



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 26 MARCH 2019 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 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

- (a) Q3 Performance, People and Innovation Performance Report (Pages 2 - 9)

Agenda Item 10a



Report for:	AGENDA ITEM: s Overview & Scrutiny
Date of meeting:	
PART:	1
If Part II, reason:	

Title of report:	Performance and Risk report Quarter 3 2018/19 – Performance, People & Innovation
Contact:	David Collins, Portfolio Holder Corporate & Contracted Services 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 3 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 Implications	There are no health and safety implications arising from 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>	This is a regular report to the committee detailing the performance of the relevant services for this committee over the last quarter. The review also considers operational risks and highlights any additional controls and assurances needed to address the issues raised.
Glossary of acronyms and any other abbreviations used in this report:	<ul style="list-style-type: none"> • IT – Information Technology team • FirstCare – The Council’s sickness management system • KPIs – Key performance indicators

Introduction

- 1.1 Performance reports are produced on a quarterly basis with information collated in the Council's new 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

Summary

- 2.1 Overall performance in quarter 3 is relatively positive. Of the eight targetable indicators, five were green and three were amber.

Detailed Analysis

4.1 Human Resources

4.2 Sickness absence has improved this quarter from last, and is broadly similar to 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 (staff wellness days, stress awareness courses, mental health first aider scheme) to prevent sickness as well as finding solutions to get people back to work quicker.

4.3 Staff turnover can help the organisation to understand its performance in relation to employee retention and motivation. The staff turnover rate has decreased in this quarter from last. A staff turnover rate between 10% - 15% is considered healthy as an industry standard.

5.1 IT and Digital Services

5.2 IT Systems availability (99.93%) was positive within the quarter. On 28/11/2018 there was a temporary outage of the Council's Remote Working technology, due to a Microsoft Bug. This issue was permanently resolved the same day.

Numbers of Website Users (131,195) were broadly in line with the previous quarter (132,909).

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 and robust quarterly contract meetings are in place to ensure these contracts are performing at the required level.

The 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. Over the last three months we have increased subscribers to Digital Digest.

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 continue to offer the CPD accredited management training course for middle managers and aspiring managers. Excellent feedback is regularly received.

HR continuously monitor the training need for leadership and design the corporate training offer to satisfy this need.

Leadership development is a theme within the New Normal Programme and this will be shaping the future leadership development programme.

PP_R018 Failure to understand and respond to the current and future technology needs of the Council

Technology is a key part of the New Normal Programme (as part of the People & Technology work stream) providing an opportunity to review the Council's technology approach and to ensure it is fit for purpose for future ways of working within DBC.

The refresh of desktop equipment for officers is now more than 60% complete and expected to complete by 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 near completion of work to replace equipment in DBC data centres, providing capacity for current and future requirements.

The replacement of the Planning/Building Control application is now under way and the new system expected to go later in 2019. Development of the Council's 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 99.93%. 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.

DBC was once again certified compliant for use of the Government's Public Services Network (PSN) by the Cabinet Office following independent penetration testing.

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

Indicator Name	Results Dec-2018	Last Quarters Results Sep-18	Last Years Results Dec-17	RAG 	Comments	Actions
Dacorum Delivers - Performance excellence						
HR02a - Turnover of staff	6 % Info Only	13 % Info Only	14 % Info Only		No Comments	No Info
ICT06 - Total number of incidents and service requests reported (ICT)	3955 Info Only	3542 Info Only	3332 Info Only		Approver Comments: The number of reported calls was relatively high this quarter. This is likely to be connected to the roll-out of new equipment.	No Info
ICT01 - Percentage of incidents resolved in less than 2 days	89% Info Only	93.5% Info Only	91.29% Target: 90	0 0 1	Approver Comments: Very slightly below target at a time when the Service Desk has had vacancies, absence and has been rolling out new equipment.	Complete hardware replacement project.
ICT02 - Availability of primary systems (office hours)	99.93% Target: 99	99.99% Target: 99	99.96% Target: 99	0 0 4	Approver Comments: Very good availability through the quarter with only brief outages, limited in scope.	No Info

Indicator Name	Results Dec-2018	Last Quarters Results Sep-18	Last Years Results Dec-17	RAG 	Comments	Actions
HR03 - Total days lost through sickness absence	1779.5 Days Info Only	2068 Days Info Only	1748.5 Days Info Only		Approver Comments: Sickness absence over the quarter remains at higher than target. Sickness absence over the quarter remains at higher than target, but is lower than last quarter. It is similar to the same quarter last year. The sickness scrutiny group continues to monitor sickness on a monthly basis and focusses on making sure the council is effectively supporting staff back to work as well as ensuring managers are using the sickness procedures effectively. We continue to promote wellbeing and health by: hosting a suite of wellness and stress courses, rolling out the flu jabs, health promotion and awareness. In March we will be offering wellbeing checks by a qualified nurse.	No Info
HR04a - Total days lost through SHORT TERM sickness absence	485 Days Info Only	474.5 Days Info Only	532 Days Info Only		Approver Comments: The sickness scrutiny group focusses on trends relating to short term sickness to identify where either additional support is needed for staff or if the sickness procedures should be followed.	No Info
HR04b - Total days lost through LONG TERM sickness absence	1294.5 Days Info Only	1593.5 Days Info Only	1216.5 Days Info Only		Approver Comments: Long term sickness still presents a big challenge. The sickness scrutiny group reviews all long sick cases to ensure the council is doing all they can to support staff back to work and that all the appropriate medical information is available to make decisions on an appropriate approach.	No Info

Indicator Name	Results Dec-2018	Last Quarters Results Sep-18	Last Years Results Dec-17	RAG 	Comments	Actions
HR05 - Average days lost due to sickness absence per FTE - profiled target	0.9 Days 1779.5 / 1968.68 Info Only	1.05 Days 2068 / 1978.77 Info Only	0.9 Days 1748.5 / 1949 Target: 0.62	0 2 0	<p>Approver Comments: The outturn is lower than last quarter and similar to the same quarter last year. The sickness scrutiny group continues to monitor sickness on a monthly basis and focusses on making sure the council is effectively supporting staff back to work as well as ensuring managers are using the sickness procedures effectively. We continue to promote wellbeing and health by: hosting a suite of wellness and stress courses, rolling out the flu jabs, health promotion and awareness. In March we will be offering wellbeing checks by a qualified nurse</p>	No Info
Dacorum Delivers - Reputation and profile delivery						
WEB03 - Number of Website Users	131195 Info Only	132909 Info Only	No Data Info Only		Approver Comments: Levels of traffic in line with previous quarter.	No Info