AGENDA ITEM: 7b

SUMMARY

Report for:	**Finance and Resources Overview & Scrutiny Committee**
Date of meeting:	**4th November 2015**
PART:	**1**
If Part II, reason:	

Title of report:	**Performance and Risk report Quarter 2 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 2, 2015/16.
Corporate objectives:	Effective performance and project managements are central to delivery of all the Council's objectives.
Implications: 'Value For Money Implications'	<u>Financial</u> Poor performance leads to increases in costs, waste and a failure to deliver key projects and service objectives. <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 September 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 2 Performance Reports 2. Quarter 2 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: - 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   The following report provides an assessment of performance and risk across the Performance and Projects Division in Quarter 2, 2015/16.

1.2   The report covers four operational areas:

1.2.1   Complaints handling
1.2.2   ICT systems[1] and process performance
1.2.3   Website availability
1.2.4   Productivity

1.3   A detailed review of the Division's risk register has also been undertaken and the result of this analysis is provided below.

Monitoring Performance

Summary

2.1 Overall performance continues to be positive. Of the seven targetable indicators; six (86%) were in target (Green) and one (14%) was just outside of target (Amber).

Detailed Analysis

Complaints Handling

3   The total number of complaints has reduced. More research needs to be undertaken to understand the cause of this. However initial discussions with the CSU suggest that this might be related to improvements in how we deal with key transactions including benefits and waste collection.

3.1 Over the last quarter complaints performance has improved. This reflects work to ensure that all teams are aware of the policy and process for managing a case.

3.2 A first draft of our complaints review has also identified areas for further development and we will be publishing a final review shortly.

ICT Systems and Process Performance

3.3 Service resolution remains above target and after a sustained recruitment and training campaign, we have now addressed issues related to 'processing of new starters'.

3.4 Nevertheless we are continuing to identify ways to improve the use of self-service including reviewing our self-service system.

3.5 The availability of primary systems[2] is also above target which demonstrates that our resilience activity has been successful. We are also in the process of upgrading our firewall which will further strengthen our capability.

Website Availability

3.6 Website availability (99.96%) is above target. However we are currently working on a re-design of our website which will improve its appearance and navigability. This is due to go-live in February.

Productivity Analysis

4   To ensure that we measure productivity and effectiveness we have created a new report looking at our high priority indicators (HPI).

4.1 The HPI are the thirty most important measures from across the organisation and together they provide a good indication of the overall performance of DBC.

4.2 In the last quarter twenty one (72%) of the HPIs was on or above target. Six (21%) were just outside of target and two were rated as significantly outside of target (7%).

Risk Management

Summary

5. There have been no changes to the residual or inherent risk scores. An update has been provided in relation to each risk.

Updated Risks

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

7.1 Progress has been made in delivering the Knowing What Works programme.

7.2 This includes nudge workshops and research into waste services. However more will be done over the next three months to ensure this approach is embedded across the organisation.

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

7.3 Work has begun on the re-design of our website. We have also started to develop new online functionality for benefits and council tax.

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

7.4 77% of strategic projects are being delivered on time. New project management guidance has been developed and implemented.

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

7.5 76% of all indicators were delivered in target and 17% were only just over target.

7.6 Our approach to performance management is well established and we are currently undergoing an audit to provide assurance as well as to identify any areas for improvement.

PP_R03 Services are not supported to deliver continuous improvement and innovation

7.7 We have launched a number of major change and improvement programmes. This includes Knowing What Works and Digital Dacorum. We have also launched our new Innovation Lab.

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

7.8 The ICT service has continued to achieve its indicator targets and it has improved performance in relation to new starter requests. A number of additional developments are also being implemented.

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

7.9 The Corporate Admin Team and Corporate Improvement and Innovation Team continue to provide an effective service. They are also supporting a number of external teams in reviewing and re-designing services.

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

7.10   A number of controls and improvements have been put in place including the roll-out of e-post. We are also bringing forward a dedicated project to reduce print and postage.