



AGENDA ITEM: 10

SUMMARY

Report for:	Finance and Resources Overview & Scrutiny Committee
Date of meeting:	6 September 2016
PART:	1
If Part II, reason:	

Title of report:	Performance and Risk report Quarter 1 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 1, 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 July 2016.
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 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>	<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 performance management system (CorVu).
- 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.
- 1.4 In light of the new service plan, a fundamental review of the risk register was undertaken and a summary of the changes is included.

Monitoring Performance

Summary

- 2.1 Overall performance is very positive. Of the eight target driven indicators, seven are on target and one indicator (incident resolution) is just outside target.
- 2.2 In particular the organisation has seen a significant improvement in sickness absence performance as well as in the percentage of new starter requests processed in five working days.

Detailed Analysis

Complaints Handling

- 2.3 The total number of 'Stage 1 complaints' received (135) is 14% lower than the same period in 2015. However it is too early to determine whether this is a long term trend.
- 2.4 Nevertheless overall performance in relation to complaints remains very good. The Council is on target across all three stages of its complaints process and in Stage 1 it achieved 97.78% compliance compared to 89.17% the previous year.
- 2.5 Cabinet recently approved a new complaints policy and once that is implemented, it is expected to further improve the quality and speed of our response.

HR

- 2.6 The Council has made significant progress in tackling sickness absence. The total number of days lost (1019.25 days) is 30% lower than the previous year. Most striking is the reduction in long term sickness absence from 1096 days in Q1 2015 to 649.5 days in Q1 2016.
- 2.7 This has been achieved as part of a dedicated project which involved reviewing policies, a detailed evidence based report and the introduction of FirstCare. The project also led to the creation of a sickness review panel and a greater focus with managers on addressing long term cases.
- 2.8 The total FTE compliment of staff has increased slightly compared to the previous quarter, but it is 3.4% lower than in 2015.

IT and Digital Services

- 2.9 The percentage of incidents resolved in less than two days has improved in the last quarter but performance is just outside of target (89.46% compared to 90%). However recent recruitment and a focus on process should ensure that the target is hit in the next quarter.
- 2.10 The percentage of new starter requests has improved significantly and system and website availability continues to be high.
- 2.11 For the first time this report has also included details on the number of website users in the quarter (123,748) to give a sense of the impact and scale of digital services.

Risk Management

Summary

2.12 Following a fundamental review and as part of the joint service plan, a number of changes have been made to the risk register. This is to ensure that the risk profile properly reflects the focus for each of the teams within the division.

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 The Council is continuing to make good progress in digitising the way it communicates and provides services.

3.2 Compared to Q1 2015, website visits have increased by 18%, face to face visits have reduced by 24% and there has been a 20% reduction in printing.

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

2.13 This is a new risk focused on the need to effectively manage the Council's approach to performance, projects and complaints.

2.14 In the last quarter overall management was positive. The majority of KPIs (72%) and projects (70%) were on target. Furthermore the Council received 135 complaints in the quarter and 98% were resolved in the agreed deadline.

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

2.15 This is a new risk which considers the impact of not achieving the outcomes from each of the new voluntary sector commissioning contracts.

2.16 In terms of progress, all contracts have been out to tender and one is currently live. The remaining contracts will be completed by the end of the calendar year.

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

2.17 This is a new risk to ensure we manage the media (and social media) profile of the Council.

2.18 The Council continues to manage its profile successfully. In the last quarter it posted 953 messages across its media channels and had a total twitter reach of 1.76million. It also ran a number of successful campaigns and the Communications Team was nominated for two CIPR awards.

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

2.19 This is a new risk considering employee relations.

2.20 Over the last quarter the HR team has continued to support and coach managers through all employee relation cases. Furthermore the Council will be launching its new People Strategy in autumn and analysis from 2015/16 showed that turnover rates are lower than that of other similar councils.

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)

2.21 This is a new risk focusing on the need to manage organisational change and staff development.

2.22 The Council is undertaking a number of projects to help develop the change capacity of the organisation. This includes creation of a Forum culture guide, work on the People Strategy and a project to build on the findings from the staff survey.

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

2.23 This is a new risk which concerns the importance of responding to the current and future technology needs of the Council.

2.24 An invitation to tender is currently live on the procurement portal for the provision of a corporate Applications Review. The IT team is also looking at the structure of support for business applications. Work is also continuing on implementation of new technology include a new remote access programme (Direct Access) and Skype for Business.

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

2.25 This is a new risk that considers the impact of service downtime due to failures in ICT resilience or security.

2.26 An agreement has been reached for new resilient connectivity between The Forum and the data centres (removing common path to local BT exchange). The council is PSN compliant and in Q1 overall systems availability was 100%.