

# Business Change & Resources 18<sup>th</sup> July 2016



**Report of:** Business Change

**Title:** Q4 Performance Outturn report 2015/16 – Business Change

**Ward:** Citywide

**Officer Presenting Report:** Richard Billingham

**Contact Telephone Number:** 0117 9222670

## Recommendation

To note the Business Change Outturn Performance Report for Quarter 4 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 4 Outturn Performance Report, attached as Appendix A.



## **Policy**

1. *Not applicable*

## **Consultation**

2. **Internal**  
Business Change 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.
- 4.2 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.
- 4.3 Core City benchmarking data has been provided where possible for common indicators including sickness absence and financial invoicing 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.

## **Proposal**

5. The Commission is asked to note the contents of the summary outturn report as attached as Appendix A.

## **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 – Q4 Performance Outturn Report 2015/16 – Business Change

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

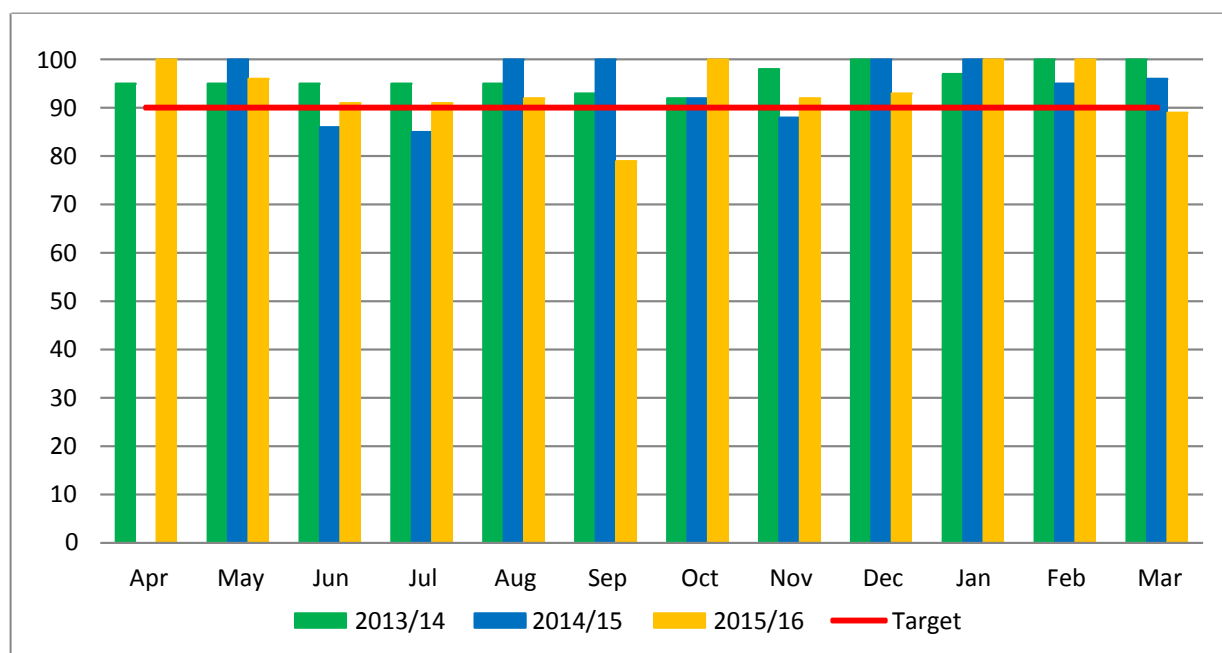
**Background Papers:**

*None*

**BUSINESS CHANGE & ICT – DLT measures**

Summary							
Status	Code	Title	+/-	Prev Year End	Annual Target	Variance from target	Actual to Date
Below target	BU115	Customer satisfaction (%) with ICT service desk service	+	96%	90%	-1.0%	89%
Below target	BU160	% Key ICT system availability	+	n/a	99.50%	-0.1%	99.4%
Well below target	BU163	Percentage of ICT requests using self-service	+	23%	30%	-12%	26%

