

**BRISTOL CITY COUNCIL**

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

***(15 February 2016)***

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

**Title:** Quarter 2 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 2 of 2015/16

**Summary**

This report is 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 2 Outturn Performance Report

**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 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 to three years (where available) identifying any trends or significant changes.

Core City benchmarking data has been provided where possible for common indicators including collection rates for council tax and non-domestic rates, and Complaints and FOI response rates. Comparative data is only available where Core Cities have responded to a request to share data. Data is not available from a central hub.

The Business Change 2015/16 Quarter 2 Outturn Performance Report highlights the key measures that deliver the Corporate Plan, and can be summarised as follows:

- Quarterly performance can be assessed against targets for 10 performance indicators
- Data is not due for one annual performance indicator until April 16
- Targets have not been set for four indicators as they are new for 15/16 and therefore providing a baseline for future comparisons
- One new performance indicator is in development and will be reported in Q3/Q4.

Headline findings for the quarter:

- Core City comparative data has been collated for Q2 which shows Bristol in top position in terms of council tax collection and second place for non-domestic rates collection.
- Sickness has improved again this quarter with Bristol performing significantly better than Birmingham (10.24 days) and Leeds (9.33 days).

## **OSMB Observations**

A report was presented to the Overview and Scrutiny Management Board (OSMB) on the 3<sup>rd</sup> September 2015, summarising performance across the organisation for Quarter 1 15/16; this report focuses on the contribution of this Directorate in delivering the Corporate Plan.

There were no matters that were of concern to OSMB in respect to Business Change on the 3<sup>rd</sup> September.

### **5.0 Proposal**

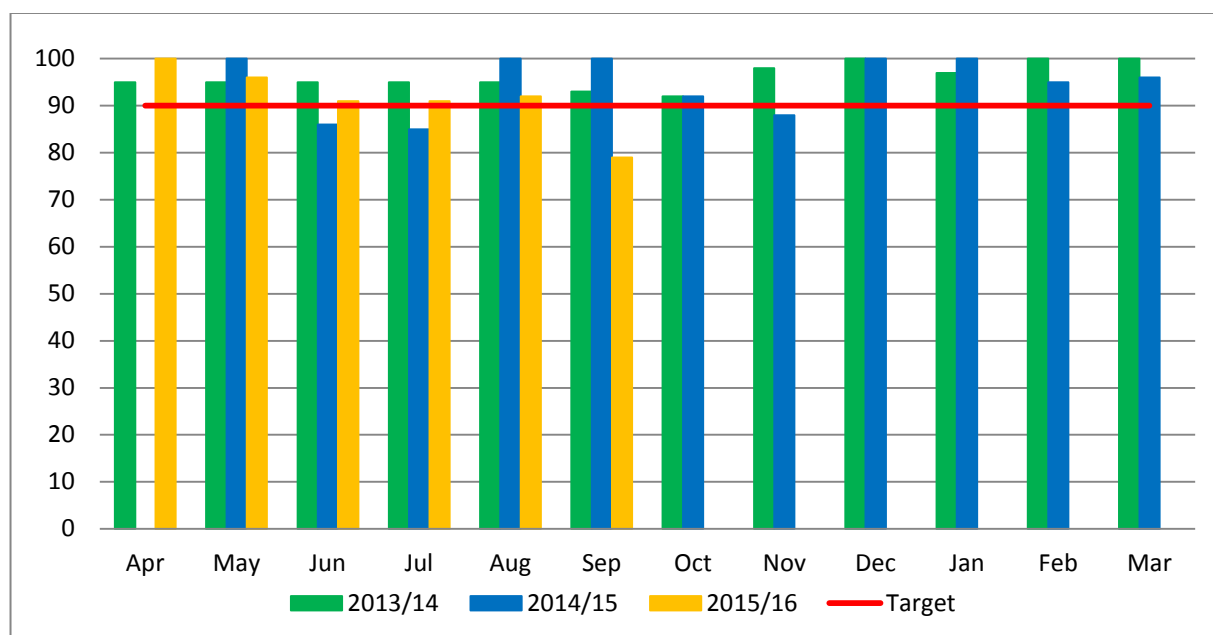
The Commission is asked to note the contents of the summary outturn report as follows overleaf:

## 5.1 Business Change 2015/16 Quarter 2 Outturn Performance Report

### 5.1.1 BUSINESS CHANGE & ICT – DLT measures

Summary							
Status	Code	Title	+/ -	Prev Year End	Annual Target	Variance from target	Actual to Date
Well below target	BU115	Customer satisfaction (%) with ICT service desk service	+	96%	90%	-12.22%	79%
Above target	BU160	% Key ICT system availability	+	n/a	99.50%	+0.20%	99.7%
Above target	BU163	Percentage of ICT requests using self-service	+	23%	30% (Q2=27%)	+3.7%	28%

#### 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.

There was a high call abandon rate during September which contributed to the target being missed for the first time this year, where performance fell to 79% (Q2 average = 87%). Four ‘dis-satisfied’ responses were received all relating to long call waiting times on the ICT Service Desk.

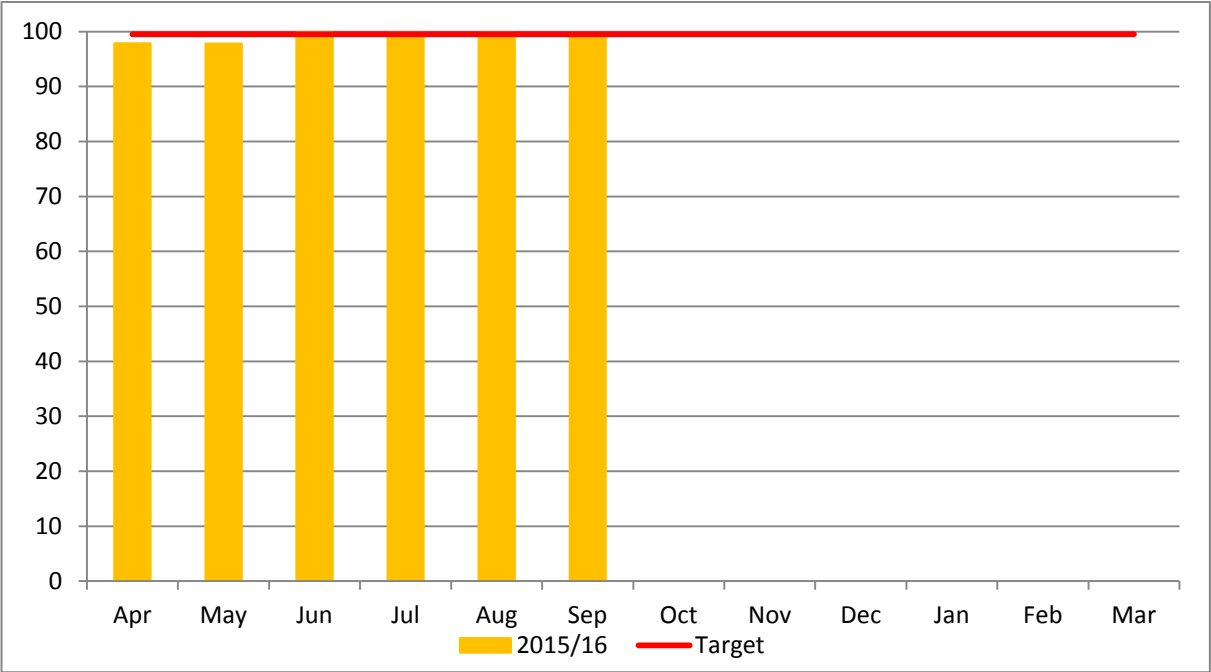
The service desk has lost 3 permanent staff in last 2 months, replaced by contractors. Contractors need to bed in and have less knowledge of BCC systems, so calls take

