

**BRISTOL CITY COUNCIL**

***Business Change and Resources Scrutiny Commission***

***(28/09/2015)***

**Report of:** Strategic Director – Business Change

**Title:** Q1 Outturn Performance Report 15/16

**Ward:** Citywide

**Officer Presenting Report:** Max Wide

**Contact Telephone Number:** 0117 3574133

**RECOMMENDATION**

To note the Business Change Outturn Performance Report for Quarter 1 of 2015/16

**Summary**

The report and appendix are a summary of the main areas of progress towards delivery of the Corporate Plan 2014-17.

**The significant issues in the report are:**

The most significant highlights, milestones and performance issues are contained within the Business Change 2015/16 Quarter 1 Outturn Performance Report (Appendix A)

**Policy**

1. N/A

**Consultation**

**2. Internal**

Directorate Leadership Team

**3. External**

N/A

## 4. Context

The mayoral themes formed the basis of the Corporate Plan 2014/17 that was agreed at Full Council on 22<sup>nd</sup> July 2014. A suite of measures of success (including both performance indicators and key projects) have subsequently been agreed to determine progress towards the strategic objectives identified with the Corporate Plan.

As Business Change only accounts for five Corporate Plan measures (2 PI's pre-fixed BCP and 3 projects), detailed information for all the Business Change DLT measures have been included for information. These measures of success are sorted by service area, and graphs have been produced to track performance over the past two years (where available) identifying any trends or significant changes.

It is not possible to provide any Core City benchmarking data as the majority of performance measures are specific to Bristol City Council only. Research is ongoing to see whether common indicators such as sickness absence and response times to FOI requests are measured consistently and to the same definition by every Core City, to enable effective comparison to take place.

Appendix A (Business Change 2015/16 Quarter 1 Outturn Performance Report), reports on key measures in delivering the Corporate Plan, and can be summarised as follows:

- Of the 12 PIs for which data was due in Q1 (and which had a target against which to measure), 3 (25.0%) are currently on or above target and 9 (75.0%) below target
- Data is not due for three annual performance indicators until April 16
- Targets have not been set for two indicators as they are new for 15/16 and therefore providing a baseline for future comparisons.

Headline findings for the quarter:

- ICT requests via self-service are increasing, reducing the impact upon the service desk
- The new online registrations service is proving a success with 657 appointments (17.3% of all appointments) made through this service during its first three months of operation

## **OSMB Observations**

A report has been presented to the Overview and Scrutiny Management Board (OSMB) on the 26<sup>th</sup> June 2015, summarising performance across the organisation; this report focuses on the contribution of this Directorate in delivering the Corporate Plan.

Matters that were of concern to OSMB in respect to Business Change on the 26<sup>th</sup> June were:

- BCP183 – Overall satisfaction with Council Services

## **Proposal**

5. The Commission is asked to note the contents of the summary outturn report.

## **Other Options Considered**

6. N/A

## **Risk Assessment**

7. N/A

## **Public Sector Equality Duties**

8. Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:

- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
- ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to -
  - a. remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
  - b. take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);and

- c. encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
  - a. tackle prejudice; and
  - b. promote understanding.

## **Legal and Resource Implications**

### **Legal**

*N/A*

### **Financial**

#### **(a) Revenue**

*N/A*

#### **(b) Capital**

*N/A*

**(Financial advice provided by *N/A*)**

### **Land**

*N/A*

### **Personnel**

*N/A*

**(Personnel advice provided by *N/A*)**

## **Appendices:**

**Appendix A:** Business Change 2015/16 Quarter 1 Outturn Performance Report.

## **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

### **Background Papers:**

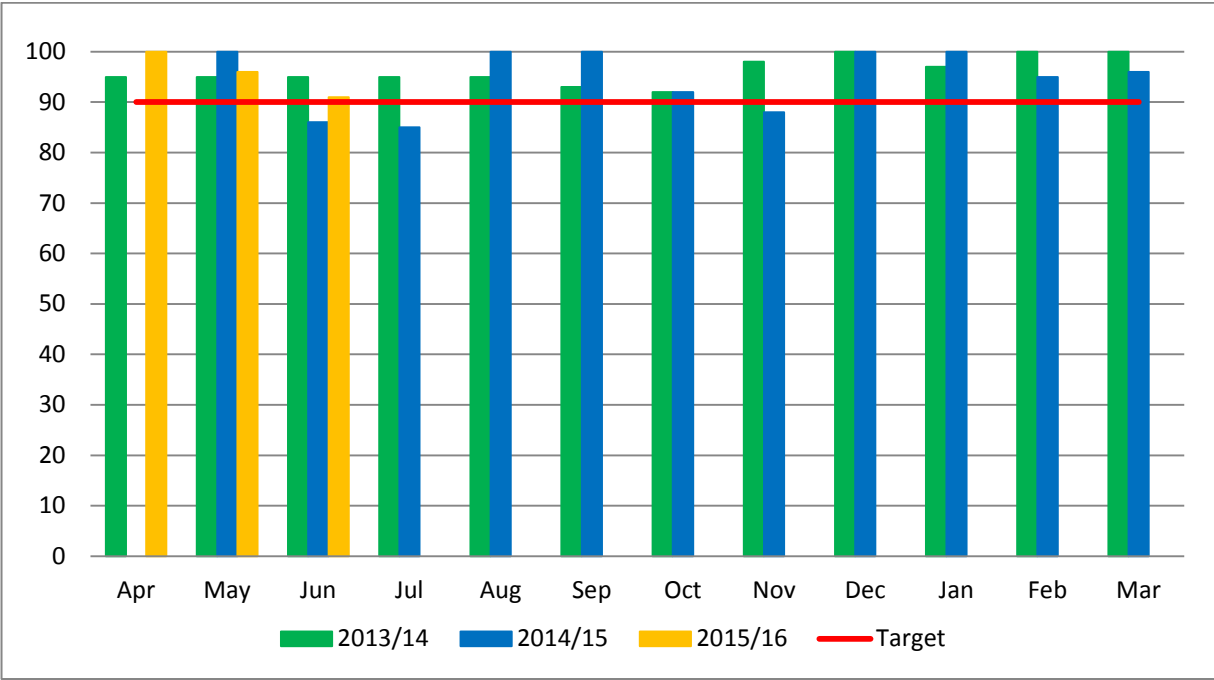
None

# Business Change 2015/16 Quarter 1 Outturn Performance Report

## BUSINESS CHANGE & ICT – DLT measures

Summary						
Status	Code	Title	+/-	Prev Year End	Annual Target	Actual to Date
Above target	BU115	Customer satisfaction (%) with ICT service desk service	+	96%	90%	91%
Above target	BU160	% Key ICT system availability	+	n/a	99.50%	99.9%
Below target	BU163	Percentage of ICT requests using self-service	+	23%	30%	29%

