



AGENDA ITEM:

SUMMARY

Report for:	Finance and Resources Overview & Scrutiny Committee
Date of meeting:	4th July 2017
PART:	1
If Part II, reason:	

Title of report:	Performance and Risk report Quarter 3 2016/17 – Performance, People & Innovation
Contact:	Neil Harden, Portfolio Holder for Residents and Corporate Services Author/Responsible Officer: Robert Smyth, Assistant Director - Performance, People & Innovation
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 4, 2016/17.
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’. That is why it is important that it is able to meet its performance objectives and manage risk.
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 reviewed May 2017.
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 4 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.</p> <p>The review also considers operational risks and highlights any additional controls and assurances needed to address the issues raised.</p> <p>The focus of the service has recently expanded and it now includes:</p> <ul style="list-style-type: none"> - Performance, innovation and project management - IT and digital services - Corporate admin and support - HR and organisational development - Communications - Community partnerships
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 three key themes:
 - 1.2.1 Complaints handling
 - 1.2.2 Human Resources
 - 1.2.3 IT and Digital Services
- 1.3 Targets are included in those areas where it is appropriate and would act as a positive driver for performance behaviour.

Monitoring Performance

Summary

- 2.1 Overall performance across the different areas is positive. Of the nine targetable indicators; seven were green and two were amber.
- 2.2 The amber indicator for complaints was caused by delays in responses from the Housing and Planning teams. In two cases this was due to the complexity of the complaint and as a result of more information being required.
- 2.3 However, the launch of the new complaints system (and process) in April coupled with a programme of training and quality control will help to address this. ICT incident resolution was only just below target, which is a considerable achievement given the impact of the move to the Forum and 97% increase in incidents.

Detailed Analysis

Complaints Handling

- 2.4 The total number of Stage 1 complaints (125) is just below the previous quarter and performance remains within target. All Stage 3 complaints were also resolved in target. Three Stage 2 complaints were unresolved.

HR

- 2.5 The total days lost through sickness absence has reduced by 74 compared to quarter 4 in 2016. The total amount of days lost through short-term sickness absence has also reduced by 29.5% (compared to the previous year).
- 2.6 This reflects the positive work that the Sickness Review Project has put in place including reviewing every sickness case and the support of First Care.
- 2.7 The percentage of employees who have been repeatedly absent has also reduced from 3.57% (in 2015) to 2.48% (in 2016), which shows that the measures in place to support staff back to work are having a positive impact.
- 2.8 The total FTE compliment of staff is comparable to the position in 2016.

IT and Digital Services

- 2.9 The percentage of incidents resolved in less than two days (88.87%) is just below target. However, this represents a good performance given that the team had to deal with a 97% increase in incidents compared to 2016.
- 2.10 The Team are working to understand the cause of the increase in incidents, however it is likely to relate to Forum related actions and an increased visibility.
- 2.11 The number of website users in the quarter is 127,725.

Risk Management

PP_R011 Failure to deliver Digital Dacorum leads to poor customer experiences and increased costs from calls and face to face visits (No Change)

3.1 In the last quarter the focus has been on completing the existing Digital Dacorum programme. However, a new ICT and Digital Strategy has been published.

3.2 We have seen 123,254 unique website visits in the quarter and 79% of all payments are made in a digital or automated way. Printing is also down by 34%.

PP_R012 Failure to deliver an effective approach to the management of performance, projects and complaints (New Risk)

2.12 The majority of projects are being delivered on time and 70% of KPIs are on target.

PP_R014 Failure to achieve the service outcomes outlined in each of the new community contracts (New Risk)

2.13 All contracts have completed the procurement process and have gone live. We have held a number of contract meetings with each of the service providers.

PP_R015 Failure to effectively and proactively manage the media profile of DBC including social media (New Risk)

2.14 In Q4 we posted over 1,382 outbound messages across our 18 social media accounts, received 307 direct messages and had a total twitter reach of 4.18 million viewers.

PP_R016 Failure to effectively and proactively manage all aspects of employee relations (New Risk)

2.15 The HR team provides dedicated support and coaching for all managers engaged in employee relation issues. We also continue to enjoy good relations with our recognised Trade Unions (Unison and Unite).

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 (New Risk)

2.16 In the last quarter the Improvement and Innovation team have provided 40 days of internal 'change consultancy' to help services.

PP_R018 Failure to understand and respond to the current and future technology needs of the Council (New Risk)

2.17 A review of the Council's application estate has been completed and the lessons learned have been incorporated into the Council's new Technology & Digital Transformation Strategy.

2.18 We are also continuing to implement new technologies including upgrading to Skype for Business and installing Direct Access.

PP_R04 Failures in ICT resilience or security leading to significant system downtime (New Risk)

2.19 In Q4 overall systems availability was 99.99% and web availability was 100%. The Council is currently undergoing a cyber-security audit to reassure Members that we have a robust management process in place.