longer and other staff are called upon to provide mentoring/support. September is traditionally a busy month (after the summer holidays), so call volumes are higher. There's also a somewhat vicious circle in that calls become chase-up calls. In terms of improvement, we are currently on-boarding a new permanent staff member and recruiting another.

**BU160 % Key ICT system availability**

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

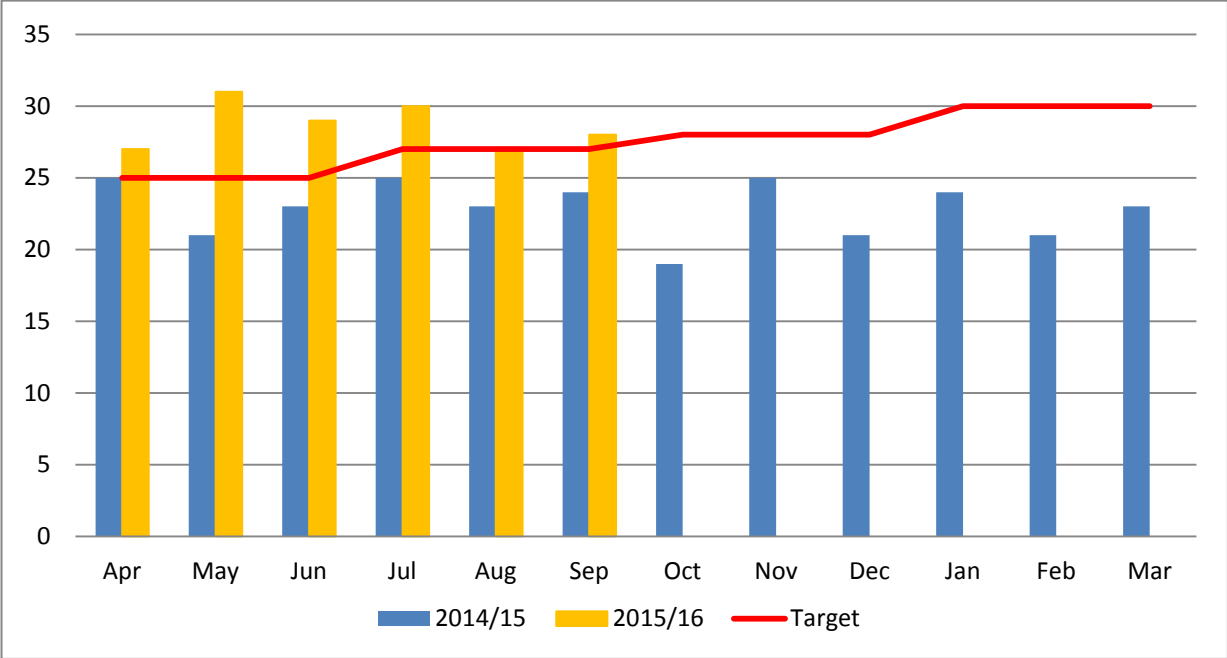
- Web site
- Email
- Source
- ABW
- Vision
- Digital Platform
- Office tools
- Alfresco



The target of 99.5% has been met in the last four months. During September the systems affected were: Waste Forms (2nd Sept) and Residents Parking Permits (17th Sept) affected and causing problems on the BCC Website, and Genesys Telephone System failure (22nd Sept).

### 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.

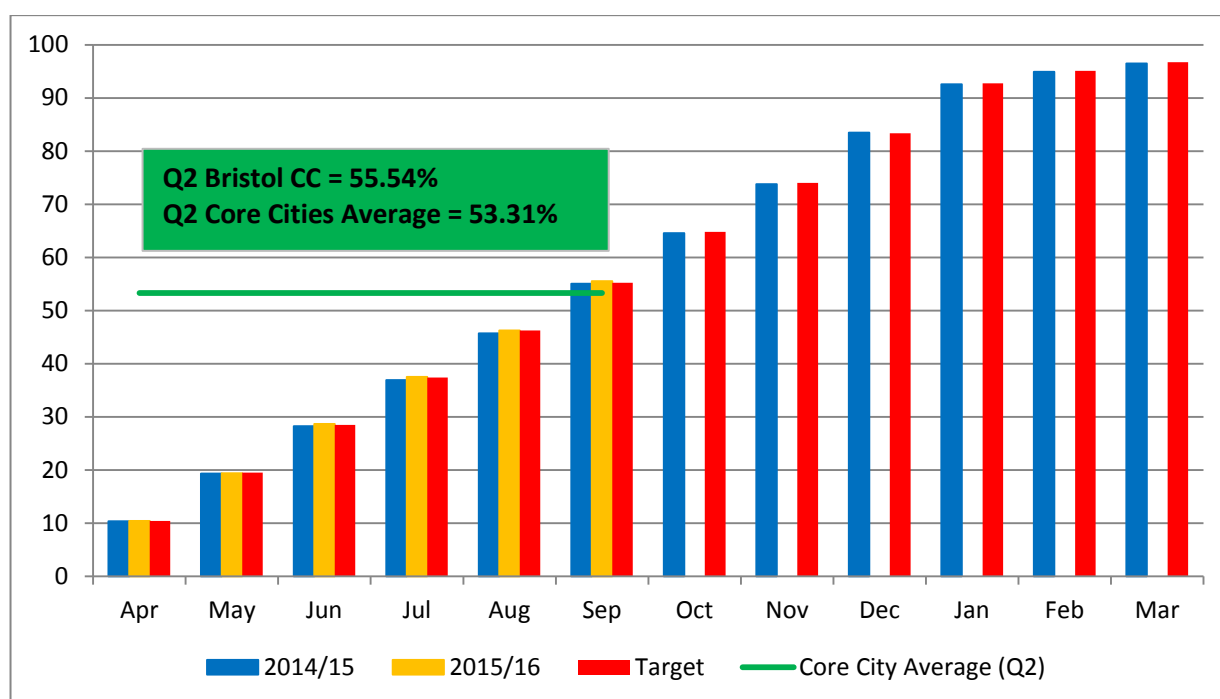


During September, 28% of ICT requests used self-service, performing just above the 27% target. Compared to the previous year performance has significantly improved.