### BU115 Customer satisfaction (%) with ICT service desk service



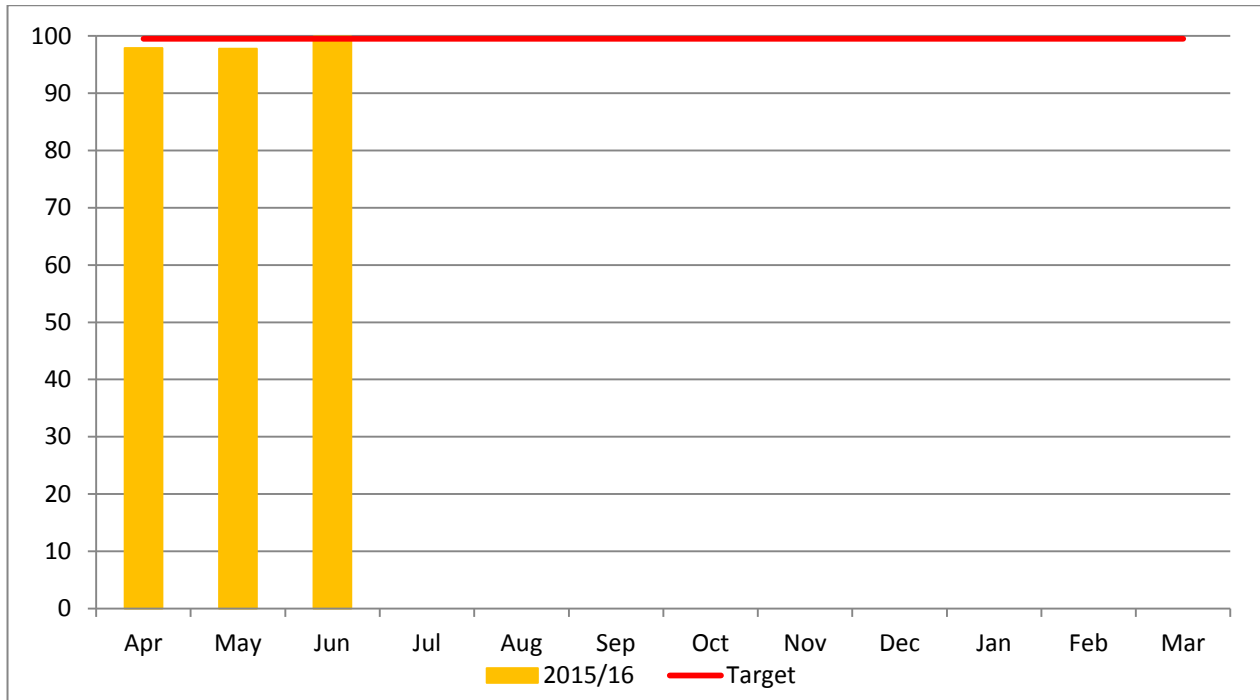
This PI measures the percentage of customers satisfied with the ICT service desk based on a 10% sample of staff registering a call with the ICT service desk.

The target has been achieved throughout Q1 2015/16.

### BU160 % Key ICT system availability

This PI measures the percentage availability of the following key corporate systems in line with the SLA defined targets:

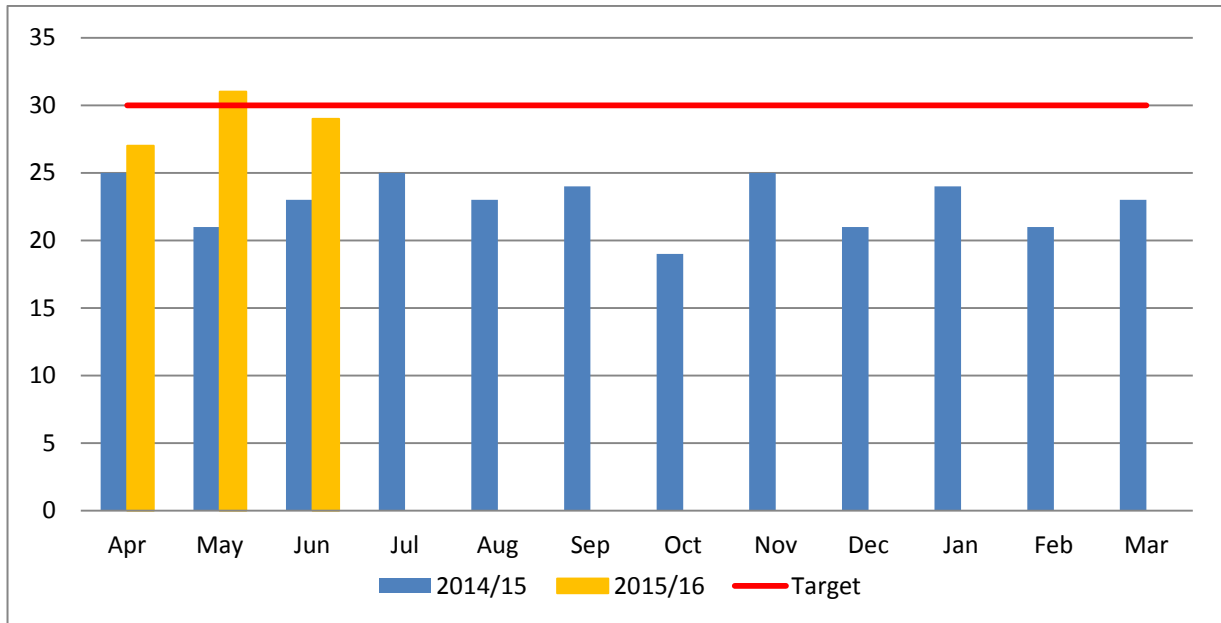
- Web site
- Email
- Source
- ABW
- Vision
- Digital Platform
- Office tools
- Alfresco



The target of 99.5% was achieved in June but a number of factors affected performance in April and May such as loss of VPN due to outage of 3rd party authentication services and Digital Services losing waste forms and booking capabilities. However the persistent waste forms issue should be resolved when moving to the new waste company and the booking capability is under review as part of a service improvement programme.

**BU163 % of ICT requests using self-service**

This PI measures the percentage of incidents and service requests carried out through ICT self-service channels. Its purpose is to monitor the number of ICT self-service transactions and the impact on the service desk. With the development of self-service channels it is anticipated that demand on the service desk will reduce.

