

# Resources Scrutiny Commission

## 23<sup>rd</sup> March 2017



**Report of:** Strategic Director – Resources

**Title:** Resources Performance Q3 2016/17

**Ward:** Citywide

**Officer Presenting Report:** Tracy Mathews – Performance Improvement Advisor

**Contact Telephone Number:** 0117 92 23850

### Recommendation

1) To note the Resources Outturn Performance Report for Quarter 3 of 2016/17

### Summary

This report consists of existing performance indicators already reported to Resources DLT. All indicators aim to show the progress made to supporting the 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 Resources 2016/17 Quarter 3 Outturn Performance Report, attached as Appendix A.



**Policy**

1. *Not applicable*

**Consultation**

2. **Internal**  
*Directorate Leadership Team*
3. **External**  
*Not applicable*

**Context**

- 4.1 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 the new Corporate Plan 2017/22 is developed it is likely that additional measures will be identified and included in future reports.
- 4.2 As Resources only currently accounts for five Corporate Plan measures, detailed information for all the Resources DLT measures are included for information.
- 4.3 These measures of success are sorted by service area. Headline findings are as follows:
  - There are 33 indicators across the directorate of which 9 have no target as they are new for 2016/17 and are establishing a baseline for future reporting
  - Data has not been entered for two performance indicators as the definition is still to be agreed
  - Three indicators are measured annually - data is due in April 2017
  - Of the 19 indicators where targets have been set:
    - 8 (42.1%) performed above target
    - 11 (57.9%) performed below target of which 6 performed well below target. Supporting information is contained within the report (Appendix A)

**Proposal**

5. The Commission is asked to note the contents of the summary outturn report as attached as Appendix A.
- 5.1 It is also asked to note that Strategic and Service Directors will continue to be involved in developments to performance reporting arrangements and indicators which better reflect the Draft Corporate Strategy 2017-2022 and business plans. This includes how reporting can most efficiently enable Cabinet Leads, DLTs and scrutiny commissions to carry out their roles.

**Other Options Considered**

6. *Not applicable*

## Risk Assessment

7. *Not applicable*

## Public Sector Equality Duties

- 8a) 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 --
    - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
    - 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);
    - 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 –
    - tackle prejudice; and
    - promote understanding.
- 8b) This report is a statement of the progress on delivery of the Corporate Plan objectives and therefore no equality impact assessment has been undertaken. Individual workstreams will have undertaken equality impact assessments as part of developing and delivering the work programmes.

## Legal and Resource Implications

### Legal

*Not applicable*

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

**Financial**

**(a) Revenue**

*Not applicable*

**(b) Capital**

*Not applicable*

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

**Land**

*Not applicable*

**Personnel**

*Not applicable*

**Appendices:**

*Appendix A – Resources 2016/17 Quarter 3 Outturn Performance report*

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

**Background Papers:**

*None*

## RESOURCES PERFORMANCE REPORT - Q3 2016/17

Finance												
Status	Code	Title	+/-	Prev Year End	Annual Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Actual to Date	Variance from target	Officer Notes
<b>Finance</b>												
Well below target	BU355	Percentage of invoices paid on time (BCC)	+	93.08%	96.00%	72.32%	75.4%	76.40%		74.3% (BCC) 81.2% (RES)	-22.60%	For the period Q1-Q3, 74.3% of invoices were paid on time across the Council. This can be broken down by directorate as follows: Resources 81%, NH 72%, PE 77%, PL 75%.
No Target	BU357a	Value of rolling year debt to be collected (BCC)	-	n/a	TBC	£131.2m	£131.4m	£138.2m		£138.2m (BCC) £2.5m (RES)	No Data	
Below target	BU357b	Level (%) of rolling year debt collected (BCC)	+	87.35%	90.00%	83.09%	86.99%	89.70%		89.7% (BCC) 94.9% (RES)	-0.33%	Of the invoices over £1m previously reported there still remains:  £0.2m - Bristol Energy (payment expected in January) £1.3m - NHS (credit note for £0.4m being issued to resolve dispute) £2m – Russell Education Trust in relation to capital building works for Bristol Free School (invoice is under query and replaced a previous invoice issued in August).  These invoices equate to 2.5% of the debt
Below target	BU357c	Total uncollected rolling year debt (BCC)	-	n/a	10% of total value	£22.1m	£17.1m	£14.2m		£14.2m (BCC) £0.129m (RES)	-3.01%	At the end of December there was £14,244,916 debt outstanding, equivalent to 10.3% of the total value of rolling debt to be collected. Resources accounts for £129,809 debt outstanding equivalent to 5% of its total value.
No Target	BU385	Agency spend as % of total salary bill (Resources)	-	n/a	TBC	16.8%	10.6%	12.70%		14.5% (3/4)	No Data	For the period Q1-Q3, 14.5% of salary costs can be attributed to agency costs in Resources, equivalent to £ 3,331,620. Agency costs for BCC were 4.5% (£7.3m). Other directorates performed as follows: CD 1.5%, NH 2.7%, PE 2.8%, PL 3.3%. The definition for this PI is the total agency staff cost in the period expressed as a percentage of the total salaries, wages and agency cost. (Data source: ABW) (Account codes used = R1000, R1001, R1002, R1003, R1004, R1005, R1006, R1007, R1050, R1060, R1062, R1100) - SUBJECT TO REVIEW