## 5.1.2 CITIZENS SERVICES – DLT measures

Summary							
Status	Code	Title	+/ -	Prev Yr End	Annual Target	Variance from target	Actual to Date
Above target	BU016	Percentage of Council Tax collected	+	96.47%	96.70% (Q2=55.24%)	+0.54%	55.54%
Below target	BU017	Percentage of non-domestic rates collected	+	98.04%	98.00% (Q2=57.47%)	-0.29%	57.30%
No target	BU220	% Digital channel shift achieved for Citizens Services overall	+	n/a	Establish Baseline	n/a	8.6%
No target	BU227	% Corporate FOI requests responded to within 20 working days	+	n/a	Establish Baseline	n/a	71.0%

### BU016 – Percentage of Council Tax collected

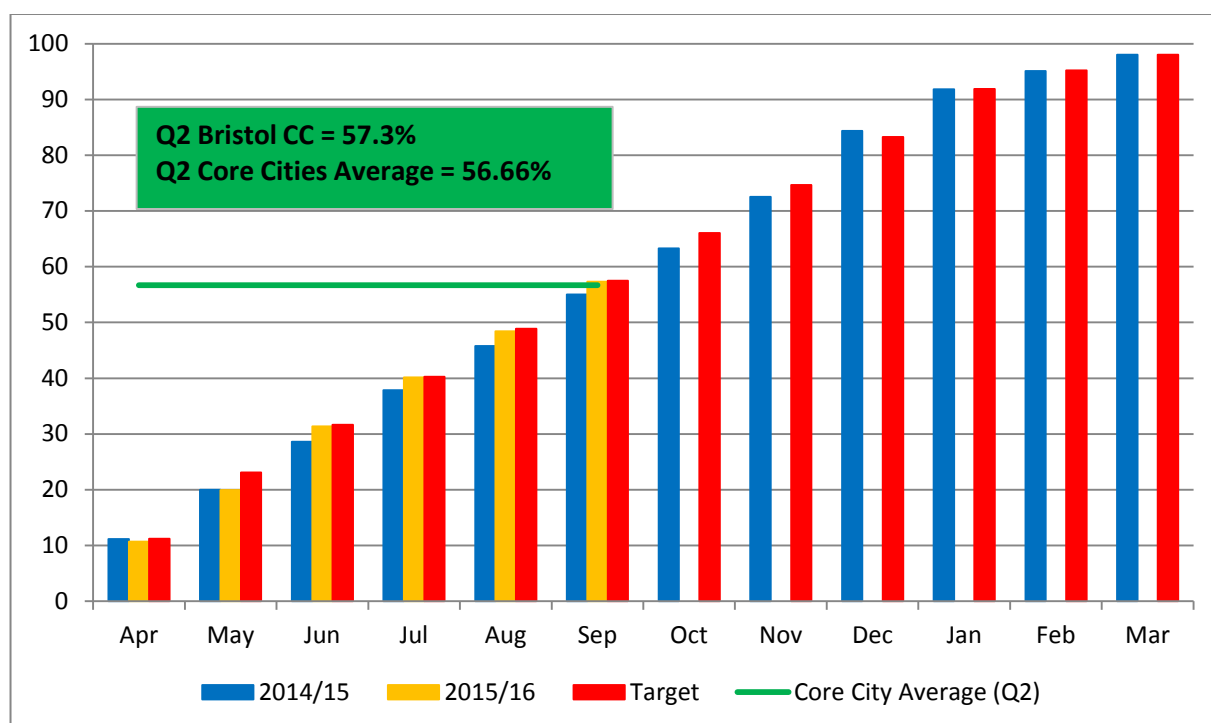


Council Tax collection for September 2015 is 0.30%age points ahead of target equivalent to an excess of £621k. This represents an increase in of £610k on last month's excess of £11k. The increase in collection can be attributed to the current year revised recovery timetable that resulted in whole city recovery commencing earlier in 2015 compared to previous years.

Core City comparative data has been collated for Q2 which shows Bristol in top position in terms of council tax collection, as reflected overleaf:

Q2 Core City Comparison	Council Tax Collection (%)	Position
<b>BRISTOL</b>	<b>55.5</b>	<b>1</b>
Newcastle	54.9	2
Leeds	54.8	3
Manchester	54.7	4
Birmingham	54.7	5
Sheffield	52.3	6
Bradford	50.2	7
Liverpool	49.4	8

