



Resources EDM - 1st Quarter Performance Progress Report (1 April '18 - 30 Jun '18) - [Quarterly PIs]

Corp Plan KC ref	PI Code	Title	2017/18 outturn	2018/19 Target	Q1 Progress	Comparison over last 12 months	Officer Notes
Resources - Finance							
WOP4	.BCP501a	Projected forecast outturn as a percentage of approved budget (BCC)	n/a	100.00%	102.2%		
WOP4	.BCP501b	Forecast level of reserves against planned level of reserves (BCC)	n/a	£73,800,000	£90,734,000		
WOP4	.BCP502	Increase the percentage of invoices paid on time (BCC)	79.87%	96.00%	81.20%	↑	Q1 = 81.2%. (RE=83.4%, CO=73.2%, ACE=81.4%, G&R=83.8%). 18.8% of invoices were paid late across the organisation equal to 5,488 invoices. We aim to reach the 96% target by the end of the financial year by a series of ongoing initiatives which should demonstrate ongoing improvement throughout the year.
WOP4	.BCP503	Increase the percentage of Council Tax collected	96.79%	96.80%	28.23%	↓	Council Tax collection for June 18 shows as 0.23% behind target, equivalent to a deficit of £565k. This represents a increase of £528k on last month's deficit of £37k. Increased use of our automated online Govtech forms has seen a corresponding increase in citizens opting to pay Council tax over 12 instalments. There are 3,326 more accounts paying by 12 instalments than in the previous year. This will be monitored carefully and our collection profile altered at the end of July if these trends continue.
WOP4	.BCP504	Increase the percentage of non-domestic rates collected	97.93%	98.20%	28.03%	↑	Business Rate collection for June 2018 shows as 0.11% ahead of target equivalent to a surplus of £265k. We have reported a reduction of £1.8m in the value of summonses for current year to date, in comparison to the same period last year. This can be attributed to a high level of Valuation List changes in April resulting in adjusted instalments starting from a later date.
WOP4	DRE356	Reduction during the year in opening balances of general debtors debt (BCC)	66.78%	90.00%	49.16%	↑	Q1 target = 55%
WOP4	DRE357a	Value of rolling year debt to be collected (BCC)	£127,166,076		£133,405,283.78	↓	
WOP4	DRE357b	Level (%) of rolling year debt collected (BCC)	91.54%	90.00%	87.37%	↓	Of the invoices over £1m previously reported the invoice for Bedminster Down Academy (being repaid over several months) now has a current balance of £360.7k and the invoice issued to NHS Bristol CCG in April 2018 for £3,864,402.00 remains unpaid. A further invoice for NHS Bristol CCG for £1,962,976.00 has also been raised during May 2018 and is unpaid. These 3 invoices equate to 4.6 % of the debit (TM)
WOP4	DRE357c	Total uncollected rolling year debt (BCC)	£10,761,120		£16,846,583.09	↓	
WOP4	DRE358	% P2P invoices paid with a retrospective order (Resources)	21.00%	15.00%	30.30%	↓	During Q1, 693 invoices were paid with a retrospective order in Resources and can be broken down as follows: Legal & DS: 264, ICT: 242, Workforce and Change: 131, Finance: 28, P&S: 26, Capital: 2. 306 of the 693 (44%) RO invoices were paid late and is one of the main factors in failing to achieve the payment target. In terms of RO's, high volume suppliers include Vodafone (136), Northgate (38), ITEC (35), Cyclescheme (29), Pegasus Catering (17) and Allpay (11). Work is ongoing as part of the review of the procure to pay processes to minimise retrospective orders.
WOP4	DRE359	% purchasing completed without a PO number (Resources)	17.00%	0.00%	13.30%	↓	During Q1 304 invoices were paid without a PO number in Resources, this is broken down as follows: Finance: 159, ICT: 140, Legal and DS: 5.