HR and Change												
Status	Code	Title	+/-	Prev Year End	Annual Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Actual to Date	Variance from target	Officer Notes
<b>HR</b>												
Below target	BCP182	Number of working days lost due to sickness absence (BCC)	-	8.36	8	8.44	7.92	8.4		8.40 (BCC) 4.96 (RES)	-5.0%	8.4 days lost to sickness for the rolling 12 month period to 31st December. Sickness can be broken down by directorate as follows: Resources 4.96 days, Neighbourhoods 8.49 days, People 10.08 days, Place 7.6 days.
Well below target	BU208	% employees with a completed 'My Performance' 15/16 review form (BCC)	+	n/a	90.00%	51.0%	53.0%	68.00%		68.0% (3/4)	-24.4%	The 15/16 review form was closed on 28 December 2016. All uncompleted forms were archived. Performance by directorate is as follows: RE 78%; CD 53%; NH 76%; PE 61%; PL 66%

Status	Code	Title	+/-	Prev Year End	Annual Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Actual to Date	Variance from target	Officer Notes
No Target	BU240	Difference between progression rate of BME and non-BME employee	+	n/a	TBC		-0.03%	-0.16%		-0.16% (3/4)	No Data	77 staff members were promoted during Q3 although ethnicity is only known for 67 staff. The progression rate for BME staff was 0.99% and for non BME staff was 1.16%.
No Target	BU241	Difference between progression rate of Women and Men	+	n/a	TBC		-0.24%	-1.31%		-1.31% (3/4)	No Data	77 staff members were promoted during Q3. The progression rate for Women was 0.78% and for Men was 1.78%.
No Target	BU242	Percentage of top earners who are women	+	n/a	TBC		54.6%	53.50%		53.5% (3/4)	No Data	There are 327 staff in the top 5% earners of which 175 are female and 152 are male.
Data not entered	BU243	Cost of HR per fte	-	n/a	TBC						No Data	Definition tbc - salary costs or wider?
No Target	BU244	Number of HR staff per 1000 fte	-	n/a	TBC	19.89	17.85	14.78		14.78 (3/4)	No Data	(Quarter 1 - 3) 14.78 FTE HR staff per 1,000 FTE (78.98 FTE HR staff and 5343.25 FTE BCC staff as at 31 Dec 16).
<b>Change</b>												
Above target	BU111	Percentage "first call fix" on the ICT Service Desk	+	55%	50%	47%	53%	48%		50.3% (9/12)	0.6%	
Well below target	BU112	Percentage of calls to the ICT Service Desk abandoned before they were answered	-	10%	5.00%	12%	10%	11%		11.0% (9/12)	-120%	The service desk number handles calls for a variety of destinations, e.g Vodafone, BWP using the menu options (i.e. these may be calls that are not directly handled by the service desk). We are investigating each of the options to establish whether a specific option is driving up the abandon rate.
Well above target	BU115	Customer satisfaction (%) with ICT service desk service	+	89%	90%	92.7%	100%	98%		96.9% (9/12)	7.7%	
No Target	BU157	Number of high and critical security issues found during network health checks	-	n/a	TBC		19			19 (2/4)	No Data	(Quarter 1 - 2) The IT security health check was carried out in July 2016 and identified 87 incidents of which 19 were deemed as high or critical.
No Target	BU158	Number of lost / stolen laptops, mobile phones, blackberry's or tablets	-	n/a	TBC			8		8	No Data	Laptops: 5, Mobile Phones: 2, Blackberries: 1
On target	BU160	% Key ICT system availability	+	99.40%	99.50%	99.5%	99.2%	99.6%		99.5% (9/12)	0.00%	
Well below target	BU163	Percentage of ICT requests using self-service	+	26%	50%	29%	29%	26%		26.5% (9/12)	-33.75%	Q3 target = 40%. We are making changes to the portal interface in order to improve the ease of use of the portal. We also believe that because of the spend freeze, the simple requests that would normally come via this route are declining, resulting in a higher percentage of the more complex calls being received via non self-serve routes.
Below target	BU164	% ICT requests completed within 5 days	+	n/a	85.00%	86.2%	75.5%	71.20%		79.1% (9/12)	-6.9%	
Data not entered	BU170	Cost of ICT per FTE	-	n/a	TBC						No Data	Definition tbc - salary costs or wider?
No Target	BU171	Number of ICT staff per 1000 fte	-	n/a	TBC	26.88	26.24	26.57		26.57 (3/4)	No Data	(Quarter 1 - 3) 26.57 FTE ICT/Change staff per 1,000 FTE (141.79 FTE ICT/Change staff and 5334.86 FTE BCC staff as at 31 Dec 16).