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



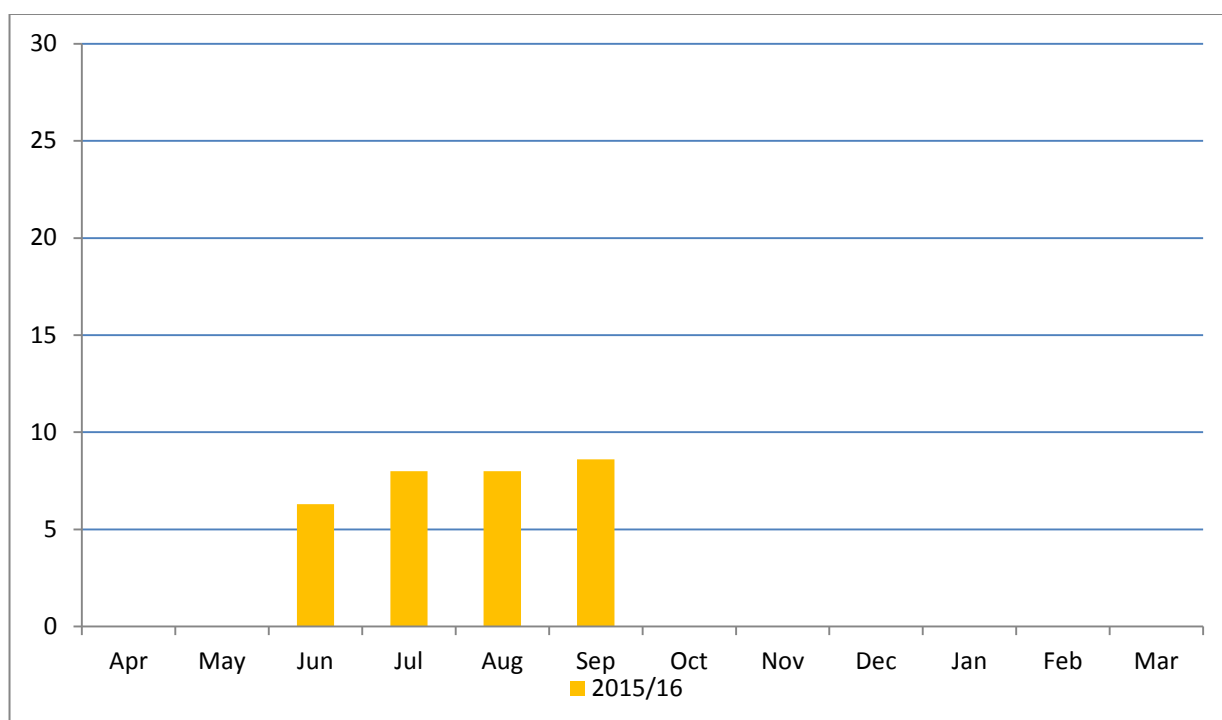
Business Rates collection for September is recorded at being 0.17 percentage points behind target, equivalent to -£377k. We continue to experience a large number of retail rate relief applications resulting in delayed billing but this is now being tackled.

Core City comparative data has been collated for Q2 which shows Bristol in second position in terms of non-domestic rates collection, as reflected overleaf:



Q2 Core City Comparison	Non-domestic rates Collection (%)	Position
Birmingham	63.0	1
<b>BRISTOL</b>	<b>57.3</b>	<b>2</b>
Leeds	56.4	3
Sheffield	56.0	4
Bradford	56.0	5
Liverpool	55.2	6
Newcastle	54.9	7
Manchester	54.5	8

### BU220 - % channel shift achieved for Citizens Services overall\*

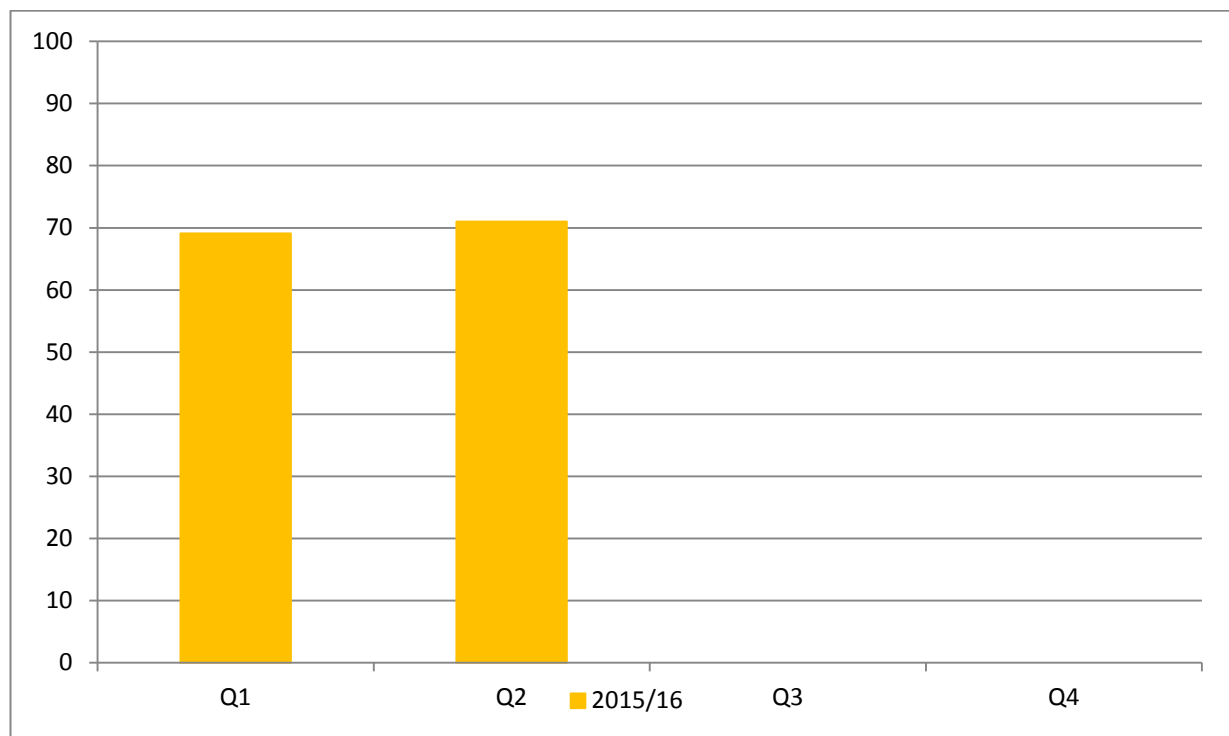


\* Local Tax, Benefits, Registrations, Repairs & Maintenance only

This is a new PI for 2015/16 and is calculated by comparing the number of transactions completed online against the number of inbound telephone calls, automated telephony, face 2 face visits and emails. 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.

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 Local Tax (where mechanisms are in place within the back office processing teams to record if a request was submitted online), Benefits, Registrations and Repairs & Maintenance services. Consequently this channel migration score is only reflective of these 4 services, rather than all of the services currently offered through Citizen Services. A priority project is on-going to establish the number of online transactions completed for all services.