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WOP1	DRE385	Agency spend as % of total salary bill (Resources)	9.50%	5.00%	8.40%	↓	During Q1 8.4% of salary costs can be attributed to agency costs in Resources, equivalent to £858k. Agency costs for BCC as a whole were 4.0% (£2.08m). Other directorates performed as follows: CO 2.4%, ACE 1.9%, G&R 5.1% Agency costs have reduced since the contract with Guidant. Legal Services account for 20.5% of Resources agency spend - they are due to recruit to director level, a service review will take place in due course.
WOP1	DRE386	Overtime spend as % of total salary bill (Resources)	0.10%	0.50%	0.10%	↑	During Q1 0.1% of salary costs can be attributed to overtime in Resources, equivalent to £7,292. Overtime costs for BCC as a whole were 0.5% (£277k). Other directorates performed as follows: CO 1.0%, ACE 0.4%, G&R 0.6%
WOP4	DRE420	Delivery of the Internal Audit plan to at least draft stage	n/a	90.00%	10.00%		Based on 100 Assurance audits in 18/19 plan. The focus of the first quarter of the financial year has been the completion of the Annual Internal Audit Opinion (which was delivered one month earlier than previous years) and the preparation for the Council of the Annual Governance Statement (which again was delivered one month earlier than previously). The Audit Team completed work for 17/18 and also undertook a number of grant certifications which are not included within this indicator.
WOP4	DRE421	Level of Internal Audit recommendation implementation (Fully / Partial)	69.00%	90.00%	84.00%		Based on the recommendations actually followed up
WOP4	DRE619	Average time taken to process new Housing Benefit claims	23.47 days	21.00 days	22.01 days	↑	Q1 = 23.61 days (average time taken to process new housing benefit claims)
WOP4	DRE620	Average time taken to process changes to existing Housing Benefit claims	4.04 days	9.00 days	13.62 days	↑	Q1 = 9.39 days (average time taken to process changes to existing housing benefit claims).
Resources - ICT							
WOP2	DRE150	Number of critical security issues found during network health checks	5	0	6		A Network Health Test was carried out in June 2018 and identified 6 critical security issues. Plans are in place to deal with Critical issues identified previously as an urgent priority.
WOP2	DRE151	% of critical security issues found during network health check fixed within 3 months	n/a	100%	Data not due		Data due in Q2. A Network Health Test was carried out in June 2018 and identified 6 critical security issues. The target is to fix these issues by the end of September 2018.
WOP2	DRE165	Average time taken to resolve a Priority 1 incident	4.6 hrs	4.0 hrs	3.4 hrs	↓	Q1 = 6 P1 incidents averaging 3.4 hours to resolve.
WOP2	DRE166	Average time taken to resolve a Priority 2 incident	4.5 hrs	8.0 hrs	3.8 hrs	↑	Q1 = 54 P2 incidents averaging 3.79 hours to resolve.
WOP2	DRE183	Number of transactions performed online on BCC website	228,668	200,000	69,385	↑	

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Resources - Legal and Democratic Services							
WOP2	DRE129a	% of target hours recorded on all legal work for in-house and external clients ("Chargeable hours")	93.89%	100.00%	95.58%	↓	
WOP4	DRE211	Legal Services - Income vs Target	£1,213,631	£1,292,320	£360,000	↑	These figures are for all income, not just external income
WOP1	DRE212	Legal Services spend on external barristers	£591,712	£526,970	£84,780	↓	Barristers fees only (the target for which is correct)
WOP1	DRE213	Legal Services agency spend as % of total salary bill	22.20%	17.00%	21.00%		Salary budget £838,743 includes salary, NI & pension for Legal and Service Director. Agency spend £176,087
WOP2	DRE214a	Number of court claims in which BCC has costs awarded against it	1	MI only	0	↑	
WOP2	DRE214b	Total sum of costs awarded against BCC	£11,367	MI only	£0	↑	
WOP2	DRE215a	Number of court claims in which BCC has costs awarded in its favour	74	MI only	189	↑	
WOP2	DRE215b	Total sum of costs awarded in favour of BCC	£40,616.32	MI only	£51,546.00	↑	
WOP2	DRE260	% of births registered within 42 days	97.00%	98.00%	97.40%		In April - June 2858 Births were registered (961 in June) 2784 were registered within the required 42 day period = 97.41 % (97.61 % in June) Measures have been put in place to remind parents to register the birth within six weeks.
WOP2	DRE261	% of deaths registered within 5 working days	65.00%	90.00%	40.70%		In April - June 1283 deaths were registered (410 in June) 1136 excluding inquests (365 in June) 462 were registered within 5 Working days (40.67%) - 165 in June (45.21%) 674 after 5 working days (59.33%) - 200 (54.79%) in June
Resources - Policy & Strategy							
WOP2	DRE411	Communication Campaign effectiveness (%)	95.00%	80.00%	95.00%	↑	Results based on total 19/20 objectives met across the following campaigns: Additional licensing consultation; Foster Care Fortnight; National Clean Air Summit; Proud To Care Career and Jobs Hub.
WC4	Project	Deliver revised city brand toolkit	n/a	n/a	On track	n/a	<ul style="list-style-type: none"> Project planned and undertaken early engagement with Destination Bristol as delivery partner. Work programme established with plan to complete project by end October 2018.
WC4	Project	Deliver council Consultation and Engagement Strategy and toolkit	n/a	n/a	Underway, delayed	n/a	<ul style="list-style-type: none"> Held multiple workshops with officers, members and stakeholders as part of research to produce a new Consultation and Engagement Strategy and toolkit. Commissioned Behavioural Insight Team to trial interventions around increasing consultation reach, response and efficacy. However this means delivery of final strategy has been re-profiled to March 2019 to allow for results of trials to inform content and complete decision pathway.

