

Resources

Scrutiny Commission

18th September 2019



Report of: Mike Jackson

Title: Executive Director: Resources

Ward: City-wide

Officer Presenting Report: Mark Wakefield

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Recommendation:

To note the Resources Directorate's performance progress report for Quarter 1, 2019/20.

The significant issues in the report are:

The most significant performance issues against the corporate plan priorities are set out in appendix A1. The Scrutiny Commission are invited to ask questions of the Executive Director; Resources on progress against these priorities.



1. Summary

The report and appendix are a summary of the main areas of progress towards delivery of the Corporate Plan 2019-20.

2. Context

This report and appendix is designed to standardise a set of Key Performance Indicators and reporting arrangements around the corporate strategy and Bristol City Council's business plan.

In terms of performance in Q1 for the directorate, progress can be summarised as follows:

Performance summary:

Taking the total available KPI results this quarter:

- Just under half (47.4%) of those with established targets are performing on or above target (9/19) and,
- 90% of those with a direct comparison from 12 months ago have improved (9/10).

The difference in performance against target and that of the direction of travel can in part be attributed to the stretching nature of the targets set.

Service Areas:

Commercialisation & Citizens Services

- Citizen's Services KPIs are not now included as part of the Resources Scrutiny performance report, instead being seen by Communities.
- Measures from the Commercialisation wing have now been introduced, and we will see more progress from these as the year progresses.

Policy, Strategy & Partnerships

- Both performance against target for all Corporate Plan (BCP) metrics and their direction of travel are showing as well below target. These are a measure of the overall organisation, and reflect challenges in the People and G&R directorates as well as Resources.
- Equality Action Plans are included in the annual service planning process, one of the milestones in the response to the Equality & Inclusion Policy.

Digital Transformation:

- BCC user satisfaction with the service is performing exceptionally well at 98.2%.
- A piece of work needs to be undertaken to understand and apply parameters in respect to the KPI, "The % of applications without a version upgrade in previous 12 month period." This therefore goes unreported for Q1.

Finance:

- All of the 4 Finance KPIs are performing at just below target for Q1, however 3 of these are showing an improvement in performance compared to the same period last year. This highlights the stretching nature of the targets set.
- Paying invoices on time is one of the measures where we are improving, albeit still below target.

Legal and Democratic Services:

- All four of the KPIs here are healthy, with only one (registering deaths) showing as below target, albeit by less than one percentage point, and with direction of travel showing an improvement also.

Workforce & Change:

- Sickness absence figures have improved since the last quarter, and are also improved on the same period last year. It feels as though this is significant, however further work will continue to be undertaken to ensure that this trend is maintained.

3. Policy

All BCP Performance Indicators contained within Appendix A1 represents the Resources PIs that are included within the Corporate Strategy (2018/23) and demonstrate our progress.

4. Consultation**a) Internal**

Performance progress has been presented to the Executive Directorate Meeting prior to the production of this report.

b) External

Not Applicable

5. Public Sector Equality Duties

- 5a) 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.

- 5b) This is a report to consider performance progress against the 2018/23 Corporate Strategy, which has had an Equalities Impact Assessment.

Appendices:

A1 – Resources Directorate Performance Progress Report (Q1 2019/20)

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None

RESOURCES SCRUTINY – Q1 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

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	Below target

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

OVERALL SUMMARY:
47.4% (9/19) PIs On / Above target
90% (9/10) PIs better than Q1 last year

WORKFORCE & CHANGE	
Title	Target status
BCP522: Reduce the average number of working days lost to sickness (BCC)	Above 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

DIGITAL TRANSFORMATION (ICT)	
Title	Target status
DRE550: Number of P1 Incidents reported to service desk	Well above target
DRE551: % of applications without a version upgrade in previous 12 month period	Data not entered
DRE552: % Service Request fulfilments within Fulfilment time	Below target
DRE554: % users scoring the IT Services as good or above following incident or service request	Well above target

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 Scrutiny - Quarter 1 (1st April - 30 June '19) Performance Progress Report - Quarterly PIs