**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.

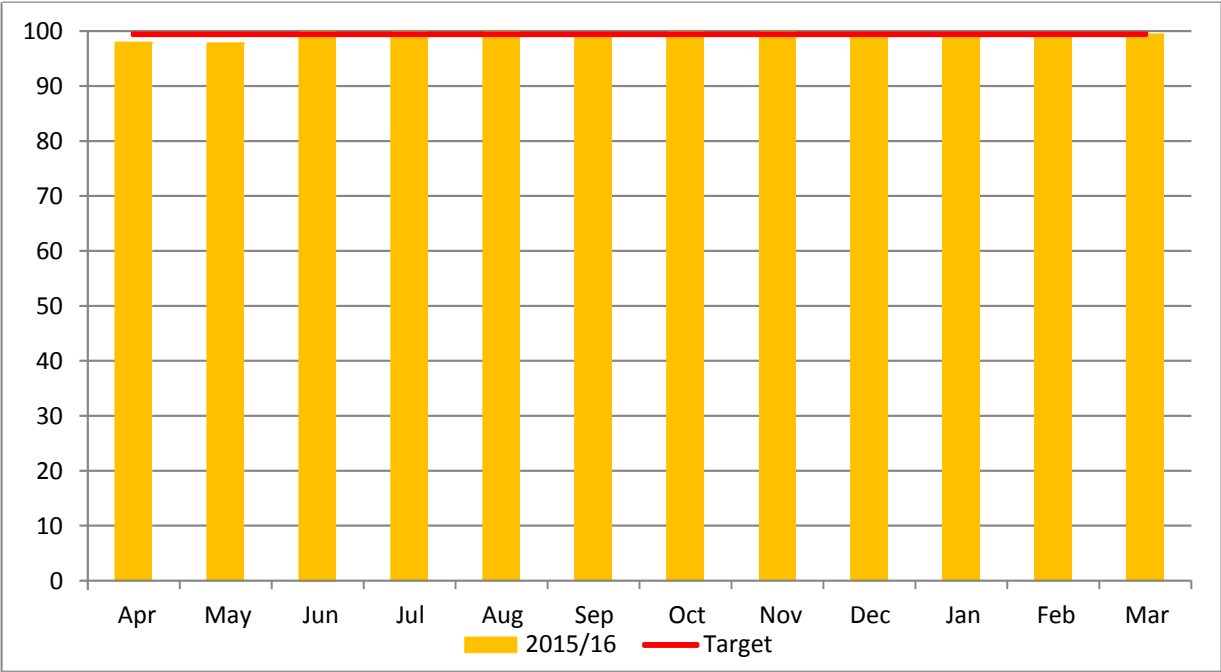
During March 2016, 18 Service Desk satisfaction surveys were returned of which 2 did not meet the standards expected 1) I:51660 - Removal of Direct Access on Laptop in

Error, 2) I:56220 - Wi-Fi issue at Symes House. Generally, satisfaction with the service is very high and is not of significant concern.

