



Public Document Pack  
**FINANCE AND RESOURCES  
OVERVIEW AND SCRUTINY  
AGENDA**

*Scrutiny making a positive difference: Member led and independent, Overview & Scrutiny Committees promote service improvements, influence policy development & hold Executive to account for the benefit of the Community of Dacorum.*

**TUESDAY 6 NOVEMBER 2018 AT 7.30 PM**

**CONFERENCE ROOM 2 - THE FORUM**

The Councillors listed below are requested to attend the above meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Membership

Councillor Howard  
Councillor Herbert Chapman (Chair)  
Councillor Douris  
Councillor E Collins  
Councillor Fethney  
Councillor Silwal  
Councillor Taylor

Councillor Tindall  
Councillor Adeleke  
Councillor Armytage  
Councillor McLean  
Councillor Banks (Vice-Chairman)  
Councillor Barrett

Substitute Members:

Councillors Anderson, Brown, Guest, Ransley, W Wyatt-Lowe, England, Matthews and Pringle

For further information, please contact Corporate and Democratic Support

**AGENDA**

- 10. PERFORMANCE, PEOPLE & INNOVATION Q2 PERFORMANCE REPORT (Pages 2 - 9)**

# Agenda Item 10



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

<b>Title of report:</b>	<b>Performance and Risk report Quarter 2 2018/19 – Performance, People &amp; Innovation</b>
Contact:	David Collins, Portfolio Holder Corporate & Contracted Services Andrew Williams, Leader of the Council Author/Responsible Officer: Linda Roberts (Assistant Director – Performance , People and Innovation), Matt Rawdon (Group Manager – People) and Ben Trueman (Group Manager – Technology and Digital Transformation)
Purpose of report:	To provide the Committee with analysis of performance and risk management for the services and functions provided by the Performance, People & Innovation Division.
Recommendations	That the Committee notes the contents of the report and the performance of the division for Quarter 2 2018/19.
Corporate objectives:	The Performance, People & Innovation division supports the delivery of all corporate objectives, although there is a particular focus on ‘modern and efficient council’.
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>  The work of the division supports the achievement of value for money in the pursuit of the Council’s objectives
Risk Implications	Risk Assessment regularly reviewed
Equalities Implications	There are no equalities implications arising from this report.
Health And Safety	There are no health and safety implications arising from this

Implications	report.
Consultees:	None
Background papers:	Attached: 1. Quarter 2 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 relevant services for this committee over the last quarter.</p> <p>The review also considers operational risks and highlights any additional controls and assurances needed to address the issues raised.</p>
Glossary of acronyms and any other abbreviations used in this report:	<ul style="list-style-type: none"> <li>• IT – Information Technology team</li> <li>• FirstCare – The Council’s sickness management system</li> <li>• KPIs – Key performance indicators</li> </ul>

## **Introduction**

- 1.1 Performance reports are produced on a quarterly basis with information collated in the Council's performance management system (Rocket).
- 1.2 The performance report for the division is attached and it examines progress in relation to two key themes:
  - 1.2.1 Human Resources
  - 1.2.2 IT and Digital Services
- 1.3 Targets are included in those areas where it would act as a positive driver on performance behaviour.

## **Monitoring Performance**

### *4.1 Human Resources*

4.2 Sickness absence has increased this quarter from last, and is worse than the same quarter last year. The Council is continuing to operate a robust management process that involves a senior management team (supported by HR) reviewing every case of sickness on a monthly basis to ensure that we are taking robust and fair action. The sickness project has commenced and is focussing on proactive measures to prevent sickness as well as finding solutions to get people back to work quicker. The statistics are showing that this increase is mainly due to an increase in long-term sickness absence. We are soon to be launching health and wellbeing surveillance and awareness initiatives to provide additional support to staff. The flu vaccination was made available to all staff in October.

4.3 Staff turnover can help the organisation to understand its performance in relation to employee retention and motivation. The staff turnover rate remains similar to the previous quarter and still in line with a turnover rate between 10% - 15%, which is considered healthy as an industry standard.

### *5.1 IT and Digital Services*

5.2 Systems availability (99.99%) was positive within the quarter. There was a brief outage (10 mins) of telephone service in July but this was rapidly resolved.

## **Risk Management**

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

In the last quarter we have launched a number of new GDPR compliant subscription sign-up forms (Garden Waste, Homelessness Forum, Private Sector Housing, etc.) . Development of the Resident Portal ("MyDacorum") continued as the soft launch approached.

### **PP\_R012 Failure to deliver an effective approach to the management of performance, projects and complaints**

The majority of performance indicators and projects are in target and continue to be monitored jointly by members and senior officers.

**PP\_R014 Failure to achieve the service outcomes outlined in each of the new community and Leisure contracts**

The community contracts are continuing to perform effectively in line with the update we gave the committee in the summer.

The strategic and operational performance boards are set up to measure the 'Everyone Active' contract.

**PP\_R015 Failure to effectively and proactively manage the media profile of DBC including social media**

Continued growth our social media channels as a primary communication tool. Digital Digest continues to be a popular channel with over 14,500 subscribers. The communications team work closely with managers across the council to ensure communication plans are devised and implemented to ensure we are effectively informing key stakeholders.