Corp Plan KC ref	Code	Title	Status	+/-	2018/19 Outturn	2019/20 Target	Q1 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	On target	+	n/a	26	0	new metric	Sara Mannix	Q1 target is 0. We are currently producing a strategy paper in conjunction with the Energy Service which will enable the delivery of the EV infrastructure targets in the One City Plan, including one to install 35 charge points in the next year. This will help to increase the EV registration for our BCC fleet to more than double the current compliment.
WOP4	BCP514	Increase income generation from Commercialisation opportunities	No Target	+	n/a	Establish baseline	£0	new metric	Sara Mannix	We have a £250k target that we are working to, with opportunities arising in Fleet, Joinery, Education, Events and Conferences amongst others. It is likely that opportunities will not be realised until the latter end of the FY.
Resources - Digital Transformation										
WOP2	DRE550	Number of P1 Incidents reported to service desk	Well above target	-	n/a	24	1	new metric	Ian Gale	Q1 target is 6. Performance is therefore better than target -details are as follows: Priority 1 Incidents reported: April = 0, May = 0, June = 1 - 3rd June, I:122185, ICX Desktop Certificate expiry issue.
WOP2	DRE551	% of applications without a version upgrade in previous 12 month period	Data not entered	-	n/a	10.0%		new metric	Ian Gale	Details of the component parts of this KPI still need to be worked up.
WOP2	DRE552	% Service Request fulfilments within Fulfilment time	Below target	+	n/a	85.0%	81.4%	new metric	Ian Gale	The performance is slightly lower than expected, noting that the Service Desk is currently operating with minus 1 FTE following the secondment of an Analyst to the 2nd line support team since early June. Individual monthly analysis: April: 79.5%, 1356 Requests, 1078 completed within the SLA of 5 days. May: 81.1%, 1299 Requests, 1045 completed within the SLA of 5 days. June: 84.9%, 1108 Requests, 941 completed within the SLA of 5 days.
WOP2	DRE554	% users scoring the IT Services as good or above following incident or service request	Well above target	+	n/a	90.0%	98.2%	new metric	Ian Gale	Performance is showing as well above target for Q1, which is heartening. Individual monthly analysis is as follows: April: 53 customer satisfaction surveys returned, 1 negative, 98.1% m May: 68 customer satisfaction surveys returned, 1 negative, average 98.5% June:46 customer satisfaction surveys returned, 1 negative, average 97.8%

Corp Plan KC ref	Code	Title	Status	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Comparison over last 12 months	Responsible Manager	Officer Notes
Resources - Finance										
WOP4	BCP501a	Projected forecast outturn as a percentage of approved budget (BCC)	Below target	-	99.4%	100.0%	100.8%	↑	Denise Murray, Mike Pilcher	Overspend of £2.9m forecast at Q1, predominantly within Adult Social Care, Education and Facilities Management. 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)	Below target	+	80.30%	90.00%	82.74%	↑	Denise Murray, Mike Pilcher	After an initial improvement at the beginning of the year performance has dropped but is an improvement on the same point last year. A reporting framework has been implemented providing a high level analysis of the reasons for late payment with further improvements to these reports to be developed. Notifications to Budget Managers have been implemented but compliance to the Purchase Order process continues to be an issue across all directorates.
WOP4	BCP503	Maintain the percentage of Council Tax collected	Below target	+	96.82%	96.82%	27.96%	↓	Martin Smith	In June/July, student exemptions fall to their lowest in the year . This increases the Council tax we collect but will balance itself out over the coming months and there is no concern over collection targets regarding the reduction and reinstatement of exemptions, at this stage. Changes in Council tax Reduction (CTR) has increased the overall Council tax debit by £220K in June. There was a delay in loading Universal Credit (UC) files for Council tax reduction but work to tackle a backlog of cases is now complete. 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 more citizens paying over 12 instalments. This has resulted in £2.2m of Council tax instalments being deferred to February and March 2020. The profile of collection will be amended if this trend continues.
WOP4	BCP504	Increase the percentage of non-domestic rates collected	Below target	+	98.31%	98.35%	28.38%	↑	Martin Smith	The backlog in annual billing post is now cleared. The calculated debit has increased slightly from last month, this is as a result of new premises being billed. There is little concern over year end target not being met at this stage.

Corp Plan KC ref	Code	Title	Status	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Comparison over last 12 months	Responsible Manager	Officer Notes
Resources - Legal and Democratic Services										
WOP2	DRE213	% of births registered within 42 days	Above target	+	98.0%	98.0%	98.7%	↑	Yvonne Dawes, Elizabeth Matthews	Continued good performance against this measure. In April - June 2637 were registered within the required 42 day period (33 exceptions) - compliance 98.7% In June - 904 Births were registered 14 of which were registered after 42 day period - compliance 98.5%
WOP2	DRE214	% of deaths registered within 5 working days	Below target	+	79.0%	82.0%	81.1%	↑	Yvonne Dawes, Elizabeth Matthews	We were less than a percentage point away from the target during the quarter, however it should be noted that performance has been improving month on month, with the figure for June given as 84.7%. The numbers for Q1 are 1239 deaths registered, 794 with no involvement from the Coroner (MCCD). Of these 150 were registered after 5 days. During the month of June 388 Deaths were registered. 262 of which were registered on a MCCD, with 40 being registered after 5 days.
WOP4	DRE211	Legal Services - Income vs Target	Well above target	+	n/a	100.0%	98.0%	new metric	Jane Johnson, Nancy Rollason	This does not include annual sums yet to be received (TWS Subscriptions estimated at £39k). We continue to see strong income from internal projects/recharges but need to increased external client income. Capacity limits our ability to do this at present.
WOP4	DRE212	Legal Services agency spend as % of total salary bill	Well above target	-	32.4%	28.0%	20.0%	↑	Jane Johnson, Nancy Rollason	Agency spend reduced due to recruitment to permanent posts, return from sick leave and redistribution of work. We have also had internal Client requests to engage external legal services for high profile project work, funded by the project, for work that we would have, at least in part, undertaken.
Resources - Policy, Strategy & Partnerships										
EC4	DRE533	Increase % of service areas with an action plan to address equality gaps, issues and priorities	On target	+	n/a	100.0%	0.0%	new metric	Jean Candler	Q1 target is zero. Action plan template is being produced to enable each service to produce its own equalities action plan. This process will be carried out alongside the annual business planning process, as agreed by the Equalities Steering Group.
WOP1	BCP531	Increase the percentage of all Corporate Plan PIs on target	Well below target	+	44.0%	67.0%	39.0%	new metric	Mark Wakefield	There are 16 Bristol Corporate Plan (BCP) indicators On or Above Target, out of the 41 BCPs with data. Note: 1 BCPs is still "Data not entered". [Note - Q1 is not fully indicative as a further 42 BCPs do not have any Q1 data due, so are not included here]
WOP1	BCP532	Increase the percentage of all Corporate Plan PIs that are improving (over the last year)	Well below target	+	62.5%	67.0%	50.0%	new metric	Mark Wakefield	17 of the 34 BCP metrics with a direct comparison to the same period last year have improved, with 17 performing worse than Q1 last year. [Note - Q1 is not fully indicative as a further 41 BCPs are annually recorded, and therefore are not included here]
WOP1	DRE534	Communication Campaign effectiveness (%)	Below target	+	86.0%	90.0%	88.8%	↑	Saskia Konynenburg	BCC's increased use of technology enabled care (TEC) was promoted using National Carer's Week as a peg. Extensive, positive media coverage was secured. We held a Clean Air Day event – coverage of the Mayor's speech included Channel 4 News (with viewing figures up to 800k). Our tenancy fraud campaign resulted in the return of properties and an increase of 440% on referrals from the previous year. #WeAreBristol was launched – a campaign to promote civic pride ahead of a possible rise in hate crime ahead of Brexit. Our initial aim of 20,000 views of the video has been significantly exceeded with 300,000 views to date. Our objective to influence opinion is ongoing.