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



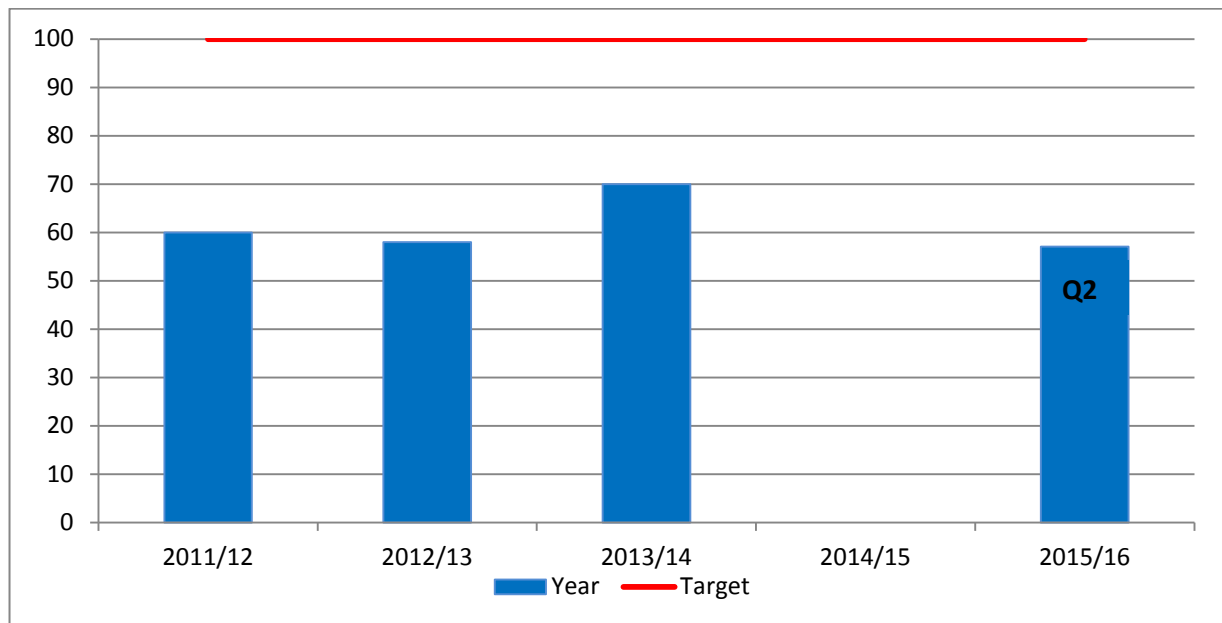
This PI is new for 2015/16 in terms of reporting corporately and is now recorded centrally through the Salesforce system. There were 483 FOI requests received during Q2 of which 343 (71.0%) were responded to within the timescale of 20 working days. A target has not been set as performance for 15/16 will establish a baseline for future years target setting.

In terms of Core City comparisons, Birmingham CC were the only council to respond to a request to share data, and who responded to 91.91% of FOI requests within 20 working days.

### 5.1.3 FINANCE - DLT Measures

Summary							
Status	Code	Title	+/ -	Prev Yr End	Annual Target	Variance from target	Actual to Date
Below target	BU011	Percentage of financial audits concluding the level of control is acceptable or above	+	Not available	100.00% (Q2=100%)	-42.9%	57.1%
Well above target	BU352	Percentage of planned Internal Audit Statutory Assurance work completed against Annual Plan	+	87.6%	90% (Q2=45%)	+22.22%	55.0%
Below target	BU355	Percentage of invoices paid on time	+	90.10%	96.00%	-6.29%	89.96%

#### BU011 – Percentage of financial audits concluding the level of control is acceptable or above



Internal Audit performs reviews of key financial systems on a regular basis in accordance with its risk based annual audit plan. The reviews conclude a level of control of Good, Acceptable, Partial or None and a residual level of risk for the system based on the outcome of the testing. The levels of risk are in accordance with the Corporate Risk matrix zones of:

- Purple
- Red
- Amber
- Green

The 2015/16 plan contain 10 financial reviews including: Budgetary Control (Main and directorate based), Creditors, Debtors, Treasury Management, Housing Rents and

Bank Reconciliation. Of the 10 planned audits the status as at the end of Q2 was as follows:

- 7 complete, 1 in progress and 2 not started in the quarter.

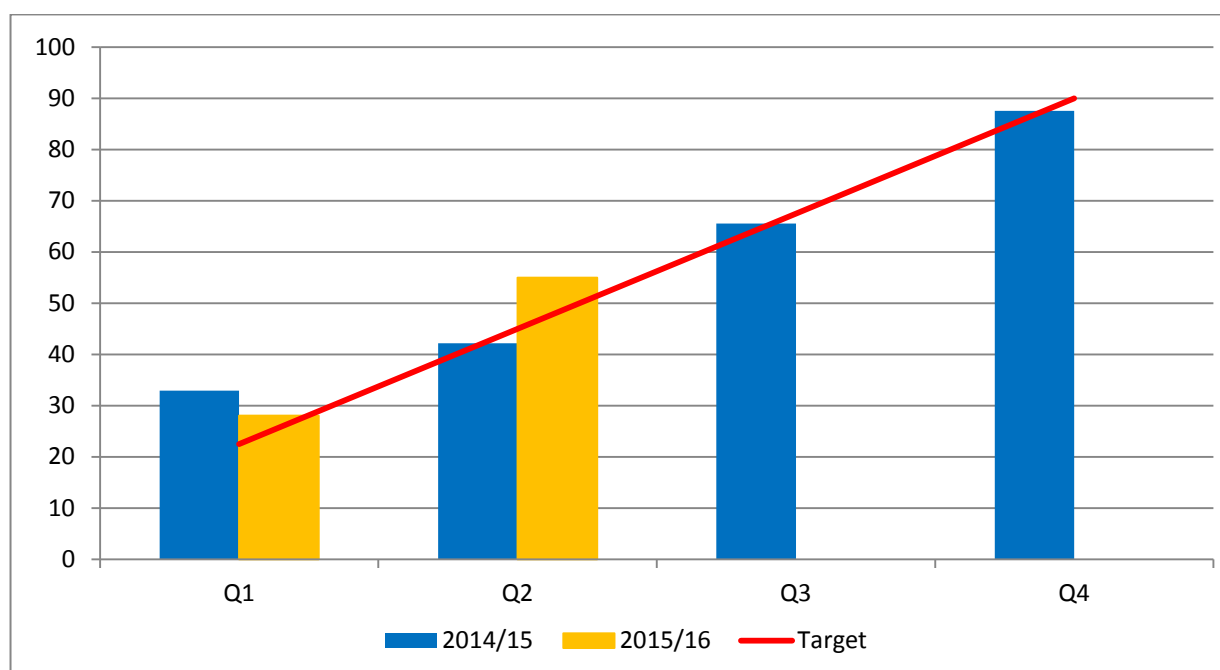
Of the 7 completed, 3 were issued as interims to allow time for remedial action to be implemented before we provide our final opinion, 3 had an Acceptable level of Control and were considered as Amber in the Risk matrix; and 1 had a Good level of control and was considered as Green in the Risk matrix.

The indicator reports the percentage of the ten key financial systems under review that have a level of control of 'Acceptable' or above and an acceptable level of risk based on the most recent Internal Audit review. Based on that criteria, of the 7 completed reviews 57% had an acceptable or higher level of control.

