

Resources Scrutiny Commission

Agenda



Date: Wednesday, 18 December 2019

Time: 3.00 pm

Venue: The Lord Mayor's Reception Room - City Hall, College Green, Bristol, BS1 5TR

Distribution:

Councillors: Stephen Clarke (Chair), Mark Brain (Vice-Chair), Donald Alexander, Afzal Shah, Mhairi Threlfall, Hibaq Jama, Margaret Hickman, Graham Morris, John Goulandris, Sultan Khan and Clive Stevens

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Date: Friday, 20th December 2019



Agenda

14. Performance Report Quarter 2 – TO NOTE

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RESOURCES SCRUTINY – Q2 2019/20 Performance Summary

FINANCE	
Title	Target status
BCP501a: Projected forecast outturn as a percentage of approved budget (BCC)	Below target
BCP502: Increase the percentage of invoices paid on time (BCC)	Below target
BCP503: Maintain the percentage of Council Tax collected	Below target
BCP504: Increase the percentage of non-domestic rates collected	Below target

WORKFORCE & CHANGE	
Title	Target status
BCP522: Reduce the average number of working days lost to sickness (BCC)	Below target
BCP523: Maintain staff turnover	On target
BCP528: Increase the percentage of employment offers made to people living in the 10% most deprived areas	Below target

LEGAL & DEMOCRATIC SERVICES	
Title	Target status
DRE211: Legal Services - Income vs Target	Well above target
DRE212: Legal Services agency spend as % of total salary bill	Well above target
DRE213: % of births registered within 42 days	Above target
DRE214: % of deaths registered within 5 working days	Above target

OVERALL SUMMARY:
 45% (9/20) PI's On / Above target
 50% (4/8) PI's better than Q2 last year

DIGITAL TRANSFORMATION (ICT)	
Title	Target status
DRE550: Reduce the number of Business Critical (P1) Incidents reported to the ICT service desk	Well above target
DRE551: Percentage of applications without a version upgrade in previous 12 month period	On target
DRE552: Increase the percentage ICT Service Requests completed effectively within SLA timescales (5 days)	Below target
DRE554: % users scoring the IT Services as good or above following incident or service request	Above target

COMMERCIALISATION	
Title	Target status
BCP513: Increase the number of new electric and hybrid vehicle registrations	Well Below Target
BCP514: Increase income generation from Commercialisation opportunities	Establish benchmark

POLICY, STRATEGY & PERFORMANCE	
Title	Target status
BCP531: Increase the percentage of all Corporate Plan PIs on target	Well below target
BCP532: Increase the percentage of all Corporate Plan PIs that are improving (over the last year)	Well below target
DRE533: Increase % of service areas with an action plan to address equality gaps, issues and priorities	On target
DRE534: Communication Campaign effectiveness (%)	Below target



Resources EDM - Quarter 2 (1st April - 30 September '19) Performance Progress Report - Quarterly PIs

Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Responsible Manager	Officer Notes
Resources - Commercialisation & Citizens										
W2	BCP513	Increase the number of new electric and hybrid vehicle registrations	+	n/a	26	0	6	n/a		<p>6 new Electric Vehicles(EV) have been added to the City Council's fleet, taking the total of EVs & Hybrid vehicles up to 23:</p> <ul style="list-style-type: none"> The Enterprise Car Club has 2 electric cars and 1 hybrid car based at Temple Street. Parking Services has 12 at Days Road, ICT Services has 1, based at City Hall The Records Office has 1 at B Bond records office, Ground maintenance has 1 Housing responsive repairs has 4 based at Sandy Park And Sustainable Transport also has 1 <p>At present, there are no further purchases planned for this year as there is a need to increase the Electric Vehicle(EV) infrastructure at council sites, to include additional charge points, before further EVs are added to the City Council's fleet.</p>
WOP4	BCP514	Increase income generation from Commercialisation opportunities	+	n/a	Establish baseline	£0	£0	n/a	Rizwan Tariq	A Commercialisation Development Manager has now been appointed, and remaining permanent appointments to the team will be in place by the end November; we are working on opportunities including in Fleet, Joinery, Education, Events and Conferences, in addition to exploring opportunities to bring in additional funding streams. It is likely that cashable opportunities will not be realised until the latter end of the Financial Year.
Resources - Digital Transformation										
WOP2	DRE550	Reduce the number of Business Critical (P1) Incidents reported to the ICT service desk	-	n/a	24	1	4	n/a	Gavin Arbuckle	<p>Quarter 1 = 1 Service affecting critical Incident. Quarter 2 = 3 Service affecting critical Incidents. Q 1 - 2, total of 4 Incidents against a target of 12. Trend continues to be positive in ensuring that the downtime on Critical Services remain minimal.</p>
WOP2	DRE551	Percentage of applications without a version upgrade in previous 12 month period	+	n/a	90.0%	33.3%	44.4%	n/a	Gavin Arbuckle	9 Key Business Applications have been identified to be monitored for upgrades; Uniform, GIS, IWorld, Info@Work, LAS, LCS, Civica CX, MS Office, McAfee AV. Of these applications, Information @ Work had an upgrade on the 8/7, McAfee upgrade on 2/7 & 23/8, IWorld on 18/8 and LAS on 29/8 Hence 4 Applications had a requirement for an upgrade during Quarter 2, the balance of 5 Applications did not have an upgrade.
WOP2	DRE552	Increase the percentage ICT Service Requests completed effectively within SLA timescales (5 days)	+	n/a	85.0%	81.4%	79.2%	n/a	Gavin Arbuckle	<p>The trend continues to be lower than the target with performance issues particular in August due to high holiday/sickness absence throughout the month which has adversely affected the whole quarter, however, September achieved 87.3% which is above target and it is hoped that this trend can continue into October and through Q2; Individual monthly analysis: July: 78%, 1,531 Requests, 1,195 completed within the SLA of 5 days. August: 70.3%, 1262 Requests, 887 completed within the SLA of 5 days. September: 87.3%, 1,620 Requests, 941 completed within the SLA of 5 days.</p>
WOP2	DRE554	Increase the % users scoring the IT Services as good or above following incident or service request	+	n/a	90.0%	98.2%	94.6%	n/a	Gavin Arbuckle	The performance continues to illustrate a trend well above target for Q2, which is heartening. Individual monthly analysis is as follows: July: 71 customer satisfaction surveys returned, 3 negative, 95.8%, August: 80 customer satisfaction surveys returned, 4 negative, average 95%, September: 73 customer satisfaction surveys returned, 5 negative, average 93%
Resources - Finance										

Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Responsible Manager	Officer Notes
WOP4	BCP501a	Projected forecast outturn as a percentage of approved budget (BCC)	-	99.4%	100.0%	100.8%	101.2%	↓	Denise Murray, Mike Pilcher	Overspend of £4.3m forecast at the end of September, predominantly within Adult Social Care, Education and Facilities Management. This has increased since the end of June. Management actions are expected to be taken which will bring this will be in line with available resources by year end. This is monitored on a regular basis by management and reported to Cabinet.
WOP4	BCP502	Increase the percentage of invoices paid on time (BCC)	+	80.30%	90.00%	82.74%	81.69%	↑	Denise Murray, Mike Pilcher	Performance has improved compared to the previous fiscal year and we are striving to meet target. Additionally, a reporting framework has been delivered providing a high level analysis of the reasons for late payment with further improvements to these reports in train. Notifications to Budget Managers have been implemented but compliance with the purchase order process continues to be an issue across all directorates.
WOP4	BCP503	Maintain the percentage of Council Tax collected	+	96.82%	96.82%	27.96%	54.96%	↓	Martin Smith	Council Tax collection for September 2019 shows a decrease of £81k on last month's deficit of £461k. Changes in debit, after billing, fluctuate according to cycles and in particular the end of the student academic year. This will balance itself out over the coming months and there is no concern regarding the reduction and reinstatement of exemptions, at this stage. The introduction of a new online 12 instalment form at the beginning of the year and the increased use of our other automated online forms has seen a greater number of citizens opting to pay Council tax over 12 instalments and has resulted in Council tax instalments being deferred to February and March 2020. The monthly profile from October 2019 has been altered to reflect this trend. End of year collection target is still expected to be met.
WOP4	BCP504	Increase the percentage of non-domestic rates collected	+	98.31%	98.35%	28.38%	56.05%	↓	Martin Smith	Business Rates collection for September 2019 shows a deficit of £1.05m. Some large assessments have recently been billed or had their payment plan adjusted, with instalments being moved to February and March. Adjusting the in-year target profile for the latter months is being considered and may be adjusted from next month if significant. The collection fund deficit for 19/20 is £1.6m and the majority of the deficit is brought forward from previous financial years and the on-going effect of successful appeals or reductions due to significant refurbishment works. Based on collectable business rates, confidence remains that the year-end collection target is achievable.
Resources - Legal and Democratic Services										
WOP2	DRE213	% of births registered within 42 days	+	97.9%	98.0%	98.7%	98.7%	n/a	Yvonne Dawes, Elizabeth Matthews	Good performance continued for Quarter 2. In July - September 2,779 births were registered within the required 42 day period. 34 were registered outside the 42 day period. Compliance= 98.7%
WOP2	DRE214	% of deaths registered within 5 working days	+	78.7%	82.0%	81.1%	85.9%	n/a	Yvonne Dawes, Elizabeth Matthews	We exceeded our target for Quarter 2. The numbers for Q2 are 1,206 deaths registered, 758 with no involvement from the Coronor (MCCD). Of these 107 were registered after 5 days. Compliance= 85.9%
WOP4	DRE211	Legal Services - Income vs Target	+	n/a	100%	111.00%	137.13%	n/a	Jane Johnson, Nancy Rollason	This measure is for all income generated year to date and does not include annual sums yet to be received. We are still forecasting above target for year-end income received.
WOP4	DRE212	Legal Services agency spend as % of total salary bill	-	32.4%	28.0%	20.0%	21.0%	↑	Jane Johnson, Nancy Rollason	The service continues to manage the need for agency staff, but this is dependent on demand and ability to recruit. We anticipate that this cost may increase later in the year for these reasons. This measure includes the total salaries for Legal Services including the Service Director.
Resources - Policy, Strategy & Partnerships										
WOP1	BCP531	Increase the percentage of all Corporate Plan PIs on target	+	44.0%	67.0%	39.0%	33.3%	n/a	Nick Smith	There are 16 Bristol Corporate Plan (BCP) indicators On or Above Target, out of the 48 BCPs with data (excluding these 2 summary indicators). Q2 is not fully indicative as many performance indicators are annual and therefore not included here
WOP1	BCP532	Increase the percentage of all Corporate Plan PIs that are improving (over the last year)	+	62.5%	67.0%	43.8%	41.5%	n/a	Nick Smith	17 of the 41 BCP metrics with a direct comparison to the same period last year have improved, with 24 performing worse than Q2 last year. [Note - Q2 is not fully indicative as many performance indicators are annual and not included here]

Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Responsible Manager	Officer Notes
EC4	DRE533	Increase % of service areas with an action plan to address equality gaps, issues and priorities	+	n/a	100%	0.0%	0.0%	n/a	Arif Sain	Whilst this figure is 0% for Q2, this is expected as the deadline for submission of Equality Action Plans is mid-Dec, with drafts due in Oct. As of end Oct, over half of the expected service areas had submitted a draft Equalities Action Plan for review, and there is a programme of work to support all Services to submit by end Q3.
WOP1	DRE534	Communication Campaign effectiveness (%)	+	86.0%	90.0%	88.8%	86.0%	↓	Saskia Konynenburg, Jon Toy	The marketing of our Replicate 'Smart homes Retrofit' project, that support residents in Ashley, Easton and Lawrence Hill to install energy efficient measures to their homes, resulted in quotes or installations for 150 dwellings. This was a partial success because the campaign time frame was reduced by two months for reasons relating to funding allocation and staffing within the client service team. A range of successful social media comms tactics around our Clean Air Zone Consultation were carried out. Our #Destination Fostering campaign included a good first trial for BCC of a marketing technique that uses 'pixels' embedded in webpages in order to re-target individuals with Facebook adverts. The marketing of our Bristol Eating Better Awards microsite was carried out through social media channels and on no budget. It has resulted in awards being made to 173 food outlets within the period of the campaign.