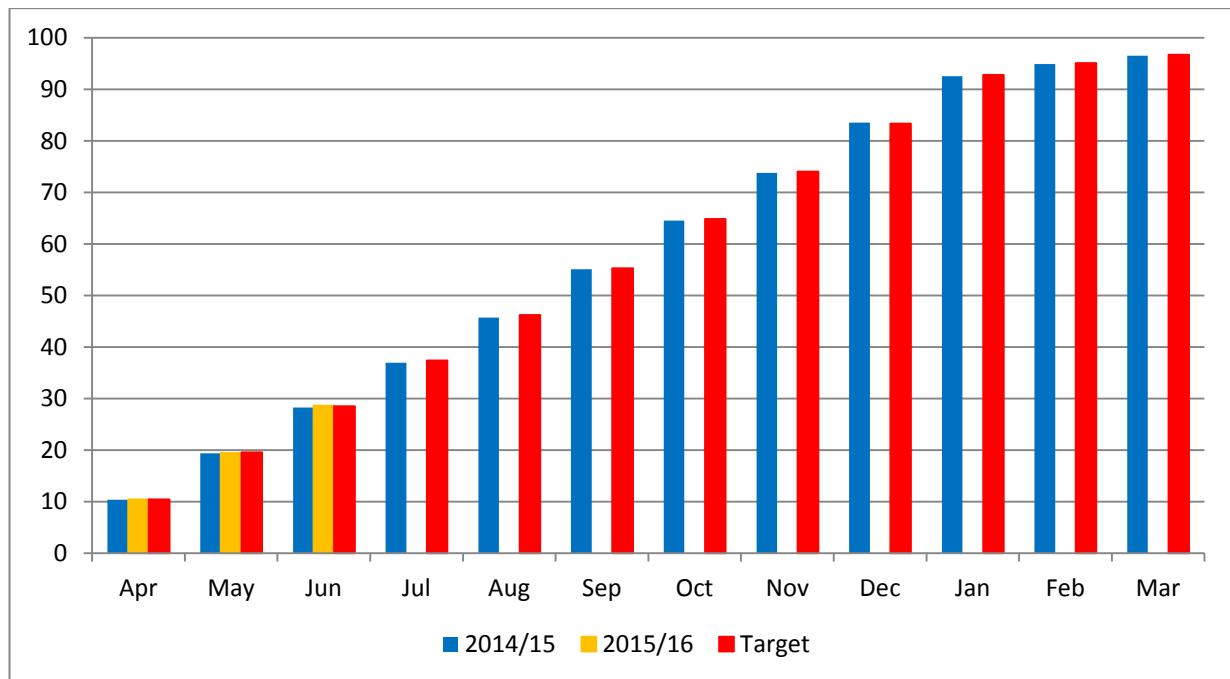


Performance has been steadily improving over the last few months with the target being exceeded for the first time in May 2015. Although performance fell just below the target in June it is clear that it is significantly improved when compared to the same period last year.

## CITIZENS SERVICES – DLT measures

Summary						
Status	Code	Title	+/ -	Prev Yr End	Annual Target	Actual to Date
Above target	BU016	Percentage of Council Tax collected	+	96.47%	96.70% (Q1=28.51%)	28.65%
Below target	BU017	Percentage of non-domestic rates collected	+	98.04%	98.00% (Q1=31.67%)	31.37%
Well below target	BU220	% Digital channel shift achieved for Citizens Services overall	+	n/a	30%	23.0%
Well below target	BU227	% Corporate FOI requests responded to within 20 working days	+	n/a	90%	76.5%

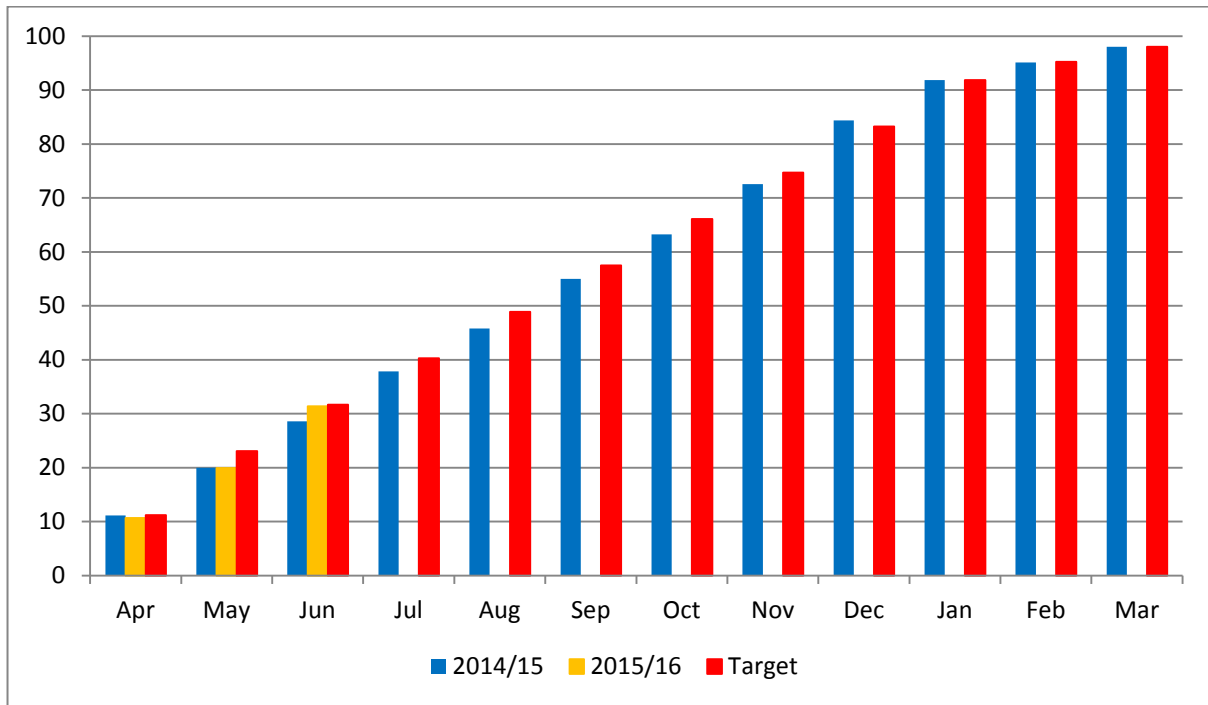
### BU016 – Percentage of Council Tax collected



At the end of June 2015 the target of 28.51% had been achieved.

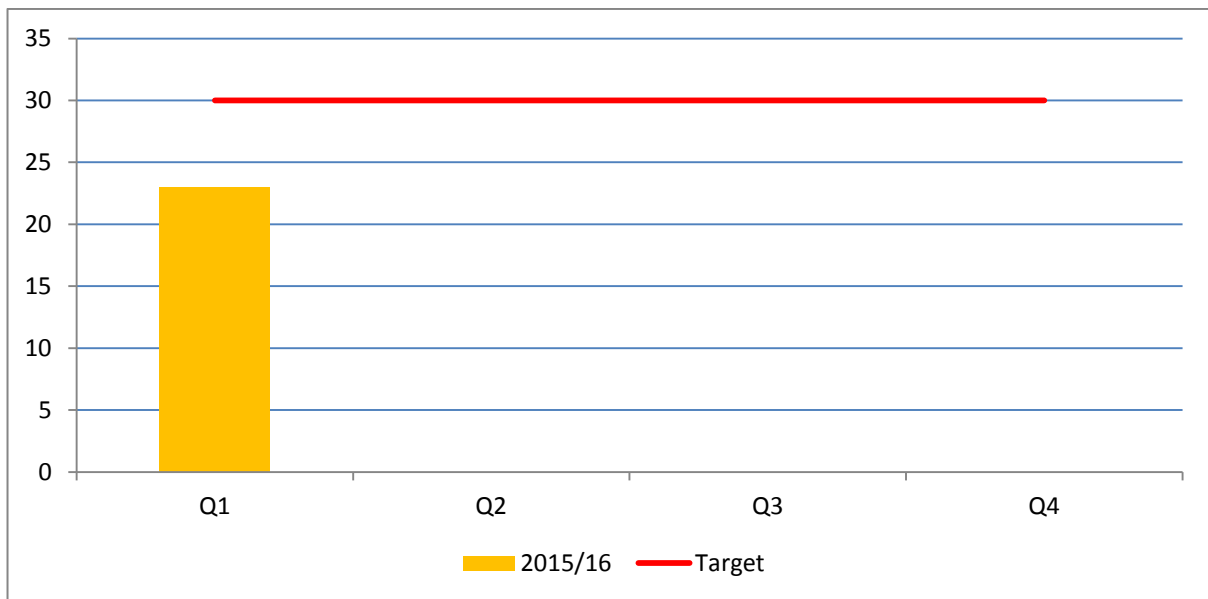


**BU017 – Percentage of non-domestic rates collected**



The collection rates at 30th June sees an improvement over the end of May position. The shortfall of £600k can be attributed to a delay in handling incoming post which affects the ability to issue prompt demand notices. Extra resource has been allocated to allow the work position to improve moving into July.