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.

### **BU352 - Percentage of planned Internal Audit Statutory Assurance work completed against Annual Plan**

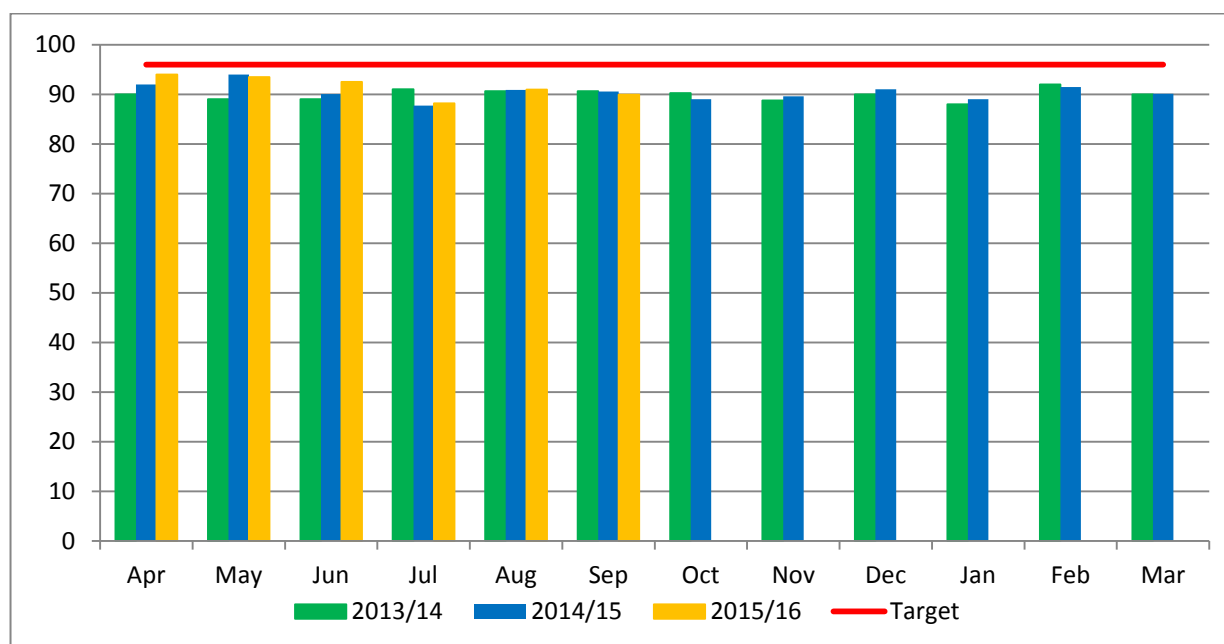


The planned work in the Internal Audit Plan is categorised as "Statutory Assurance" which is the statutory level of work required by the CIA in order to inform the annual

opinion on the control, risk and governance environment within the Council. This indicator measures the percentage of the planned “Statutory Assurance” work completed or in progress at the end of each quarter cumulatively through the year.

The count has to include those in progress or not required as a number of them are ‘opened’ at the start of the year and closed at the end of the year. Audit involvement may be dependent on the progress made by others or on external factors and some may not be required at all. These are counted as completed as without this caveat, there is little value in this indicator as an assessment of Internal Audit performance.

### 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.

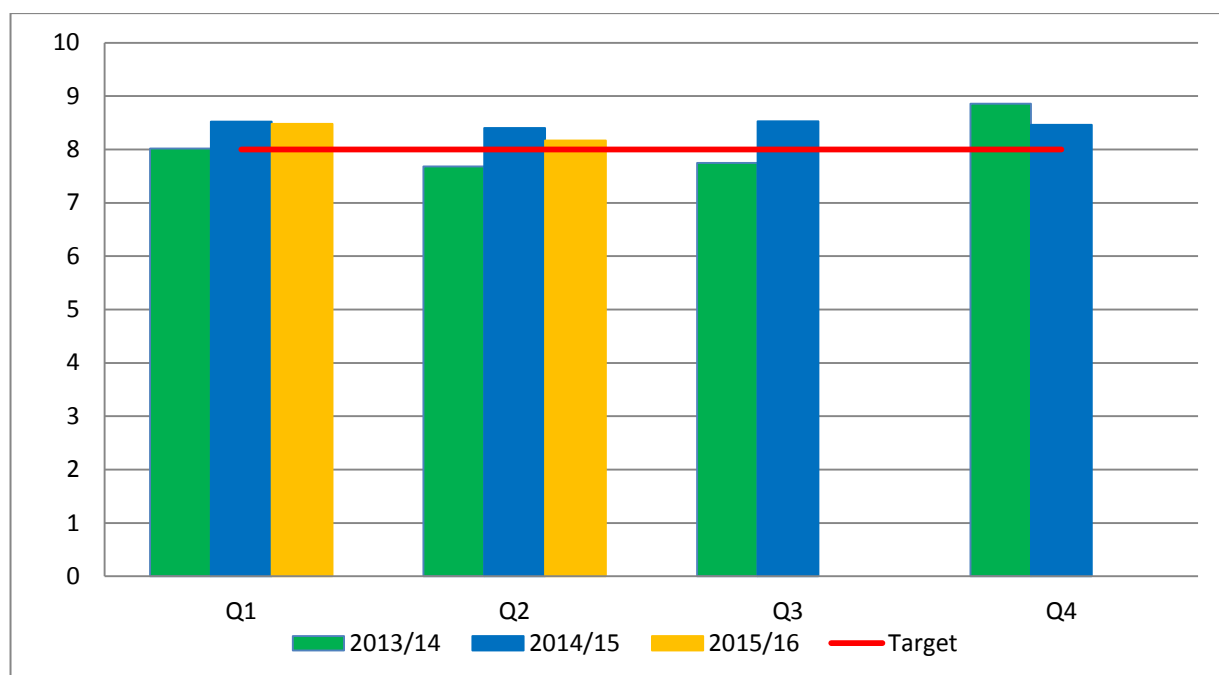
Performance in September continued to fall below the target of 96%. The Council is conducting mandatory training for budget holders, which will continue alongside planned upgrades to ABW which will enable invoices to be paid in a timely manner. In addition an Operations Manager has been appointed and has been tasked to achieve this as a target by the end of 15/16.

All suppliers were contacted at the end of August 2015 to state that if there is no purchase order (PO) number, no payment will be made.