Corp Plan KC ref	Code	Title	Status	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Comparison over last 12 months	Responsible Manager	Officer Notes
Resources - Workforce & Change										
WOP1	BCP523	Maintain appropriate staff turnover	On target	-	14.2%	12.5%	12.6%	↑	Mark Jefferson, Mark Williams	Target = 10-15%. Turnover remains stable at 12.55% and well below a figure of 15.5% for the same time last year.
WOP3	BCP522	Reduce the average number of working days lost to sickness (BCC)	Above target	-	9.09 days	8.00 days	8.02	↑	Mark Jefferson, Mark Williams	Q1 target is 8.75 days. Sickness in Q1 has seen a further significant reduction from Q4 (9.09 days). We are continuing our work on revising our sickness absence policy to take a holistic approach to health and wellbeing. This reduction in sickness follows a renewed focus on regular trigger point review meetings to determine where and when action by managers may be most beneficial. Proactive management of casework by HR to resolve cases sooner.
WOP3	BCP528	Increase the percentage of employment offers made to people living in the 10% most deprived areas	Below target	+	n/a	6.5%	5.7%	new metric	Mark Williams	In Q1 2019 36% (16) employees were offered jobs from Bristol most deprived areas took up roles in Adult Social Care, with 13%(6) in Housing & Landlord Services, 11%(5) in Citizen Services and 9%(4) in Children's Service. 24%(11) of these employee are declared as being BAME and 9%(4) disabled. Positive action is being taken to recruit priority groups into new apprenticeship roles, and also to support existing staff from priority groups to progress through apprenticeship opportunities – 4%(7) of all apprenticeships were offered to residents in 25% most deprived wards.
Resources - Finance - Annual Metrics										
WOP4	BCP505	Increase the percentage of procurement spend with 'Small and Medium sized Enterprises' (SME's)	Data not due	+	5.00%	5.00%	n/a		Steve Sandercock	
Resources - Policy, Strategy & Partnerships - Annual Metrics										
WC4	BCP533	Increase the percentage of people who feel they can influence local decisions (QoL)	Data not due	+	17.60%	18.00%	n/a		Saskia Konynenburg, Jon Toy	
WOP1	BCP530	Increase the satisfaction of citizens with our services (QoL)	Data not due	+	35.20%	37.00%	n/a		Mark Wakefield	
Resources - Workforce & Change - Annual Metrics										
WOP2	BCP521	Increase % of colleagues reporting they have the equipment to do their work effectively	Data not due	+	61.00%	65.00%	n/a		Stephanie Griffin	
WOP3	BCP525	Reduce the gender pay gap	Data not due	-	3.99%	3.85%	n/a		Mark Jefferson, Mark Williams	
WOP3	BCP526	Reduce the race pay gap	Data not due	-	12.62%	12.25%	n/a		Mark Jefferson, Mark Williams	
WOP3	BCP527	Increase the % of staff who are "clear about what the council is here to do and its priorities"	Data not due	+	76%	80.00%	n/a		Stephanie Griffin, Mark Williams	

Improvement Key	
↑	Direction of travel IMPROVED compared to same period in the previous year
=	SAME as previous same period in the previous year
↓	Direction of travel WORSENERD compared to same period in the previous year

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.