**PP\_R016 Failure to effectively and proactively manage all aspects of employee relations**

We continued to provide dedicated support and coaching for all managers engaged in employee relation issues.

**PP\_R017 Failure to support the organisation, and in particular the leadership team, to manage organisational change and staff development including the move to the Forum**

Human Resources launched the second cohort on the CPD accredited management training course for middle managers and aspiring managers. Leadership training is being developed for the leadership team to be rolled out in the New Year.

**PP\_R018 Failure to understand and respond to the current and future technology needs of the Council**

The refresh of desktop equipment for officers is now more than 50% complete and expected to complete ahead of Summer 2019. As well as access to enhanced software, the new equipment provides a greater flexibility in working arrangements, such as mobile working. The quarter also saw the continuation of work to replace equipment in DBC data centres, providing capacity for current and future requirements. This is expected to be completed before the end of 2018.

The replacement of the Planning/Building Control application is in detailed planning and the new system expected to go live in 2019. Development of the Council Microsoft Dynamics based CRM solution continues and a major upgrade to the Finance system is being planned for Q2 2019.

**PP\_R04 Failures in ICT resilience or security leading to significant system downtime**

In Q2 overall systems availability was 99.99%. The Council deploys a wide range of security controls and has completed delivery of resilient lines with diverse routes on the BT network to the Council's data centre.

Third party IT Health Check testing, as part of the Council's submission to the Cabinet Office for Public Sector Network certification, is now under way and the Council must demonstrably remediate any vulnerabilities discovered.

## OSC Report - Finance & Resources Department - Performance, People and Innovation

Indicator Name	Results Sep-2018	Last Quarters Results Jun-18	Last Years Results Sep-17	RAG 	Comments	Actions
Dacorum Delivers - Performance excellence						
HR02a - Turnover of staff	13 % Info Only	12 % Info Only	11 % Info Only		Approver Comments: A typical healthy industry standard is between 10% and 15% for staff turnover.	No Info
ICT01 - Percentage of incidents resolved in less than 2 days	93.5% Info Only	94.48% Info Only	91.34% Target: 90	0   0   2	Approver Comments: Consistently good performance across the quarter.	No Info
ICT02 - Availability of primary systems (office hours)	99.99% Target: 99	99.94% Target: 99	100% Target: 99	0   0   4	Approver Comments: Excellent availability throughout the quarter.	No Info
HR03 - Total days lost through sickness absence	2068 Days Info Only	1481 Days Info Only	1783 Days Info Only		Approver Comments: There has been an increase in the quarter. The statistics are showing that this increase is mainly due to an increase in long term sickness absence. There has been a specific increase in medical procedures. Through the sickness scrutiny group chaired by the Chief Executive, we continue to review all absences on a monthly basis to identify trends, ensure managers are supporting staff back to work and also that they are using the formal procedure where appropriate. we are soon to be launching health and wellbeing surveillance and awareness initiatives to provide additional support to staff. the flu vaccination will also be rolled out shortly.	No Info

Indicator Name	Results Sep-2018	Last Quarters Results Jun-18	Last Years Results Sep-17	RAG	Comments	Actions
HR04a - Total days lost through SHORT TERM sickness absence	474.5 Days Info Only	376 Days Info Only	524.5 Days Info Only		Approver Comments: The short sickness has increased this month but is lower than this quarter last year. The sickness policy has robust sickness triggers and the SSG supports this process by ensuring that where appropriate formal action is taken.	No Info
HR04b - Total days lost through LONG TERM sickness absence	1593.5 Days Info Only	1105 Days Info Only	1258.5 Days Info Only		Approver Comments: The increase in long term sickness is having an impact on our overall sickness outturn. There appears to be a spike in medical absences and recovery this quarter. The SSG continues to ensure managers are doing all they can to support staff but to work and that they are following the Council's sickness absence policy.	No Info

Indicator Name	Results Sep-2018	Last Quarters Results Jun-18	Last Years Results Sep-17	RAG	Comments	Actions
HR05 - Average days lost due to sickness absence per FTE - profiled target	1.05 Days 2068 / 1978.77 Info Only	0.75 Days 1481 / 1962.73 Target: 0.64	0.91 Days 1783 / 1966 Target: 0.76	0   3   0	Approver Comments: There has been an increase in the quarter. The statistics are showing that this increase is mainly due to an increase in long term sickness absence. There has been a specific increase in medical procedures. Through the sickness scrutiny group chaired by the Chief Executive, we continue to review all absences on a monthly basis to identify trends, ensure managers are supporting staff back to work and also that they are using the formal procedure where appropriate. we are soon to launch health and wellbeing surveillance and awareness initiatives to provide additional support to staff. the flu vaccination will also be rolled out shortly.	No Info
ICT06 - Total number of incidents and service requests reported (ICT)	3542 Info Only	3382 Info Only	3714 Info Only		Approver Comments: Broadly in line with previous quarters.	No Info
Dacorum Delivers - Reputation and profile delivery						
WEB03 - Number of Website Users	132909 Info Only	139702 Info Only	128218 Info Only		Approver Comments: Levels slightly ahead of the same period last year.	No Info