### 5.1.4 HR – DLT Measures

Summary							
Status	Code	Title	+/ -	Prev Yr End	Annual Target	Variance from target	Actual to Date
Below target	BCP182	Number of working days lost due to sickness absence	-	8.46	8.00	-2.13%	8.17
No Target	BU205	Number of Knowledgebase hits to Advice Centre calls	+	18.0	Baseline	n/a	20.93
NEW PI	BU208	% Customer satisfaction with HR Advice Centre service	+	PI in development. Anticipated data availability Q3/Q4.			

#### 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. Employees who have more than one job with the Council are included once for each job. Working days lost is based on a Monday – Friday pattern (excluding Bank Holidays) applied to all instances of absence. Data excludes the absence of all leavers.

The average number of working days lost for quarter 2 2015/16 was 8.17. This figure is slightly lower than the same period in 2014/15 (which was 8.40 days); it is however still above the target of 8. The area of greatest concern is long term sickness absence, which now accounts for 62% of sickness absence experienced across the Council.

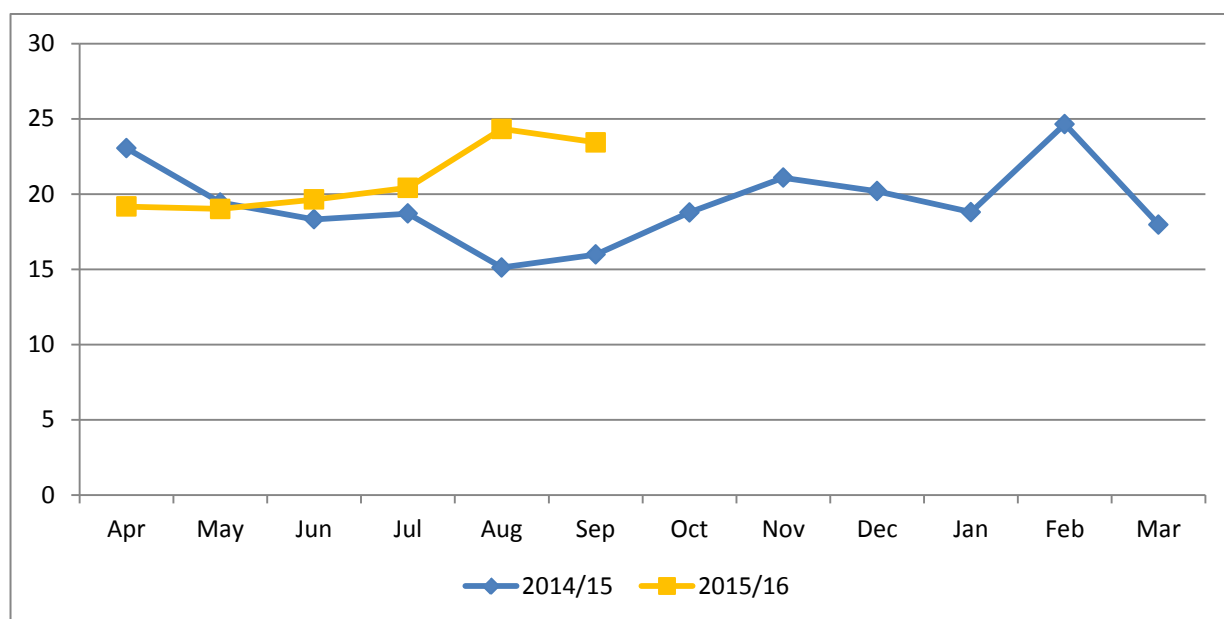
The HR team is reviewing all cases of long term sickness absence, particularly those where the manager has not requested HR support to deal with the case, and taking proactive measures to deliver timely preventative and tailored support specific to each case. Long term sickness absence data was presented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

In terms of Core City comparisons, Birmingham and Leeds were the only councils to respond to a request to share data. The average number of working days lost due to sickness absence for quarter 2 was:

Birmingham 10.24 days.  
 Leeds 9.33 days

**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.

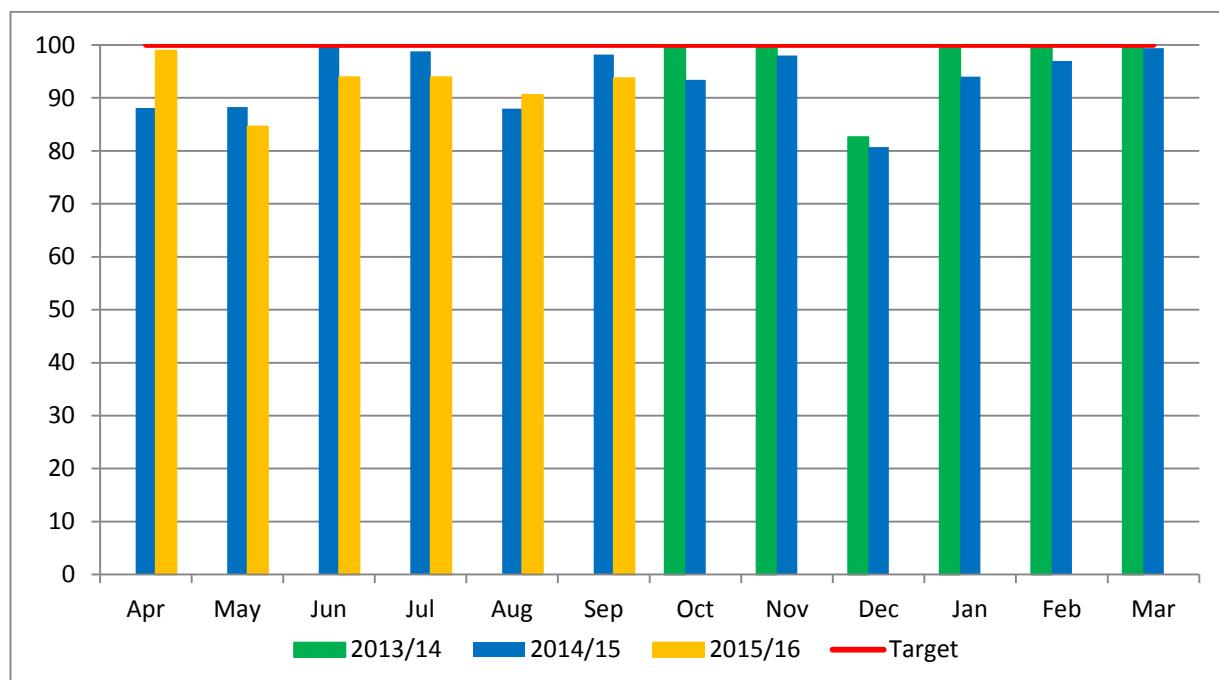


For the period April to September 2015 there were 375,706 hits on the Knowledgebase webpages and 17,950 calls to the advice centre meaning that for every call to the advice centre there were 20.93 hits on Knowledgebase. Good performance is typified by high ratios.