**BU220 - % channel shift achieved for Citizens Services overall (Temporarily - Benefits and Local Tax only)**

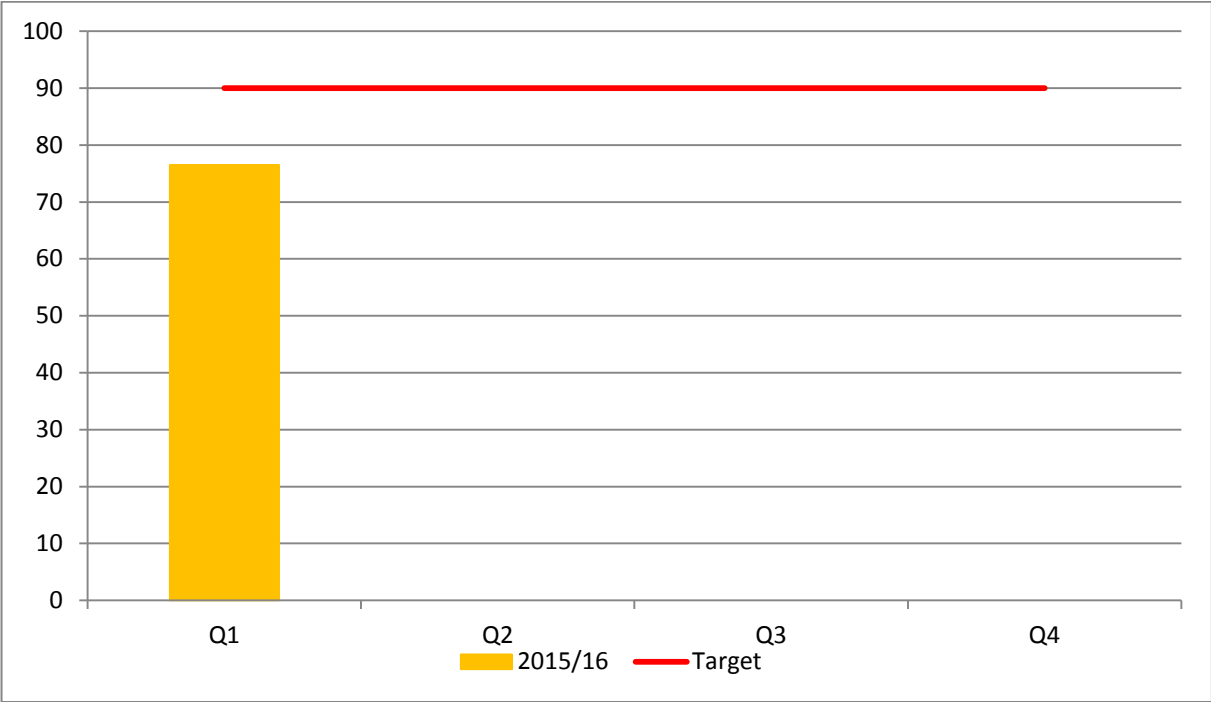


This is a new PI for 2015/16 and measures the % of transactions that are completed by a customer without any intervention required from a customer advisor. It is a measure of self-service that is made possible through an increased number of

services being made more accessible to the public eg online services, digital self-serve in CSP's and automated telephony.

The channel migration score is calculated by comparing the number of transactions completed online against the number of inbound telephone calls & face 2 face visits. There is a long standing issue where the number of online transactions completed through our website are not recorded, so presently we are only able to accurately report on the number of online transactions completed for our Benefits and Local Tax services (where mechanisms are in place within the back office processing teams to record if a request was submitted online). Consequently this channel migration score is only reflective of Benefits and Local Tax, rather than all of the services currently offered through Citizen Services. A priority project is ongoing to establish the number of online transactions completed for all services.

**BU227 - % Corporate FOI requests responded to within 20 working days**



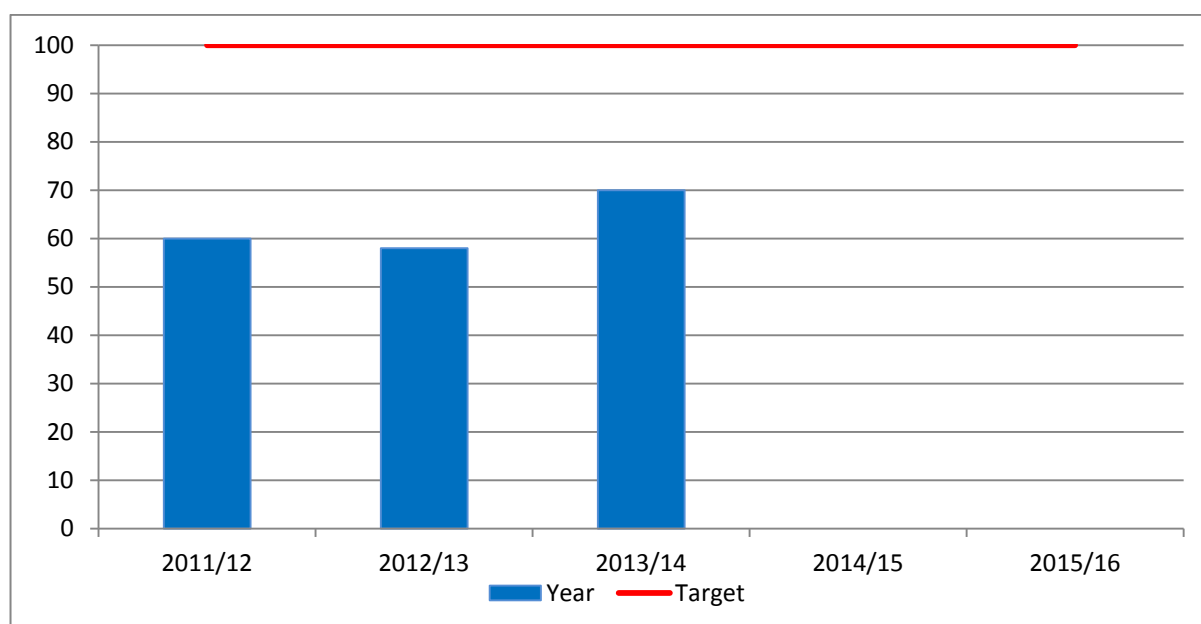
This PI is new for 2015/16 in terms of reporting corporately and is now recorded centrally through the Salesforce system. There were 374 FOI requests resolved during Q1 of which 286 (76.5%) were responded to within the timescale of 20 working days. Target set at 90%, but subject to confirmation after consultation with DLT.

Due to problems with LAGAN it is not possible to extract accurate historical data.