**BU160 % Key ICT system availability**

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

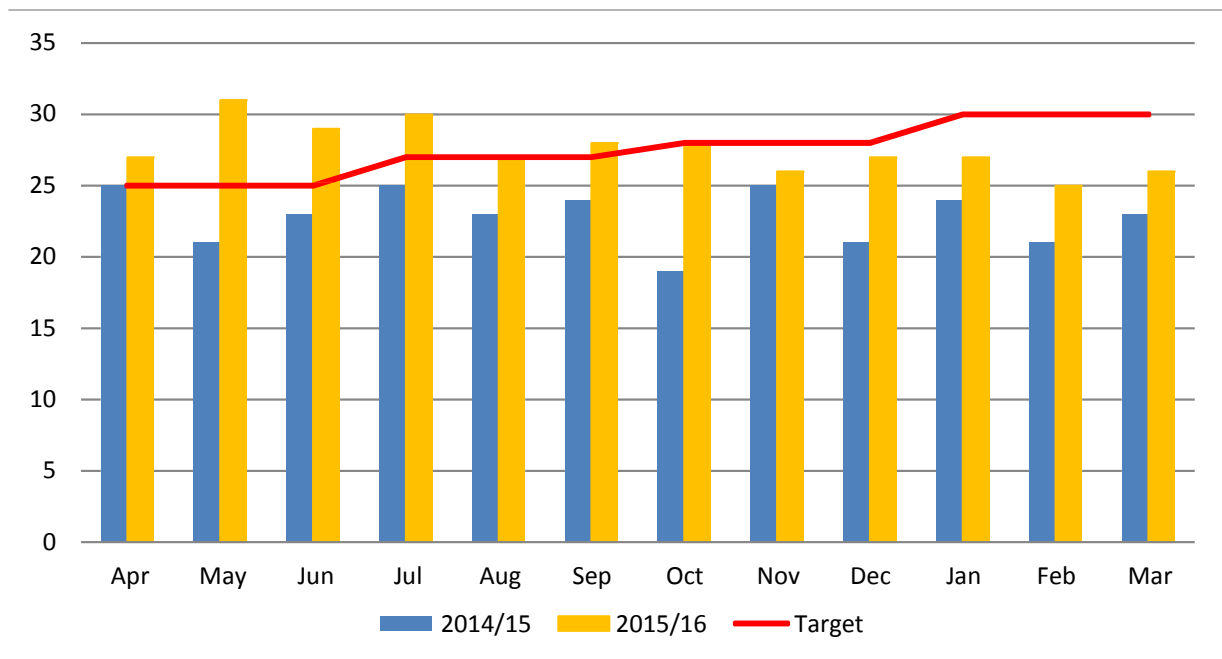
- Web site
- Email
- Source
- ABW
- Vision
- Digital Platform
- Office tools
- Alfresco



Key ICT system availability is consistently high, however power outage on the 16 March 2016 (I:55646) at CRITA & DC2 affected the Internet, Intranet, several Servers & Applications and the Genesys Telephone system. This resulted in performance just below the target.

