

To : Roger Gough
From : Katherine Kerswell and David Cockburn
Subject : Member briefing following PAT and DAT

Further to the agreement to develop our performance management framework at the Cabinet meeting of 20th June, 2011, the first meetings of the Performance Assurance Team and Delivery Assurance Team have been held. These two meetings form part of KCC's system of challenge and assurance and will focus monthly on examination of particular areas of performance, project delivery and risk.

Performance Assurance Team - Tuesday 28 June 2011

At its first meeting PAT called in two issues from Core Monitoring for detailed discussion.

Highway Repairs

The indicator for routine highway repairs completed within 28 days was called in due the Red RAG rating for the last quarter and because the target of 90% had not been achieved for any quarter in the last year.

A detailed paper was presented by John Burr and discussed by the group. The paper showed detail context data on backlogs and service demand levels.

The detailed data on backlog revealed a situation of continued improvement over the year. A year ago the repair backlog was twice the volume of the current monthly in-coming demand. The position as at June was a backlog less than 10% of the incoming monthly demand level.

The prognosis was that given the work to address the backlog, performance on the headline indicator would be improved for the quarter to June (actual performance for the quarter is 87% the highest rate achieved in over a year) and that performance would probably be rated Green ahead of target for the following quarter.

Discussion also focused on the current 28 day measure in comparison to a customer satisfaction measure. Cost of and validity of collection methodology is an important consideration and we will investigate options to develop more customer satisfaction measures going forward.

Risks : General deterioration in infrastructure against costs to replace would continue to be a pressure and this projects an increasing demand for repair year on year. An increase in demand over available resource from another harsh winter could potentially cause another increase in backlog and a consequent deterioration of performance. This risk is increased due to cuts to available funding. However to mitigate this, the new contract will allow more flexible use of resource which can be varied to levels of demand over the year. Resource level utilisation will need careful monitoring as we go into winter.

Contact Kent – calls answered within 20 seconds

This indicator was called due to a falling trend for three quarters in a row, leading to the indicator having fallen from a Green to an Amber RAG rating in the last quarter.

Derek Smith presented a detailed paper which outlined demand and resource levels.

The report revealed that at the start of April, due to new services transferring into the contact centre and a reducing resource level, performance had been compromised and was running at below 50% (target 80%) and would therefore be rated Red for the quarter with little chance of this recovering until significant action and new resource input was made.

Following the meeting the issue was referred to CMT for a more detailed discussion who endorsed an immediate short-term increase in resource to assist with the situation and global communication to staff through K-net has also been put in place to highlight the problems being experiencing in the contact centre – demand exceeding available resource. A review of resourcing levels and processes is underway.

A detailed action plan for recovery has been prepared and is to be discussed at the next PAT meeting on 1 August. This includes a LEAN review of all business processes in the contact centre, a new three tier target level for different services (i.e. callers for non-critical services will have to accept longer waiting times), new funding mechanisms from service areas based on changing and actual demand levels and a review of base resource levels funding. A longer term contact centre strategy review has also been initiated with initial findings due in September/October.

Risks : There are significant reputation risks around this issue and significant risks going forward in terms of delivery of savings targets. Reducing demand on the contact centre in the future is dependent on the successful delivery of other strategies such as Channel shift.

Delivery Assurance Team - Tuesday 12 July 2011

At its inaugural meeting, DAT started to develop a programme dashboard and portfolio of projects for regular review, it called in two programmes for detailed discussion.

SORP Programme Overview

The SORP (Statements of Required Management Practice) Programme is a key programme in the Change to Keep Succeeding organisational transformation portfolio. DAT will assure effective delivery the programme and provide recommendations to CMT on each SORP prior to launch to managers and staff.

Liz Sanderson presented a detailed set of programme documents relating to 10 SORPs which are to be developed by April 2012 followed by active discussion of the mechanisms for communication, training and embedding.

Budget Savings 2011/12 Programme

Three red PIDs were called in by DAT for closer scrutiny:-

- PID 79 – Review of high cost cases
- PID 69b – Commissioning – reduction in Children’s Trust & Partnership development
- PID 91d – ELS Management Structures

Following robust discussion with accountable Directors, Andy Roberts and Alistair Pettigrew, DAT considered the original PID proposals to be longer deliverable as originally developed, replacement PIDs would be drawn up and presented to August DAT to deliver the savings in 2011/12.

Another paper, by Jeff Hawkins, proposed that there could be further middle office cost savings to be found. It was proposed that an external partner is appointed to assist KCC in drawing out additional savings. DAT advised that a business process change exercise that enables us to identify those efficiencies should be undertaken, rather than just another Resource Activity Analysis exercise. A presentation was subsequently provided to the Cabinet/CMT awayday on 19 July on FSC Middle Office Savings.

(Replacement PIDs have since been delivered to Governance & Audit Committee at the end of July) and the detail will be reviewed at the August meeting of DAT. Further PIDs will be selected in August for assurance at future DAT meetings.