also reflects the assurances that can be provided in relation to the efficacy of the controls.

7.17 However it has been necessary to increase the residual impact to a 4 as this is a more realistic assessment of how effective the controls can be.

PP_R06 Lack of resources or capacity to deliver the work of corporate support or performance and projects

7.18 The corporate support team and corporate improvement and innovation team continue to provide an effective service and the team have recently taken on a number of new responsibilities.

7.19 Training has also been provided to support the roll out of electronic document and records management.

PP_R09 Failure to deliver a 'paperless' approach to work including reducing outgoing and incoming post levels

- 7.20 The new electronic document and records management system (Information@work) has been implemented and e-post has been rolled out across the organisation.
- 7.21 The roll out of Dacorum Anywhere also provides flexibility and the work of Digital Dacorum will help to drive a paperless approach.
- 7.22 However the residual probability has been increased to reflect the fact that there is still a culture of using paper. Progress has been made but more needs to be done.