**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.

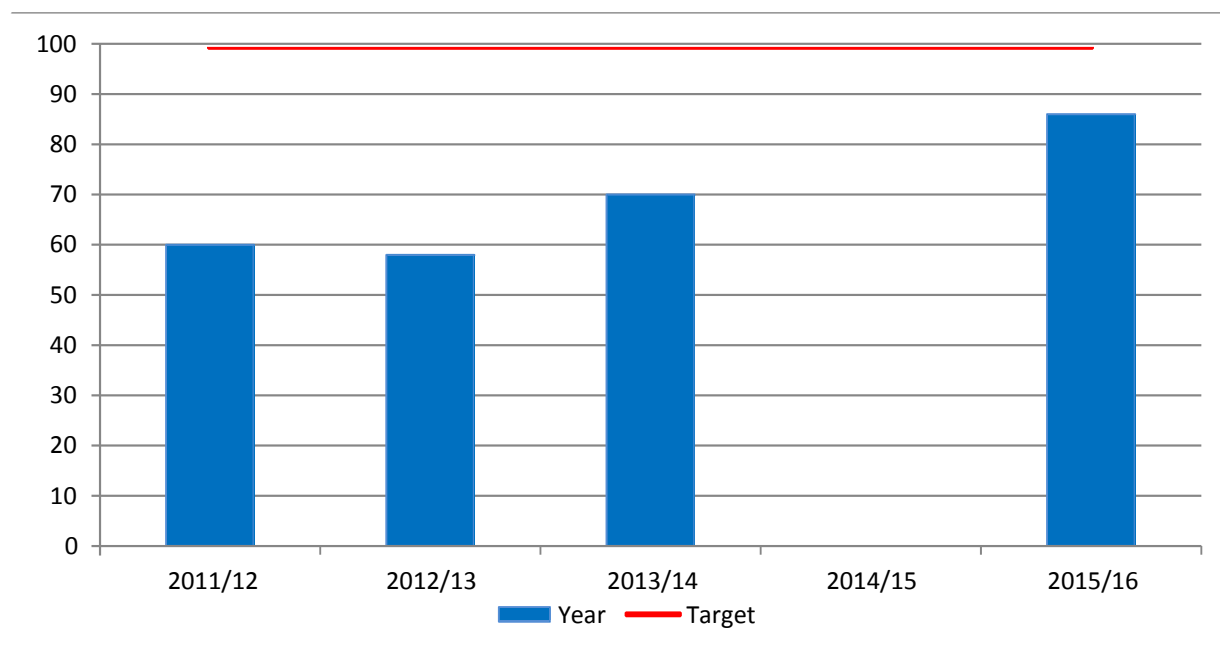


Although the year-end target of 30% was not met, performance has significantly improved when compared to the previous year. The average % of requests using self-service in 2015/16 was 27.6 compared to an average of 22.8 in 2014/15.

## 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%	-14.0%	85.7%
Above target	BU352	Percentage of planned Internal Audit Statutory Assurance work completed against Annual Plan	+	87.6%	90%	+3.33%	93.0%
Below target	BU355	Percentage of invoices paid within 30 days	+	90.10%	96.00%	-3.04%	93.08%

### 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 contains 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 Q4 was as follows:

- 7 complete, 2 in progress and 1 on hold due to resourcing issues.

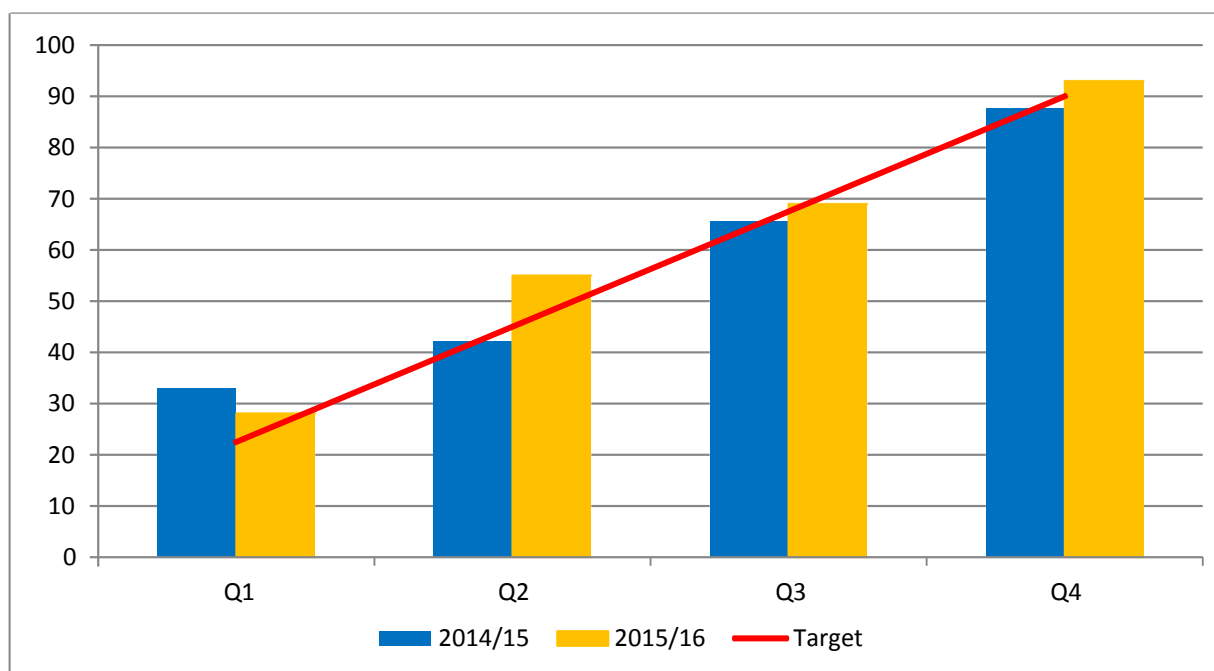
Of the 7 completed, 4 had an Acceptable level of Control; and 2 had a Good level of control, thereby giving an 85.7% return on target, a considerable improvement on Quarter 2.