## FINANCE - DLT Measures

Summary						
Status	Code	Title	+/ -	Prev Yr End	Annual Target	Actual to Date
Data not due	BU011	Percentage of financial audits concluding the level of risk is moderate or below	+	Not available	100.00%	n/a
Below target	BU355	Percentage of invoices paid on time	+	90.10%	96.00%	92.49%
Below target	BU395	The number of Council owned properties recovered for letting	+	40	40	9

### BU011 – Percentage of financial audits concluding the level of risk is moderate or below



Internal Audit (IA) performs risk based reviews of ten key systems (Local Tax, Creditors, Debtors, Housing Benefit, Budgetary Control, Main Accounting, Payroll, Loans/Treasury Management, Bank Reconciliation and cheque control, Capital Accounting) on a regular basis according to the Internal Audit plan. The risk based reviews conclude a residual level of risk for the system based on the outcome of the testing. The levels of risk are:

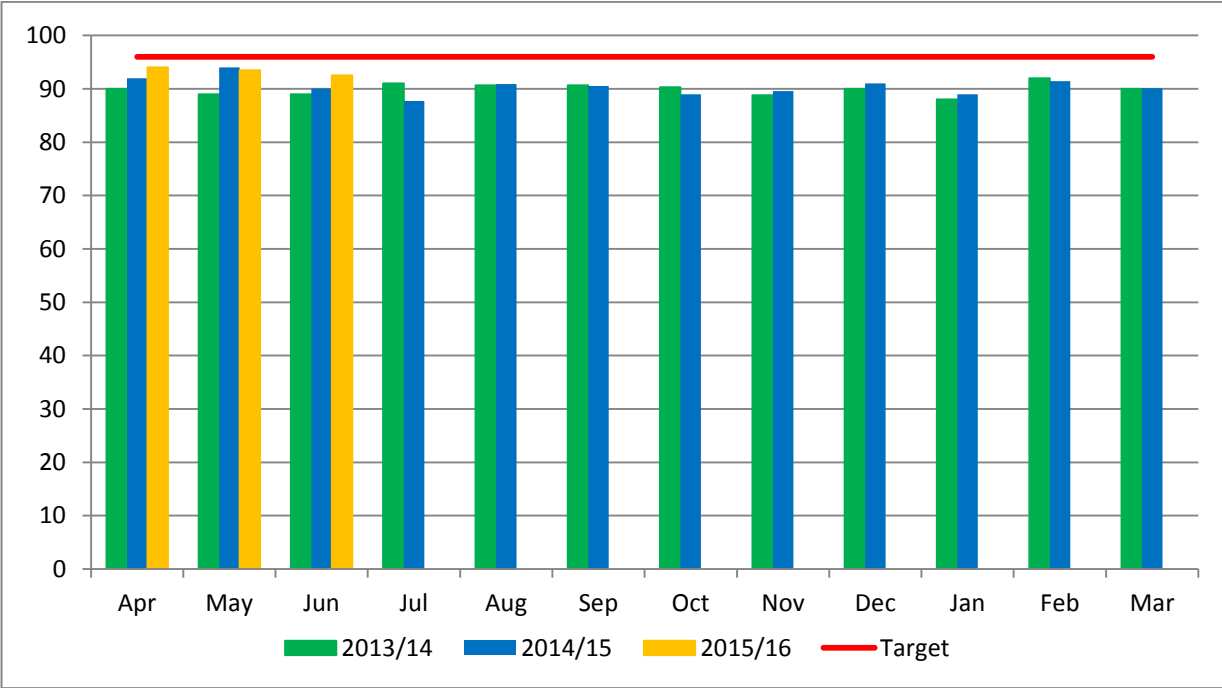
- Minimal
- Moderate
- Of concern
- Significant

The indicator reports the percentage of the ten key financial systems that have a residual level of risk of minimal or moderate ie an acceptable level of risk to the Council from the most recent Internal Audit review.

The indicator is a measure of how effectively the Council’s key financial systems are performing. The indicator measures what percentage of the key financial systems have appropriate controls in place to reduce the level of risk to the Council to an acceptable level.

Data for 2014/15 has not been entered into SPAR.net as IA have taken to interim reporting in order to allow the service time to implement recommendations which will improve the control environment in an effective and efficient manner. As such at year-end a number of the finance reviews were at an interim status and IA were therefore unable to provide a final opinion.

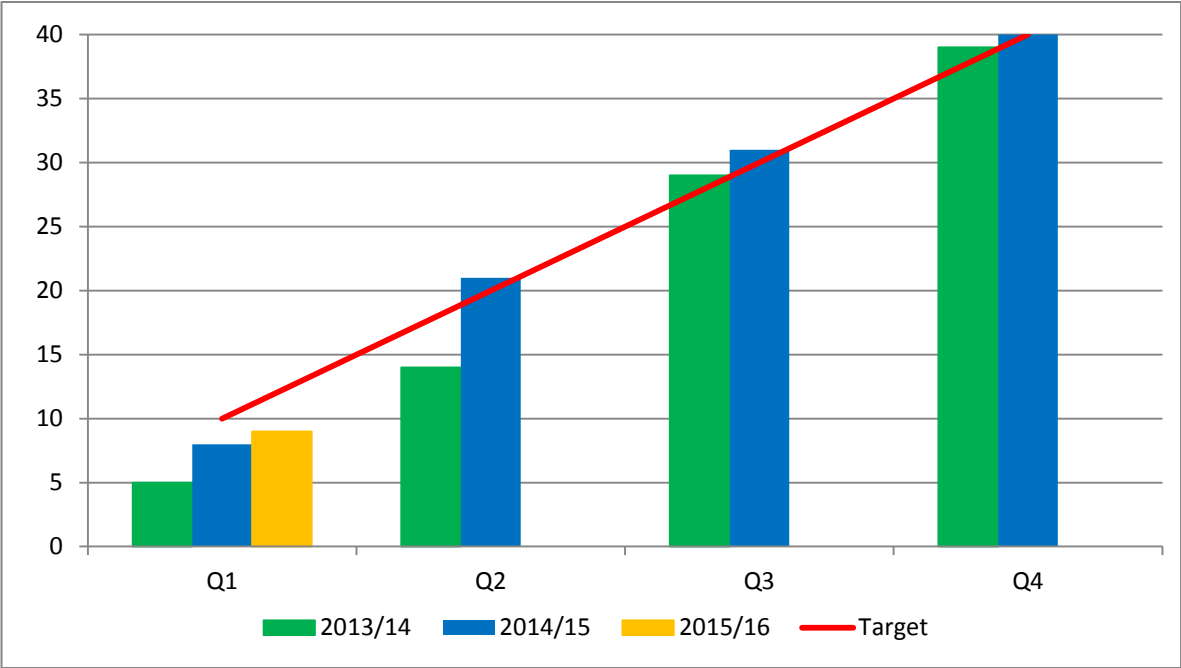
**BU355 – Percentage of invoices paid on time**



This PI measures the number of undisputed invoices for commercial goods and services paid to external contractors and suppliers during the year by the authority within mutually agreed terms or 30 days if such terms do not exist, as a percentage of all such invoices paid by the authority in the year.

Performance in June continued to fall below the target although was an improvement on the same period the previous year. The Council is conducting mandatory training for budget holders, which will continue alongside planned upgrades to ABW which will enable invoices to be paid in a timely manner. In addition an Operations Manager has been appointed and has been tasked to achieve this as a target by the end of 15/16.