Status	Code	Title	+/-	Prev Year End	Annual Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Actual to Date	Variance from target	Officer Notes
<b>Legal and Democratic Services</b>												
<b>Legal Services</b>												
Below target	BU129	Chargeable hours worked within Legal Services	+	100.00%	100.00%	93.40%	97.80%	98.00%		98.00% (9/12)	-2.00%	
Well above target	BU211	Legal Services - External Income vs Target	+	n/a	£812,000	£213,000	£489,000	£758,000		£758,000 (3/4)	24%	At the end of Q3 the external income target was £609k and actual income was £758k resulting in a surplus of £149k (+24%).
Well above target	BU212	Legal Services spend on external legal advice and representation	-	n/a	£578,000	£75,000	£183,000	£368,000		£368,000 (3/4)	15%	This budget is demand led and although performing well above target it is too early to predict the year end outturn as a single case could prove costly.
Well below target	BU213	Legal Services spend on agency costs (as a % of overall salary budget)	-	n/a	20.00%	24.0%	22.4%	22.40%		22.4% (3/4)	-12.00%	Q1-3 = 22.4% (Agency costs of £501,951 / Overall salary budget £2,236,429)
Data not due	BU214	Total income earned against a target of 20% total budget	+	n/a	Top quartile comparator LA's	n/a	n/a	n/a		n/a	No Data	Annual PI - Data due April 2017 (TM)
Data not due	BU215	Number of qualified lawyers per 1000 population	-	n/a	Establish benchmark	n/a	n/a	n/a		n/a	No Data	Annual PI. Data available early 2017 following Core City benchmarking exercise.
Data not due	BU216	Cost of Legal per 1000 population	-	n/a	Establish benchmark	n/a	n/a	n/a		n/a	No Data	Annual PI. Data available early 2017 following Core City benchmarking exercise.
<b>Statutory and Democratic Services</b>												
Above target	BU130	Customer satisfaction with Register Office	+	98.56%	90.00%	n/a	97.00%	n/a		97.0% (1/2)	7.78%	2641 people used the registration service during September: 167 Survey forms were received (6.32% responded) 142 received said the level of service was excellent 20 received said the level of service was good 5 % returned were from BME group (6 forms) 100% of which rated us Good or above Total: 97% rated the service level as good or above For the September survey we tried emailing the survey rather than paper forms, resulting in a huge decrease in the number of completed forms. We will revert to the paper system for the next time in February.
Well below target	BU324	% Birth registration appointments available within 5 working days of request	+	89.00%	95.00%	85.6%	97.0%	87.00%		87.0% (9/12)	-8.4%	8899 births registered in April – December (894 registered Nov) 7952 booked appointments in April – December(89.35%). In December 771 (86.24%) Appointments were booked 87% of those who booked were offered an apt within 5 working days between Apr - Dec. 85% of appointments booked during December were offered an apt within 5 working days
Above target	BU326	% Death registration appointments available within 2 working days of request	+	98.00%	95.00%	99.4%	99.0%	99.00%		99.0% (9/12)	4.21%	3782 deaths were registered April - December 446 deaths were registered in December 95 % were offered an appt within 2 days during December (422 booked appts,) From April - December 3510 appointments were booked of these 99% (3467) were offered an apt within 2 days.
Well above target	BU328	% Channel shift achieved for the Bristol Register Office	+	38.70%	30.00%	44.1%	45.2%	51.20%		51.2% (9/12)	70.70%	Total no of appts booked = 1226 Online appts = 628 Walkin = 4 Phone Appts = 594 51.22% channel shift to online appts in month of December