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, 85.7% had an acceptable or higher level of control.

The indicator (measured biannually) 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.

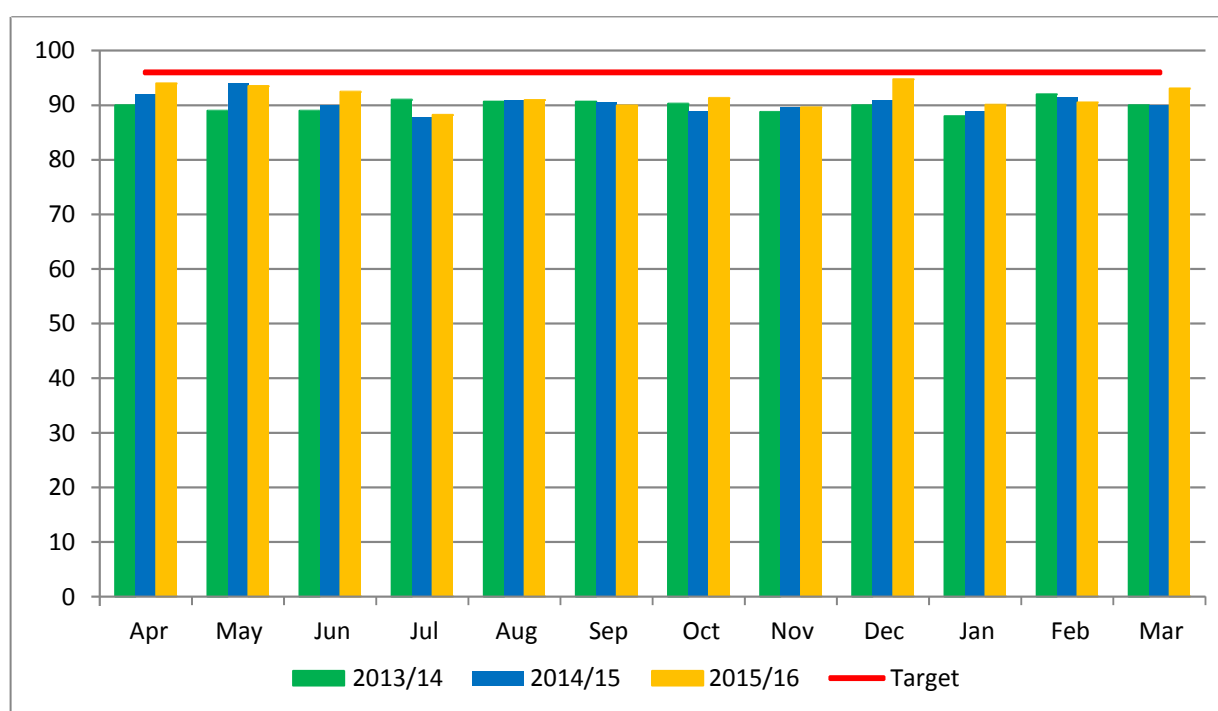
**BU352 - Percentage of planned Internal Audit Statutory Assurance work completed against Annual Plan**



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 within 30 days



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.

