



AGENDA ITEM:

SUMMARY

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

Title of report:	Performance and Risk report Quarter 1 2019/20 – Performance, People & Innovation
Contact:	Andrew Williams, Leader of the Council and 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 1 2019/20.
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	There are no equalities implications arising from this report.

Implications	
Health And Safety Implications	There are no health and safety implications arising from this report.
Consultees:	None
Background papers:	Attached: 1. Quarter 1 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 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

Monitoring Performance

Human Resources

The Sickness absence outturn for Q1 has improved this quarter from last, but is slightly higher 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. Other sickness actions include 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.

A contributing factor to this overall increase has been a rise in musculoskeletal injuries. In light of this the Council has commissioned our H&S team to explore accidents at work trends and practices that staff are undertaking to see what improvements can be made to avoid future musculoskeletal injuries. This is exploratory work has now concluded and there are a series of actions that are now being implemented, including: new documented safety checks to ensure correct working practices are being followed and a bespoke service training programme to support manual handling. This project has principally been at the Cupid Green Depot, but CMT has recently approved this to be expended to all other front line / manual roles.

Line managers will be put through further training on sickness absence management to equip them to effectively and proactively manage sickness absence. Currently, an HR Adviser will closely coach managers on how to effectively manage sickness cases that arise in their area, which is resource heavy and can be more reactive. The key to effective sickness absence management is the ability to act quickly as well as appropriately. Trained, confident line managers are fundamental to this approach. These sessions will commence throughout the autumn/winter period.

4.3 Staff turnover can help the organisation to understand its performance in relation to employee retention and motivation. The projected annual staff turnover remains similar to the last quarter and still within recognised healthy industry standard (between 10% - 15%).

5.1 IT and Digital Services

5.2 IT Systems availability (100%) was positive within the quarter with no outages of core systems.

The number of Website Users (172,750) was a significant increase over both the previous quarter (142,588) and the same quarter in the previous year (139,702). MyDacorum, the online portal for residents, is proving a success with around 1500 registered users by the end of the quarter.

Risk Management

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

The Digital Dacorum has effectively been replaced by the New Normal programme which includes a significant strand of both customer focused and internal Technology projects. This risk will be removed from the register as New Normal is reported under PP_R018.

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, their performance is also report to the Housing and Community Overview and Scrutiny Committee.

The performance boards are set up to measure the 'Everyone Active' contract and progress on the delivery of the action plan that supports the Sports and Leisure strategy reports every six months to Housing and Community Overview and Scrutiny Committee.

PP_R015 Failure to effectively and proactively manage the media profile of DBC including social media

There is continued growth our social media channels and is used as a primary communication tool. Our social media policy will soon be reviewed and updated. We continue to grow 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.

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.

A new learning system has been launched which can provide better management information on training needs and uptake on mandatory courses.

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.

Phase one of replacing desktop equipment for officers (around 420 devices) is now complete with Phase 2 (around 95 devices) well under way. 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 final stages of work to replace equipment in DBC data centres, providing capacity for current and future requirements, and the detailed planning of procurement of a new Microsoft Enterprise Agreement. The new agreement provides the option for the Council to move much of its Microsoft application estate to their 365 (online) service.

The replacement of the Planning/Building Control application is now well under way and the new system is expected to go live in October 2019. Development of the Council's CRM solution continues and a major upgrade to the Finance system is planned to go live in September 2019. A new HR system is expected to go live in Q4.

PP_R04 Failures in ICT resilience or security leading to significant system downtime

In Q2 overall systems availability was 100%. 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.

The Council continues to review options around deployments of new or upgraded systems, whether hosted on our premises or remotely, to ensure that resilience, security and compliance are reliably assured.