



## AGENDA ITEM: 8b

### SUMMARY

<b>Report for:</b>	<b>Finance and Resources Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>7<sup>th</sup> June 2016</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Performance and Risk report Quarter 4 2015/16 – Performance, People &amp; Innovation</b>
Contact:	Neil Harden, Portfolio Holder for Residents and Regulatory Services  Author/Responsible Officer: Robert Smyth, Assistant Director (Performance, People & Innovation)
Purpose of report:	To provide the Committee with analysis of performance of services and functions provided by the Performance, People and Innovation division within Dacorum Borough Council.
Recommendations	That the Committee notes the contents of the report and the performance of the division for Quarter 4, 2015/16.
Corporate objectives:	Effective performance and project managements are central to delivery of all the Council's objectives.
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>  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 May 2016
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 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 as well as outlining any actions and plans for the forthcoming period.</p> <p>This 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"> <li>- Performance, innovation and project management</li> <li>- ICT and digital transformation</li> <li>- Corporate admin and support</li> <li>- HR and organisational development</li> <li>- Communications</li> <li>- Community partnerships and leisure</li> </ul>
Acronyms	ICT – The DBC Information & Technology team

## 1. Introduction

- 1.1 Performance reports are produced quarterly with information collated in Corvu, the Council's performance management system.
- 1.2 The performance report for the division is attached and it examines progress in relation to a number of themes:
  - 1.2.1 Complaints handling
  - 1.2.2 HR
  - 1.2.3 IT systems and support
  - 1.2.4 Website availability
- 1.3 A detailed review of the risk register has also been undertaken and commentary on changes or controls is provided. The report also notes plans to review the existing indicator set to make sure performance monitoring reflects the work of the department.

## New Structure

- 1.4 Following the retirement of the Assistant Director (Chief Executive's Unit) and Monitoring Officer in April of this year, the Head of Paid Service, acting under delegated powers, approved a small number changes to the existing Leadership Team.
- 1.5 The changes approved to the Leadership structure are as follows:
  - Delete the role of Assistant Director (Chief Executive's Unit) from the structure.
  - Create a new role Solicitor to the Council and Monitoring Officer. This role will replace the existing Group Manager (Legal Governance) role which will be deleted from the structure. The new role will report directly to the Chief Executive and have line management responsibility for the Group Manager (Democratic Services).
  - The fixed term post of the Assistant Director (Performance and Projects) will be confirmed as a substantive post in the structure and renamed Assistant Director (Performance, People & Innovation).
  - The Group Manager (People) will report to the Assistant Director (Performance & Innovation) and also have line management responsibility for the Performance and Innovation team and Corporate Administration.
  - The Group Manager (Commissioning, Procurement and Compliance) will report to the Assistant Director (Finance and Resources)

## **Monitoring Performance**

### Summary

- 2.1 Overall performance across the different areas is positive, although further improvement is needed. Of the nine targetable indicators; six were green, one was amber and two were red.
- 2.2 The two red indicators related to the percentage of new starter requests processed in 5 days and the average days lost due to sickness absence. However it is worth noting that sickness absence is reducing following a series of initiatives, policy changes and improvements in the way we monitor performance.

### Detailed Analysis

#### *Complaints Handling*

- 2.3 The total number of complaints (163) in the quarter is identical to the previous year; however it represents an increase over the previous quarter (112). Nevertheless overall performance continues to improve.
- 2.4 The percentage of stage one and stage two complaints resolved in 20 days stands at 98.68% (target 80%) and 86.67% (target 80%).
- 2.5 The percentage of stage 3 complaints resolved has also improved to 100% with no complaints being dealt with outside of the allotted time.
- 2.6 The detailed complaints review has also been completed (by our Innovation and Improvement Team) and a proposal to revise and rationalise our complaints process is being considered at Cabinet in June.

#### *HR*

- 2.7 The total days lost through sickness absence has reduced by 109 compared to quarter 4 in 2015. The total amount of days lost through long-term sickness absence has also started to reduce.
- 2.8 The average number of days lost has also started to reduce although it remains above target.
- 2.9 This improvement has been achieved through the recent introduction of a new approach to managing sickness absence. This project includes implementation of Firstcare, changes in our sickness policy, new monitoring reports and a detailed review of existing sickness cases. The improvement trend appears to be continuing throughout April and May 2016, realising an outturn below the sickness target.
- 2.10 The sickness project will continue throughout 2016/2017 to assist in driving sickness down and achieve the Council's target.
- 2.11 The HR service will also be implementing and delivering a 'People Strategy' in 2016, which sets out to align the workforce so that staff have the right skills and behaviours to drive the performance of the Council and ensure corporate objectives are met.

## *ICT Systems and Process Performance*

- 2.12 Over Q4, the ICT resolved a total of 2394 service requests and incidents.
- 2.13 As a result of significant staff vacancy levels we have seen a drop in performance in relation to service resolution and the processing of new starter requests. However we have now recruited and with a full staffing complement, we expect that performance will return to the target level in the next quarter.
- 2.14 The performance of the ICT systems (99.95%) and website availability (99.89%) continue to be high, reflecting work to improve the resilience and effectiveness of the network.
- 2.15 In 2016/17, the ICT team expect to deliver a series of innovative projects.
- 2.16 The current remote access solution for laptop users will be replaced by a more flexible product from Microsoft, Direct Access. This will allow users to make use of more niche applications not currently supported for those working from home and will also underpin the introduction of video conferencing.
- 2.17 Video Conferencing will be provided using Microsoft's Skype for Business product, which is an enhancement of the existing Lync messaging system. This will be available to laptop users initially before being rolled out to users of tablets. Specialist video conferencing equipment will be available for use in Forum meeting rooms.
- 2.18 The Web and ICT Teams will work together to deliver an expanded use of CRM within the Council, supporting operational efficiencies, better use of data and enhanced website functionality.
- 2.19 In 2017, enhancements to the existing Tablet (iPad) email and network access solution (Good for Enterprise) will be deployed, providing users with significantly improved functionality.
- 2.20 A review of corporate applications will take place in 2016, providing a foundation for a renewed application and broader ICT strategy to be produced in 2017.
- 2.21 The Service Desk will be introducing a self-service portal for users to log requests, follow their progress and access targeted FAQs

