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 2 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 Communities) 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 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: 'Value For Money Implications'	<u>Financial</u> Poor performance could lead to increases in costs as well as reducing the value of our service offer. <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 2 Operational Risk and Performance reports
Historical background *(please give a brief background to this report to enable it to be considered in the right context).*	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:	• 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). The performance report for the division is attached and it examines progress in relation to two key themes:

- Human Resources
- IT and Digital Services

Monitoring Performance

Human Resources

1.2 The Sickness absence outturn for Q2 has increased in this quarter from last, but has decreased from the position 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, to prevent sickness as well as finding solutions to get people back to work quicker. We have recently rolled out the flu jab for all front line workers in preparation for the winter months and carried out 'know your numbers' sessions, where a nurse undertakes vital health checks on staff (e.g. blood pressure, diabetes, BMI).

1.3 Musculoskeletal absence continues to have an impact on the higher levels of sickness absence. The Corporate health and safety exploratory stage of the project into accidents at work has concluded and the actions are being implemented, including: new documented safety checks and a bespoke service training programme to support manual handling.

1.4 Line managers will be put through further training on sickness absence management throughout the winter 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.

1.5 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 a recognised healthy industry standard (between 10% - 15%).

IT and Digital Services

1.6 IT Systems availability (99.95%) was positive within the quarter. There were two very short-term issues: one the result of a hardware (disk) failure within the primary data centre; the other (which affected satellite offices) due to an issue with a third party telecoms provider.

1.7 Numbers of Website Users (144,681) represented a drop from the previous quarter (172,750), likely to be due to holidays, but a year-on-year increase of around 9% reflects continued development of website and commitment to make transactions available online.

Risk Management

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

There is continued growth our social media channels and is used as a primary communication tool. 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 HR 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 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 100 devices) around 50% complete. As well as access to enhanced software, the new equipment provides a greater flexibility in working arrangements, such as mobile working.

The quarter saw a major upgrade to the Council's Finance system implemented. The replacement of the Planning/Building Control application is close to completion and the new system expected to go later in 2019. Development of the Council's CRM solution continues and a new HR system is expected to go live by the end of the financial year.

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

In Q2 overall systems availability was 99.95%. 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.

Q3 sees the beginning of the Council's application for continued accreditation within the Cabinet Office PSN (Public Sector Network), including penetration tests designed to expose potential vulnerabilities by third party security experts.