Resources - Workforce & Change

WOP1	BCP523	Maintain appropriate staff turnover	-	14.2%	12.5%	12.6%	12.0%	↑	Mark Jefferson, Mark Williams	Target = 10-15%. Turnover remains stable at 12.0% and well below a figure of 14.2% for the same time last year.
WOP3	BCP522	Reduce the average number of working days lost to sickness (BCC)	-	9.09 days	8.00 days	8.02 days	8.57 days	↑	Mark Jefferson, Mark Williams	Sickness in Q2 is slightly above its target of 8.5 days at, 8.57 days. Despite a small rise, sickness remains at its lowest level since Q4 2016/17. We are continuing our work on revising our sickness absence policy to take a holistic approach to health and wellbeing. We are committed to supporting our employees at work and our new health and wellbeing plan sets out the actions we will be taking this year to support our employees. We have made organisational health and wellbeing one of our major priorities (Organisational Improvement Plan) and in February 2019 we signed the Time to Change employer pledge which shows our commitment to tackling the stigma of mental ill health. Our major focus for the year ahead is ensuring our leaders continue to develop their skills to support those people reporting health and wellbeing concerns.
WOP3	BCP528	Increase the percentage of employment offers made to people living in the 10% most deprived areas	+	n/a	6.5%	5.7%	6.2%	n/a	Mark Jefferson, Mark Williams	The below actions are part of our Organisational Improvement Plan seek to increase the reach and targeting of job adverts to a greater diversity of applicants: - Launched a new online recruitment portal in July 2019 and applicant tracking system with improved communication and user experience for candidates and hiring managers. - We have worked with managers to improve the quality and clarity of job paperwork and advertisements. Introduce adaptable application and assessment processes to suit individual roles. - Developed our social media presence to attract a wider and more diverse audience for job opportunities. In Q2 2019 6.2% (50) of all jobs offered were to candidates living in the Most Deprived areas of Bristol. 36% (18) of these jobs were in Adult Social Care, with 14% (7) in Homes and Landlord Services, 10% (5) in Commercialisation, and 6% (3) in Transport. 22% (11) of all jobs offered are to employees declared as BAME and 10% (5) disabled.

Resources - Workforce & Change - Annual PIs - By exception

Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Responsible Manager	Officer Notes
WOP2	BCP521	Increase % of colleagues reporting they have the equipment to do their work effectively	+	61.0%	65.0%	n/a	n/a	n/a	Stephanie Griffin	This measure is reported annually at year end and will be informed by the annual employee survey. Action planning is underway using the analysis of the last survey: - Staff focus groups have been set up to look at a number of organisation-wide themes that emerged from the employee survey. - One of these themes was the physical workplace and workshops have been taking place to identify areas for action. - The roll-out of Office 365 in 2020 as part of the IT Transformation Programme will provide additional tools and opportunities for more efficient ways of working. A support package of training and guidance will help employees adapt to the new facilities.
WOP3	BCP527	Increase the % of staff who are "clear about what the council is here to do and its priorities"	+	76.0%	80.0%	n/a	n/a	n/a	Stephanie Griffin	This measure is reported annually at year end and will be informed by the annual employee survey. Action planning is underway using the analysis of the last survey: - A refreshed communication strategy and corporate narrative has been developed to provide a consistent way of describing the city and council. This will be used in our communications externally and internally to help colleagues understand what the council is here to do and its priorities. - Directors are holding events to create a shared understanding of what a one-council approach looks like in practice and how we can best work with each other. - Each division has their own local action plan with activities to improve cascade of information and priorities.

Strategic Performance & Intelligence [19/11/19]

Status Key	Improvement Key	Description
Well Above Target	↑	Direction of travel IMPROVED compared to same period in the previous year
Above Target		
On Target	=	SAME as previous same period in the previous year
Below Target		
Well Below Target	↓	Direction of travel WORSENE d compared to same period in the previous year
Data not entered		

Corporate Strategy - Key Commitments

Empowering & Caring	
EC1	Give our children the best start in life by protecting and developing children's centre services, being great corporate parents and protecting children from exploitation or harm.
EC2	Reduce the overall level of homelessness and rough sleeping, with no-one needing to spend a 'second night out'.
EC3	Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of social care and safeguarding provision, with a focus on early help and intervention.
EC4	Prioritise community development and enable people to support their community.
Fair & Inclusive	
FI1	Make sure that 2,000 new homes (800 affordable) are built in Bristol each year by 2020.
FI2	Improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and with a transparent admissions process.
FI3	Develop a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.
FI4	Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.
Wellbeing	
W1	Embed health in all our policies to improve physical and mental health and wellbeing, reducing inequalities and the demand for acute services.
W2	Keep Bristol on course to be run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces.
W3	Tackle food and fuel poverty.
W4	Keep Bristol a leading cultural city, helping make culture, sport and play accessible to all.
Well-Connected	
WC1	Improve physical and geographical connectivity; tackling congestion and progressing towards a mass transit system.
WC2	Make progress towards being the UK's best digitally connected city.
WC3	Reduce social and economic isolation and help connect people to people, people to jobs and people to opportunity.
WC4	Work with cultural partners to involve citizens in the 'Bristol' story, giving everyone in the city a stake in our long-term strategies and sense of connection.
Workplace Organisational Priorities	
WOP1	Redesign the council to work effectively as a smaller organisation.
WOP2	Equip our colleagues to be as productive and efficient as possible.
WOP3	Make sure we have an inclusive, high-performing, healthy and motivated workforce.
WOP4	Be responsible financial managers and explore new commercial ideas.