## New Indicators

- 2.22 As part of the service planning process we are reviewing the department's indicators (and targets) in order to ensure that our measures reflect the objectives, plans and risks of the department (and organisation).

## Service Highlights

Over the last 12 months we have delivered a number of improvements and changes:

### **ICT**

- Replaced entire firewall architecture
- Achieved PSN Accreditation
- Rollout of iPads, Good for Enterprise & Modern.gov
- Direct Access Proof of Concept
- Replaced Intranet server with updated SharePoint implementation
- Capita payment system upgrade

### **Web Team**

- Delivered technical changes to allow new look and feel for website
- Payment portal implemented
- Series of e-forms developed and deployed (some v. complex such as change of circumstances)
- Continued support for Northgate CRM integrations

### **People, Communications & Community Partnerships**

- Launched on-line appraisal system
- Introduced a new sickness management system and sickness absence policy.
- Introduced Apprenticeship Scheme for 2016
- As part of workforce planning, a new 'Leading on Dacorum' training programme was launched
- A new Communications Strategy was introduced which set our future approach to social media and a focus on the use of video media,
- Commenced the commissioning process to contract voluntary sector services to replace the Strategic Partner programme. All new contracts to commence by December 2016.
- Successfully delivered year 1 of 'Get Set, Go Dacorum' Project. Year 2 also on track to meet performance indicators.

### **Performance & Innovation**

- Launched new Digital Dacorum programme including new website, improved content and putting more services online
- Established new project management guidance
- Improved performance across a range of key indicators
- Undertook research projects into channel shift, planning and environmental services
- Rolled out e-post and our new document management system
- Scanned documents for teams as part of the move to the Forum
- Provided high quality post service while reducing costs

## Risk Management

### Summary

3. There have been no fundamental changes in Q4. However each risk has been reviewed and a progress update has been provided.

### Reviewed Risks

#### **CU\_M02 Failure of Council staff to understand and embrace localism & CU\_M03 Failure to prepare policy and strategy around localism.**

- 3.1 The Community Partnerships Team continues to deliver a range of community capacity related activities and our housing and resident services also run a range of programmes and initiatives.

#### **PP\_R01 the organisation does not have the necessary systems, resources or capacity to support evidence based decision making**

- 3.2 We have introduced a range of tools, initiatives and programmes to promote EBDM. This includes live prototyping, service re-design work, evidence-led reports and work on CRM.

#### **PP\_R011 Failure to deliver Digital Dacorum leads to poor customer experiences and increased costs from calls and face to face visits**

- 3.3 The new Digital Dacorum strategy and plan is continuing to deliver.
- 3.4 Our new website has gone live, we have re-written our content and we have introduced a number of new online services including housing benefits and homelessness reporting. We have also held digital inclusion events, improved our social media profile and we are working on a plan to increase channel shift.

#### **PP\_R012 Failure to deliver an effective corporate wide approach which ensures that projects are delivered on time and on budget**

- 3.5 We have established new project management guidance and training for all project managers. We have also introduced a series of mechanisms and actions to improve the way we manage projects. In Q4 – 75% of all projects were on time.

#### **PP\_R013 Failure to deliver an effective corporate wide approach to performance monitoring and management**

- 3.6 In the last quarter 89% of all indicators were on target which is one of the highest levels recorded for the organisation. We have introduced a number of improvements and we are continuing to develop our reporting system (Corvu) to make it more effective.

**PP\_R03 Services are not supported to deliver continuous improvement and innovation**

3.7 We are running a range of innovation programmes and ideas including setting up a 'service design group', piloting 'human design training' across the organisation and developing service re-design training for managers.

3.8 We have completed two funded pilots with the Local Government Association and the Department for Communities and Local Government.

**PP\_R04 The organisations approach to ICT does not enable us to provide a high quality and cost effective service**

3.9 The team continues to deliver effective performance across the service desk, infrastructure and business applications. We are also making improvements and upgrades including work to introduce a new network access solution and a replacement to make it easier to video conference.

**PP\_R06 Lack of resources or capacity to deliver the work of corporate support or performance and projects**

3.10 Detailed plans are in place and the directorate is currently undergoing changes to support the move to a digital print and post room. This includes the introduction of new print and post software, support for scanning and paperless and a more streamlined team structure.

3.11 Training has also been provided to support the roll out of electronic document and records management.

**PP\_R09 Failure to deliver a 'paperless' approach to work including reducing outgoing and incoming post levels**

3.12 A number of controls have been put in place including the full roll-out of e-post, the launch of a new printing report platform (to identify who is printing and posting) and the forthcoming introduction of new print and post software. In April this month we have achieved a 20% reduction on printing compared to the previous year.

**New Risks**

3.13 As part of the service planning process and in light of the realignment of functions, we are reviewing the department's risks to ensure that they better reflect the risks facing the team (and the organisation).