**BU395 - The number of Council owned properties recovered for letting**



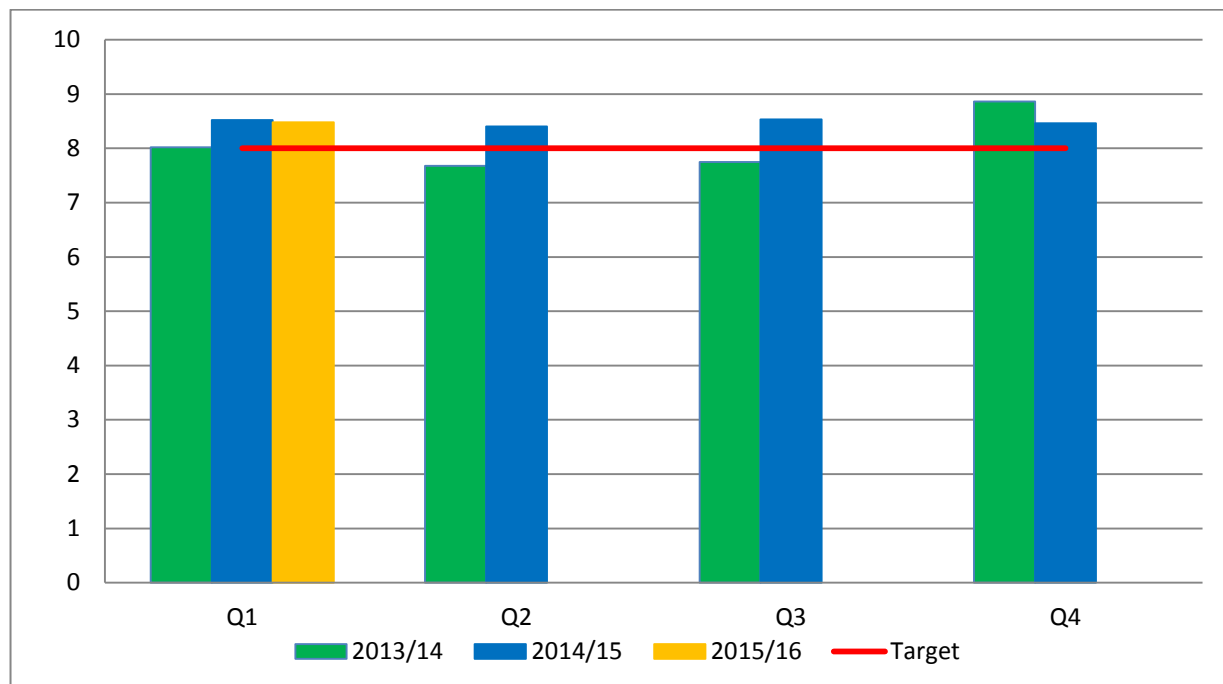
This PI measures the number of Council properties where the tenancy has ended as a result of Internal Audit’s tenancy fraud work in conjunction with Estate Management and potentially freed up the property for those in greater need.

During Q1 2015/16, 9 properties were recovered for letting.

## HR – DLT Measures

Summary						
Status	Code	Title	+/ -	Prev Yr End	Annual Target	Actual to Date
Below target	BCP182	Number of working days lost due to sickness absence	-	8.46	8.00	8.48
Well below target	BU138	HR Advice Centre calls answered in service level standard	+	59.34%	75.00%	63.61%
No Target	BU205	Number of Knowledgebase hits to Advice Centre calls	+	18.0	Baseline	19.64

### BCP182 – Number of working days lost due to sickness absence

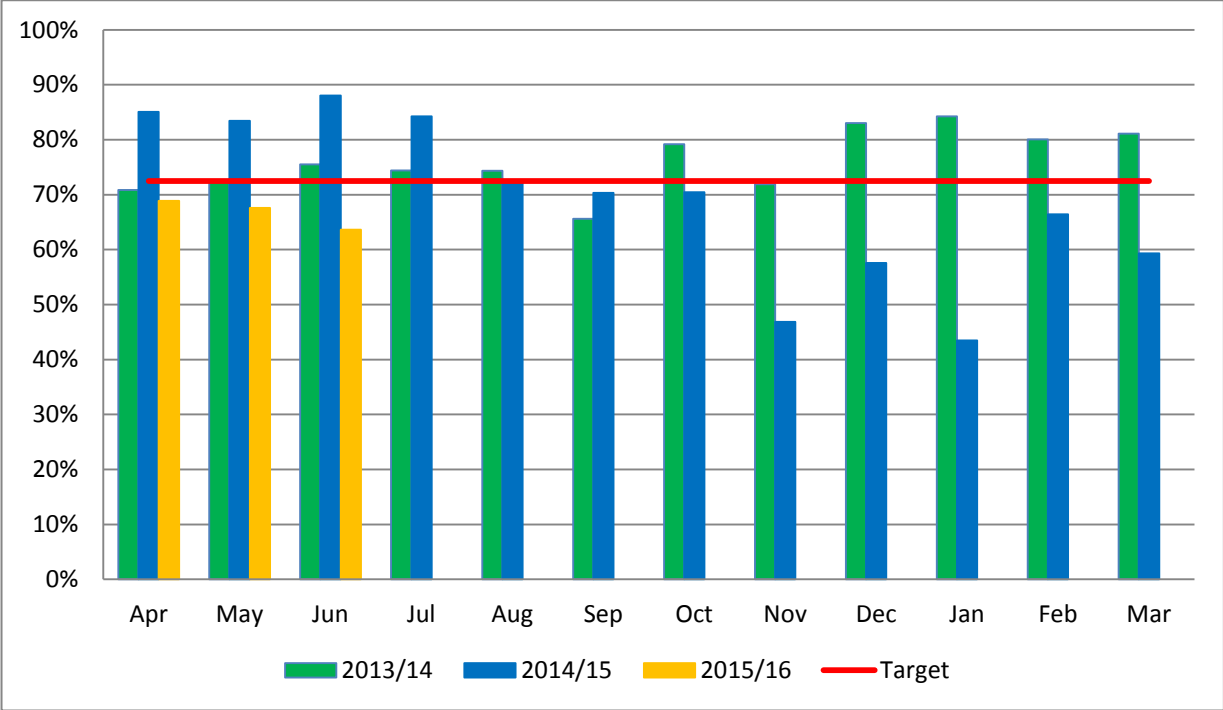


This PI is also a Corporate Plan measure and illustrates the number of working days lost due to sickness absence on a rolling year basis.

The average number of working days lost for quarter 1 2015/16 was 8.48. This figure is slightly lower than the same period in 2014/15 (which was 8.52 days); it is however still above the target of 8. The last quarter covered some of the colder winter months so we would expect higher levels of sickness at this time. The area of greatest concern is long term sickness absence, which now accounts for 62% of sickness absence experienced across the Council.

The HR team is reviewing all cases of long term sickness absence, particularly those where the manager has not requested HR support to deal with the case, and taking proactive measures to deliver timely preventative and tailored support specific to each case. Long term sickness absence data was presented to Directorate Leadership Teams in May 2015 to ensure appropriate leadership around this issue.