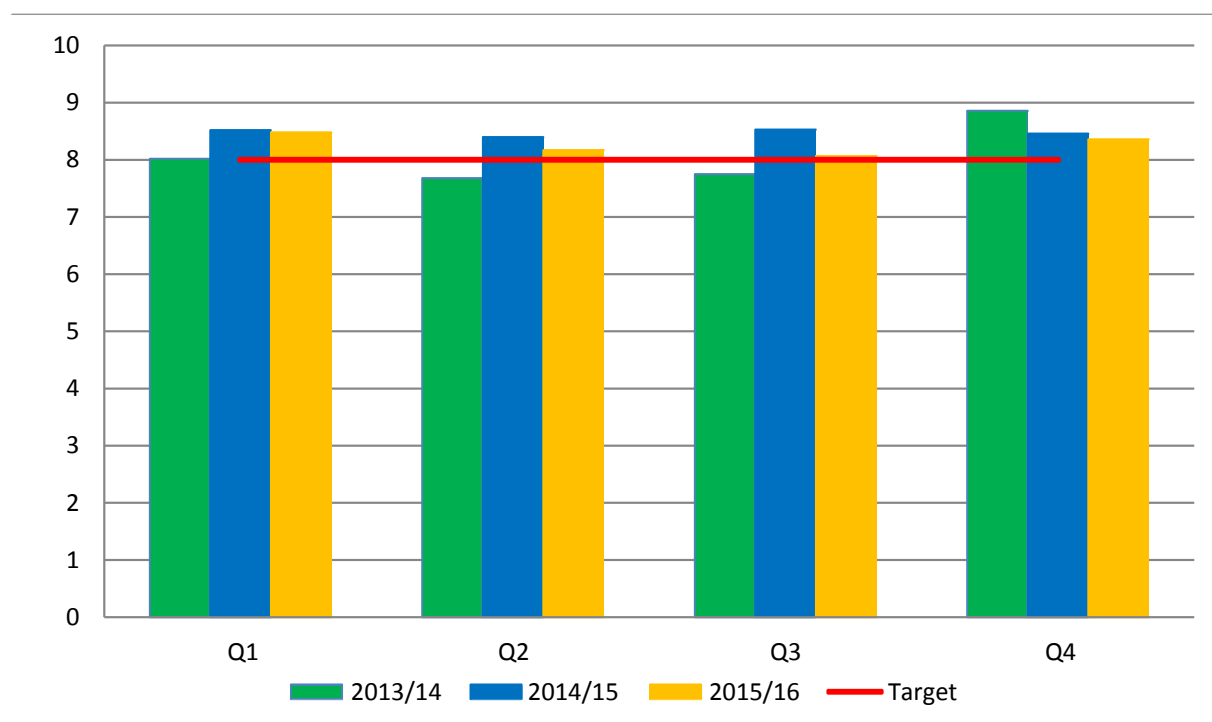
Although the target of 96% was not met during the year the three-year trend is upward with performance in 15/16 on average 1.6%age points higher than in 13/14. In terms of Core City comparisons the following responses have been received:

- Liverpool: 97.06%
- Manchester: 85.0%
- Nottingham: Do not currently collate this data
- Sheffield: 91.22%

## 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	-4.50%	8.36
No Target	BU205	Number of Knowledgebase hits to Advice Centre calls	+	18.0	Baseline	n/a	24.97
No Target	BU208	% Customer satisfaction with HR Advice Centre service	+	n/a	Baseline	n/a	75.0%