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Resources - Workforce & Change							
WOP3	.BCP522	Reduce the average number of working days lost to sickness (BCC)	9.10 days	8.00 days	9.25 days	↓	Sickness is at its highest level since 2010. The directorate breakdown is as follows: RE 6.21 days, CO 10.36 days, ACE 10.61 days, G&R 6.8 days. A number of planned actions have been developed to improve the number of working days lost due to absence including; New enhanced employee assistance programme, mental health and first aid training, regular case management and proactive targeted support for managers and systematic performance reviews.
WOP1	.BCP523	Maintain staff turnover	14.60%	12.50%	15.50%		Target = 10-15%. Staff turnover has remained fairly consistent with the previous quarter and is a significant improvement compared with Q1 17/18 (20.7%).
WOP2	.BCP524	Increase % employees with a completed 'My Performance' 17/18 review form (BCC)	48%	100%	13%	↓	Directorate Breakdown: RES 12%, CO 22%, ACE 5%, G&R 14%
WOP3	.BCP527	Increase the % of employees that live in the 10% most deprived areas	6.20%	Establish benchmark	6.50%		6.49% = 409 employees living in the 10% most deprived areas / 6296 headcount as at 30 June 2018. Work is ongoing to review the pay model for BG1-15, which is being developed in consultation with the Unions. Findings will be presented to the HR committee in November.
WOP1	DRE134a	Number of working days lost due to sickness absence (Resources)	6.23	8	6.21	↓	
WOP3	DRE240	Difference between progression rate of BME and non-BME employee	-1.27%	0.00%	-0.30%	↑	281 staff members were promoted during Q1 although ethnicity is only known for 268 staff. The progression rate for BME staff was 4.50% and for non-BME staff was 4.76%.
WOP3	DRE241	Difference between progression rate of Women and Men	-0.14%	0.00%	3.30%	↑	281 staff members were promoted during Q1. The progression rate for Women was 5.79% and for Men was 2.51%.
WOP3	DRE242	Percentage of top earners who are women	60.70%	60.37%	57.26%	↓	As at 30 June 2018 there were 205 (57.26%) females and 153 (42.74%) males in the top 5% of earners. This is below the target of 60.37% which reflects the percentage of female employees in post as at 31st March 2018. Currently going through a senior management restructure, the majority of appointments to date are female. Any further actions will be considered as part of the work around the gender pay gap.



Resources EDM - 1st Quarter Performance Progress Report (1 April '18 - 30 Jun '18) - [Annual PIs]

Corp Plan KC ref	PI Code	Title	2017/18 outturn	2018/19 Target	Q1 Progress	Comparison over last 12 months	Officer Notes
Resources - Finance							
WOP4	.BCP505	Increase the percentage of procurement spend with 'Small and Medium sized Enterprises' (SME's)	38.20%	40.00%	n/a		We are currently confident that the target will be achieved. A number of practical steps have been taken to maximise opportunities for SMEs in the supply chain such as: <ul style="list-style-type: none"> • early market engagement (and promoting these opportunities to SMEs through our E-procurement solution); • encouraging SMEs to network with prospective bidders (where they can't/won't bid independently); • streamlining the bidding process (to ensure is proportionate to the value and risk of the contract); • using frameworks and DPSs (where appropriate – allowing bidders to bid for smaller contracts); • lotting contracts (where possible); • reducing the turnover cap (applicable to the assessment of financial standing/risk). (TM)
WOP4	DRE422	Delivery of Audit Opinion to Management, Audit Committee in time to inform the AGS	n/a	Yes	Yes		
WOP4	DRE423	Annual Governance Statement (AGS) delivered in line with statutory deadlines	n/a	Yes	Yes		
Resources - Generic							
WOP1	.BCP560	Increase the satisfaction of citizens with our services (QoL)	26.80%	27.80%	n/a		The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of data in March 2019. (TM)
Resources - Legal and Democratic Services							
WOP2	DRE344	Electoral Registration Officer (ERO) meets average national REGISTER standard	Yes	Yes	n/a		
Resources - Policy & Strategy							
WOP2	DRE572	Increase consultation response from under represented communities	n/a	Establish baseline	n/a		PI definition to be confirmed
Resources - Workforce & Change							
WOP1	.BCP520	Increase the percentage of colleagues who would recommend the council as a place to work		50.00%	n/a		Data source: Staff survey. The previous staff survey was carried out in 2016/17 and showed that 40% of colleagues recommend the council as a place to work. A survey was not carried out in 2017/18.
WOP2	.BCP521	Increase % of colleagues reporting they have the right tools to do their job effectively/efficiently	n/a	60.00%	n/a		Data source: Staff survey. The previous staff survey was carried out in 2016/17. A survey was not carried out in 2017/18. This is a new question for 2018/19.
WOP3	.BCP525	Reduce the gender pay gap	4.10%	4.00%	n/a		HR are working with Councillor Harriet Bradley to investigate pay inequality in the city and will report back through the HR committee in the November meeting on findings and actions required.
WOP3	.BCP526	Reduce the race pay gap	12.96%		n/a		Information on the race pay gap will be published later in the Autumn, and will include an action plan.