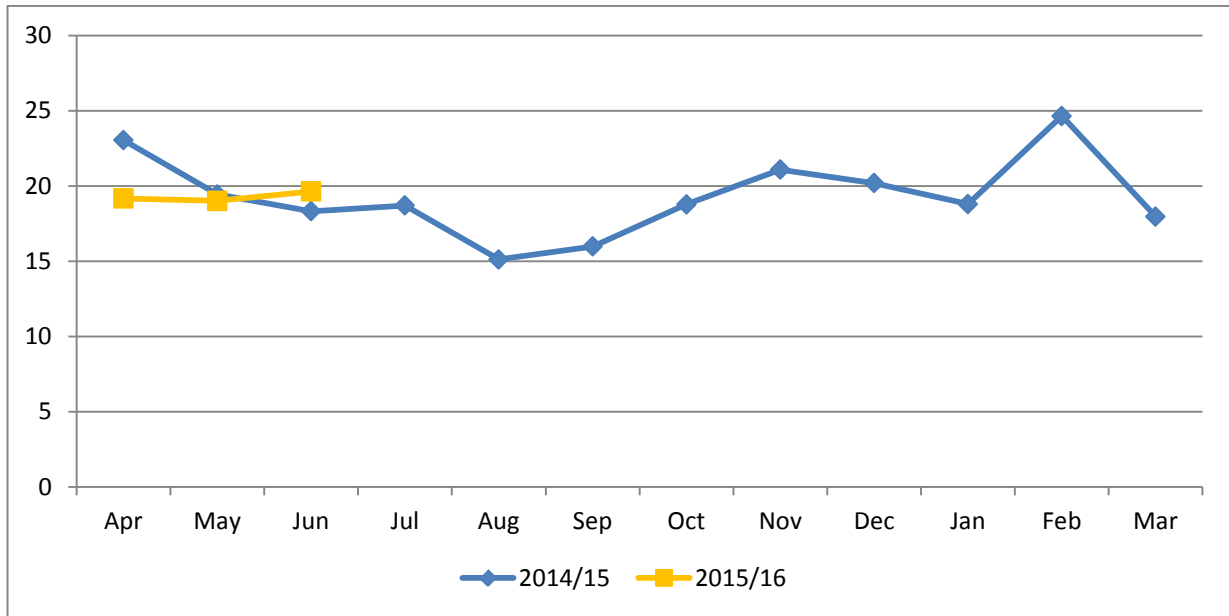
**BU138 – HR Advice Centre calls answered in service level standard**



The current target is to answer 72.5% of calls within the current service level standard of 50 seconds. The graph clearly illustrates a downward trend in performance with the target not having been met since July 2014.

**BU205 – Number of Knowledgebase hits to Advice Centre calls**

This PI measures the number of hits on the Knowledgebase web pages to every advice centre call received and illustrates the relationship between the two. It is anticipated that as more information is made available on Knowledgebase the demand on the HR advice centre will decrease.



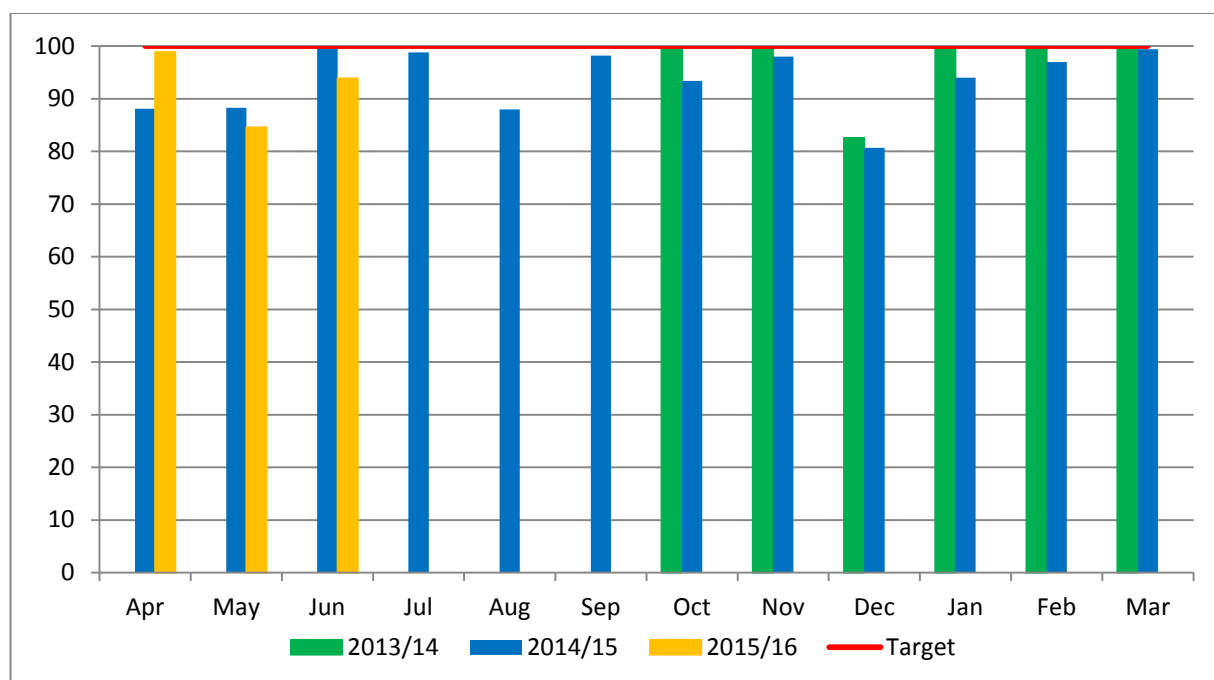
For the period April to June 2015 there were 174,871 hits on the Knowledgebase webpages and 9,068 calls to the advice centre meaning that for every call to the advice centre there were 19.28 hits on Knowledgebase. Good performance is typified by high ratios.



## Legal – DLT Measures

Summary						
Status	Code	Title	+/ -	Prev Yr End	Annual Target	Actual to Date
Below target	BU129	Productive hours worked within Legal Services	+	99.40%	100.00%	93.9%
Data not due	BU171	% procurement spend with Bristol 'Small and Medium sized Enterprises' (SME's)	+	n/a	Baseline	n/a
No Target	BU328	% Channel shift achieved for the Bristol Register Office	+	n/a	Baseline	19.0%

### BU129 - Productive hours worked within Legal Services (%)



The purpose of this indicator is to measure and monitor the efficiency and productivity of the service through the effective use of staff time.

The year started off well with 98.9% of hours worked productively during April, but overall performance has been impacted upon by a significantly lower number of productive hours during April.

### BU171 - % procurement spend with Bristol 'Small and Medium sized Enterprises' (SME's)

This PI aims to measure the percentage of Bristol City Council's overall procurement expenditure committed to SME's in Bristol. The aim is to support BCCs policy to ensure that SMEs in Bristol have the opportunity to bid for and win council contracts.

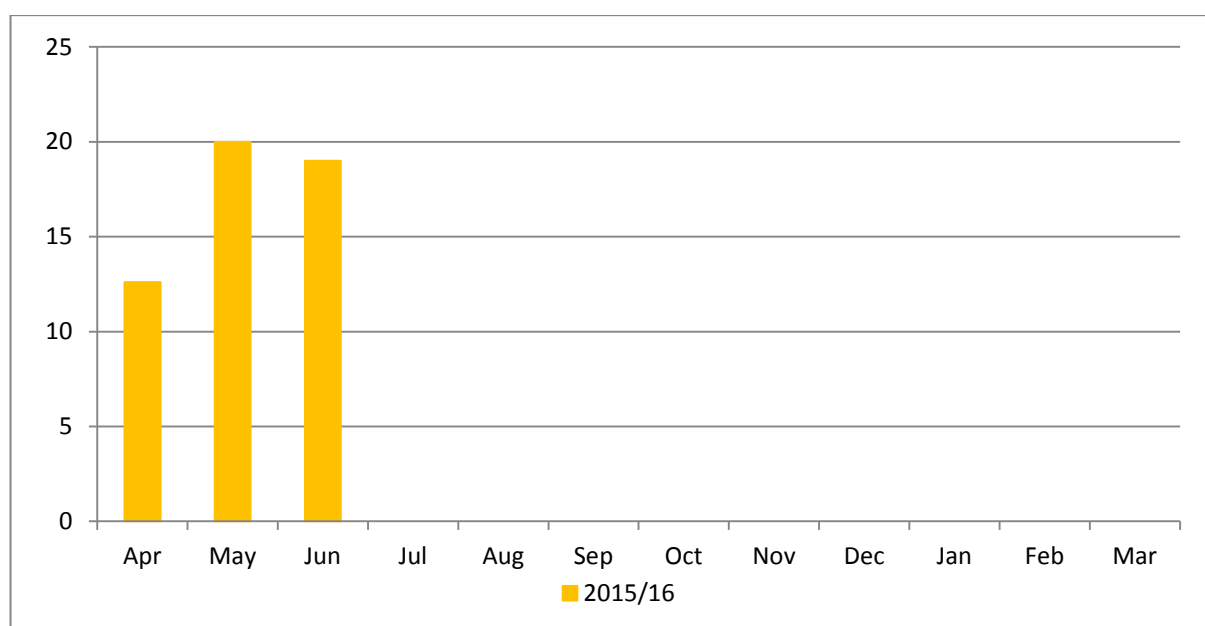
Unfortunately it has not been possible to extract the relevant data from Proactis or ABW. Although this issue is still being investigated it is likely that data won't be accessible until the new system is procured and the requirement for being able to identify SMEs is made available.