### 5.1.5 DEMOCRATIC & LEGAL SERVICES – DLT Measures

Summary							
Status	Code	Title	+/ -	Prev Yr End	Annual Target	Variance from target	Actual to Date
Below target	BU129	Chargeable hours worked within Legal Services	+	99.40%	100.00%	-6.3%	93.7%
Data not due	BU171	% procurement spend with Bristol 'Small and Medium sized Enterprises' (SME's)	+	n/a	Baseline	n/a	n/a
No Target	BU328	% Channel shift achieved for the Bristol Register Office	+	n/a	Baseline	n/a	17.5%

#### BU129 - Chargeable 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 chargeable hours during May. However, at the end of September, 93.7% of chargeable hours had been worked.

The reduction in hours is due to staff not completing time sheets due to pressure of work rather than work not being done. The hours are therefore being worked but not recorded. At the end of the last period a management instruction was issued to all



staff that all time sheets should be completed and failure to do so would be reported, resulting in meeting with any staff who failed to comply to discuss why disciplinary procedures should not be engaged. Progress will be reported next quarter.

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

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

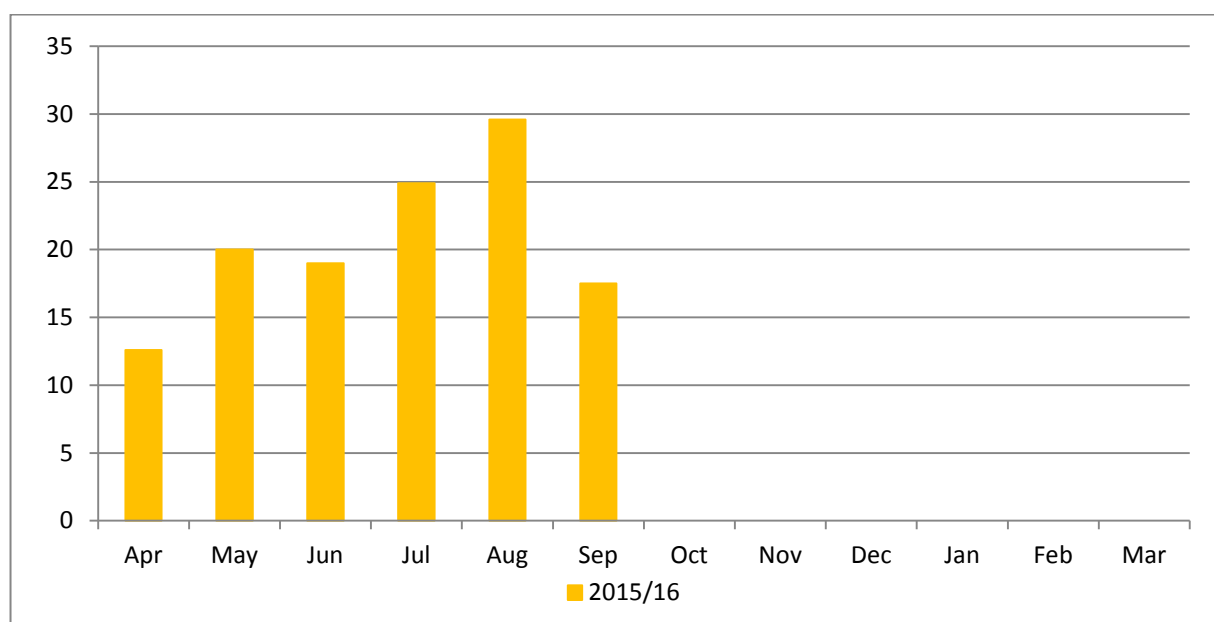
Unfortunately it has not been possible to extract the relevant data from Proactis or ABW. Although this issue is still being investigated it is likely that data won't be accessible until the new system is procured and the requirement for being able to identify SMEs is made available. However, we have now awarded a contract to Due North for the provision of our E-Procurement Solution and anticipate going live in the week commencing 7 December with a roll-out of system usage.

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.



In the first six months of the year (April to September) of 2015/16, 7,504 appointments were made to the registration service broken down as follows:

Telephone	5,902	(78.6%)
Online	1,530	(20.3%)
Walk in	72	(0.9%)

This provides an overall six month channel shift figure of 20.3%.

## 5.1.6 KEY PROJECTS REPORTED IN THE CORPORATE PLAN

Projects	2014/15 Outturn	Q2 Target	Q2 progress (1 Apr-30 Sep)	Comments about progress of the projects
Forecast budget outturn position	£1.7m (Q3)	£0	£2.9m	Whilst an overspend of £2.9m is currently identified at this 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)	75% with reducing level of risk	n/a	57% with reducing level of risk	This year's Action plan had 14 issues at 1st Quarter, by end of 2nd quarter status was as following: <ul style="list-style-type: none"> <li>• 5 items fully resolved so removed from action plan</li> <li>• 3 items with a reducing level of risk</li> <li>• 6 where the risk has remained the same</li> </ul>
Progress against the major projects within the Single Change Programme (SCP)	Amber	n/a		The Change Programme continues to make good progress with £30.2m of savings having been realised to date, and plans are in place to realise a further £18.9m. This leaves £14.9m yet to be formally identified, and it is this that forms the current focus of work with the Change Board as part of the cross cutting organisational-wide opportunities work and development of Directorate Sustainable Business Models that has been recently initiated and justifies the programmes retained 'Amber' status. To date a total of 18 projects have delivered and been formally closed, 25 projects are live and reporting progress to Change Board on a monthly basis with a rolling number of early initiatives in 'Discovery', whereby work is underway to identify the associated value and effort for each allowing Change Board to decide those they want to progress or not. In relation to our journey to digital, the new Council Website public Beta has now been launched. The website provides the platform for our new end to end digital services – those delivered to date are: Parking Permits (new applications & renewals), Applying for an Older Persons Bus Pass, Making a Complaint, Submitting an FoI Request, Tenants Reporting a Non-Emergency Repair and scheduling an appointments, Book to Register a Birth, Book to Register a Death, Renew your Taxi License, Renew your Taxi Vehicle License, Tenants Tell Us You're Moving Home and Letting Agents/Landlords.

## **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:**

N/A

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

**Background Papers:**

None