The Council aims to spend 25% of its commissioning and procurement budget with small to medium businesses, social enterprises and voluntary and community organisations.

### **BU328 - % Channel shift achieved for the Bristol Register Office**

This PI captures the shift in the way customers contact the registration service from the more traditional communication methods (eg telephone and walk-ins) to new digital solutions eg Web.

The new online registrations service went live in mid April 2015 and now customers have the opportunity to book Birth, Death and Still-Birth appointments through the Booking bug system.



During Q1 (April to June) of 2015/16, 3,808 appointments were made to the registration service broken down as follows:

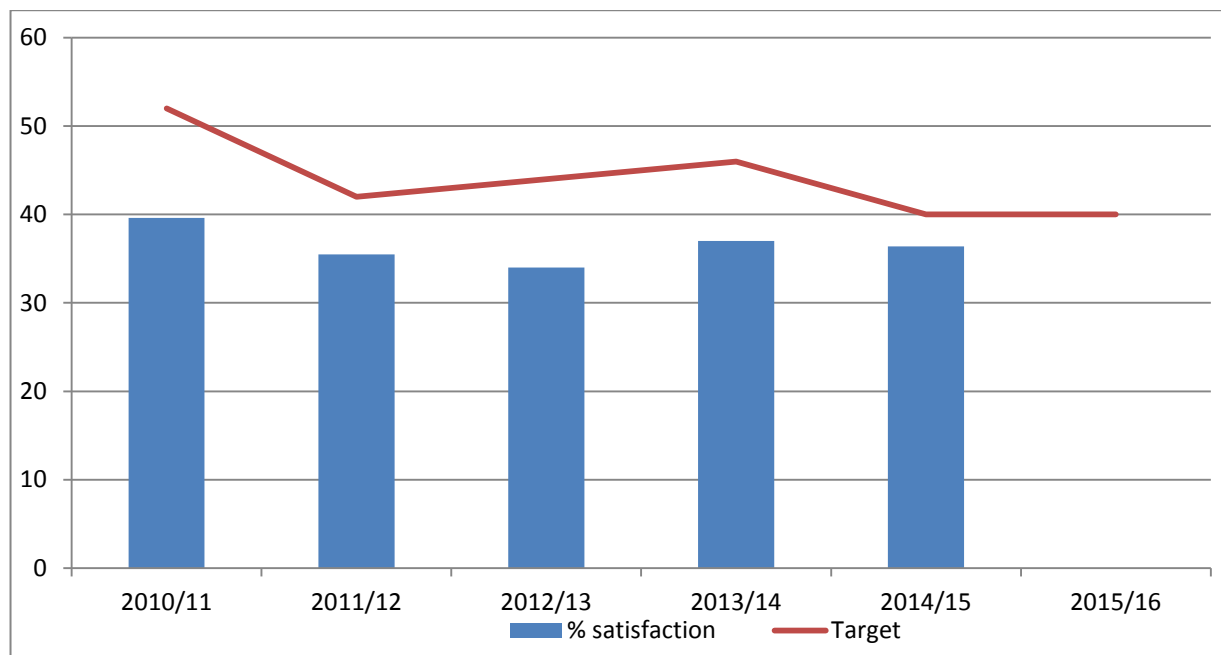
Telephone	3,104	(81.5%)
Online	657	(17.3%)
Walk in	47	(1.2%)

Channel shift is slowly increasing (figures for July show a total of 24%). Publicity has been increased with Facebook and Twitter feeds on BCC website.

## Policy, Strategy & Communications – DLT Measures

Summary						
Status	Code	Title	+/ -	Prev Yr End	Annual Target	Actual to Date
Data not due	BCP183	Overall satisfaction with Council Services	+	36.4%	40.0%	n/a

### BCP 183 – Overall satisfaction with Council Services



This indicator is sourced from the Quality of Life Survey which will next be carried out in September 2015.

Over the last few years, the indicator has been steadily performing at around 37%. More detailed analysis from the 2014 survey is being carried out to highlight opportunities to focus on services and citizens which have the biggest impact on satisfaction.

Following 2013/14 where performance fell well below the target of 46%, the target for 2014/15 and 2015/16 was realigned to give a realistic, but still challenging, prospect of meeting it.

## Key Projects reported in the Corporate Plan

Projects	2014/15 Outturn	Q1 Target	Q1 progress (01 Apr-30 Jun)	Comments about progress of the projects
Forecast budget outturn position	£1.7m (Q3)	£0	<b>£2.048m</b>	Whilst an overspend of £2.048m is currently identified at this early stage in the year, managers will be working to mitigate those pressures between now and the year end.
Progress against recommendations within the Annual Governance Statement (AGS)	58% with reducing level of risk (Q3 data - data lag)	n/a	<b>75% with reducing level of risk (Q4 data - data lag)</b>	<p>The AGS action plan had 12 matters arising. At the end of quarter 4:</p> <ul style="list-style-type: none"> <li>• 4 had a level of risk of Green and as such will be removed from the Action Plan as complete</li> <li>• 5 had an improved level of risk</li> </ul> <p>Giving 75% with a reducing level of risk (9/12).</p>
Progress against the major projects within the Single Change Programme (SCP)	Amber	n/a		<p>The Change Programme is now at the half way point in relation to its 16/17 target completion date and realisation of the associated £64m savings. Since our last update our seventh new digital service has gone live, allowing our tenants to report a non-emergency repair online. Additionally, the new Adult Care Management System and associated business redesign successfully went live in July (replacing the old no longer fit for purpose Paris system) and the new Performance Management Review system has been implemented and currently being rolled out across the organisation.</p> <p>Overall spend on the programme is broadly in line with budget. Steady progress has been made to date in relation to the delivery of the associated programme financial benefits of £64m by the end of financial year 16/17. Following the council-wide restructure £21.1m of savings has been realised, with a further £1.6m achieved through the category management workstream (reductions achieved through the re-negotiation of contracts). Change Board have identified a further £18m of savings in relation to Category Management, Service Redesign and Assets workstreams and activities are underway to release these savings.</p> <p>The programme status remains at 'amber' as there is still significant work required to identify the remaining £23m savings required to achieve the £64m target by the end of financial year 16/17.</p>