### BCP182 – Number of working days lost due to sickness absence

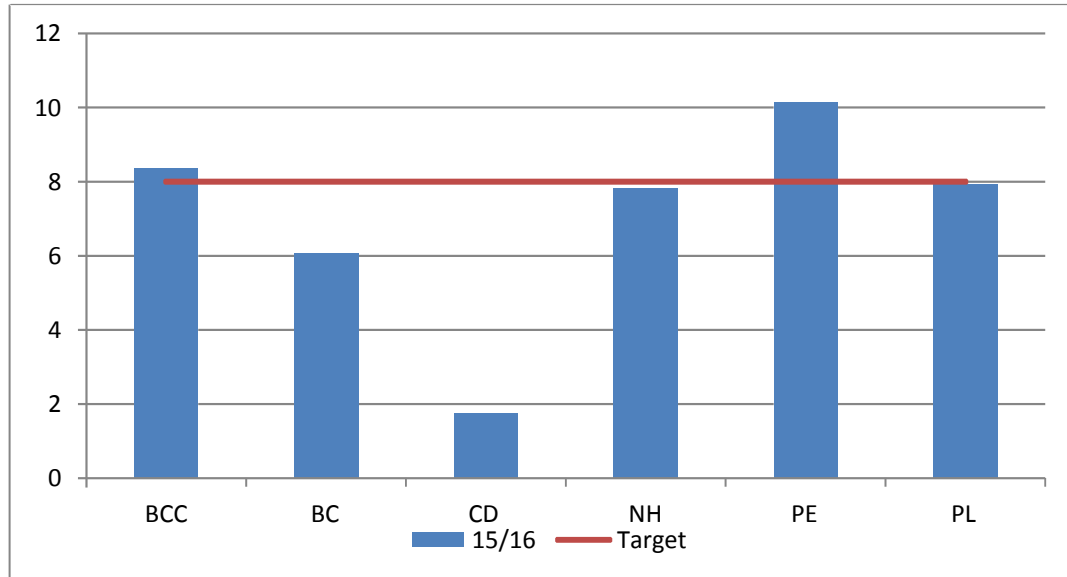


This PI is also a Corporate Plan measure and illustrates the number of working days lost due to sickness absence on a rolling year basis. Employees who have more than one job with the Council are included once for each job. Working days lost is based on a Monday – Friday pattern (excluding Bank Holidays) applied to all instances of absence. Data excludes the absence of all leavers.

The average number of working days lost for quarter 4 2015/16 was 8.36. This figure is an improvement on the previous year (8.46) but a decline on the previous quarter (8.07).

The area of greatest concern is long term sickness absence, which earlier in the year accounted for 62% of sickness absence experienced across the Council. As a result of their findings the HR team reviewed all cases of long term sickness absence, particularly those where the manager had not requested HR support to deal with the case, and taking proactive measures to deliver timely preventative and tailored support specific to each case.

Sickness can be broken down by directorate as follows:

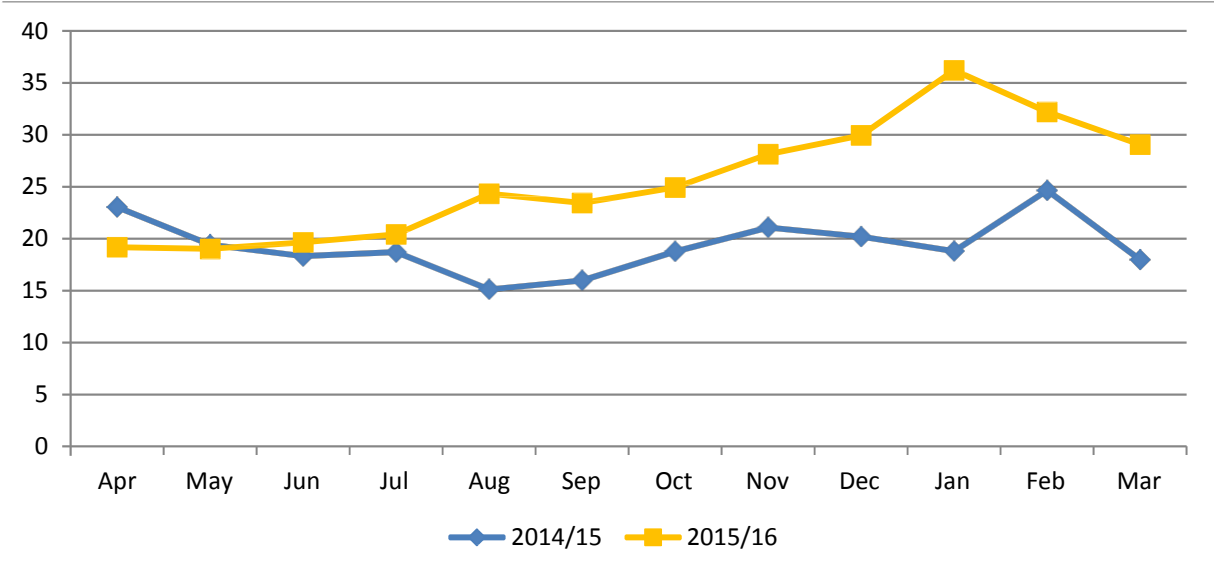


In terms of Core City comparison the following data has been received, but please note that definitions in terms of recording may vary from one authority to another:

Cardiff:	9.56 days
Liverpool:	11.58 days
Manchester:	12.49 days
Nottingham:	10.2 days
Sheffield:	11.43 days

**BU205 – Number of Knowledgebase hits to Advice Centre calls**

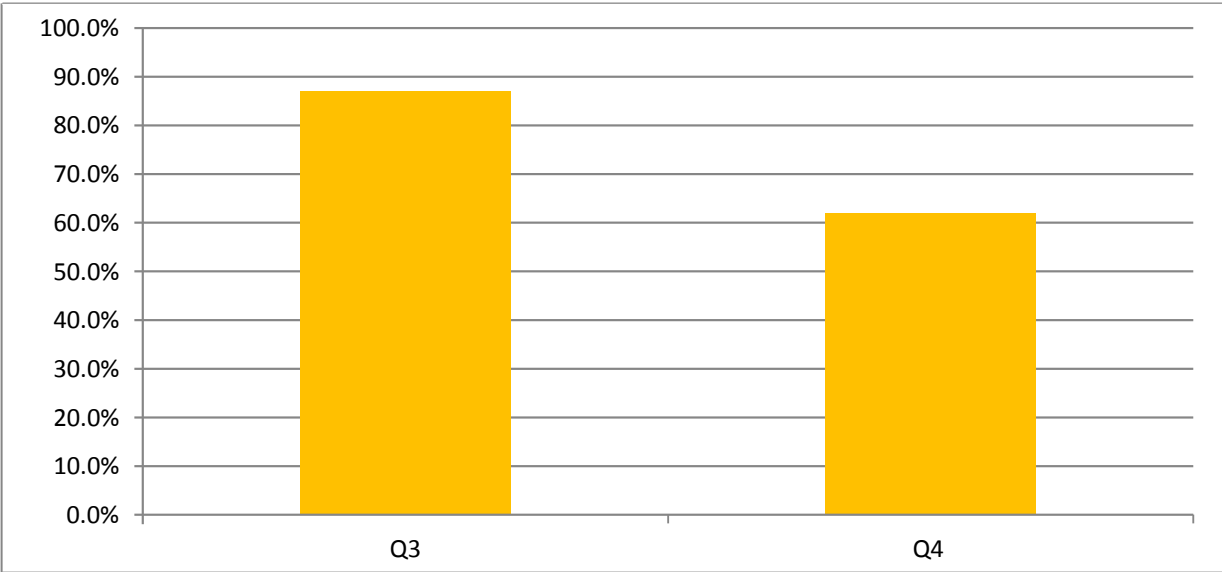
This PI measures the number of hits on the Knowledgebase web pages to every advice centre call received and illustrates the relationship between the two. It is anticipated that as more information is made available on Knowledgebase the demand on the HR advice centre will decrease.



For the 12 month period April 2015 to March 2016 there were 813,531 hits on the Knowledgebase webpages and 32,585 calls to the advice centre meaning that for every call to the advice centre there were 24.97 hits on Knowledgebase, an improvement in performance compared to Q3 which averaged 22.81 hits. Good performance is typified by high ratios.

**BU208 - % Customer satisfaction with HR Advice Centre service**

This is a new performance indicator which was introduced in Quarter 3 15/16, and measures customer satisfaction with the HR Advice Centre.



Each quarter a survey link is sent to all customers who used the service over a 1 week period. The survey consists of 5 questions covering response times, friendliness, helpfulness, resolution and overall satisfaction.

In December, 23 responses were received from 99 requests, a response rate of 23.2%. Twenty (86.95%) respondents were satisfied overall with the service they received.

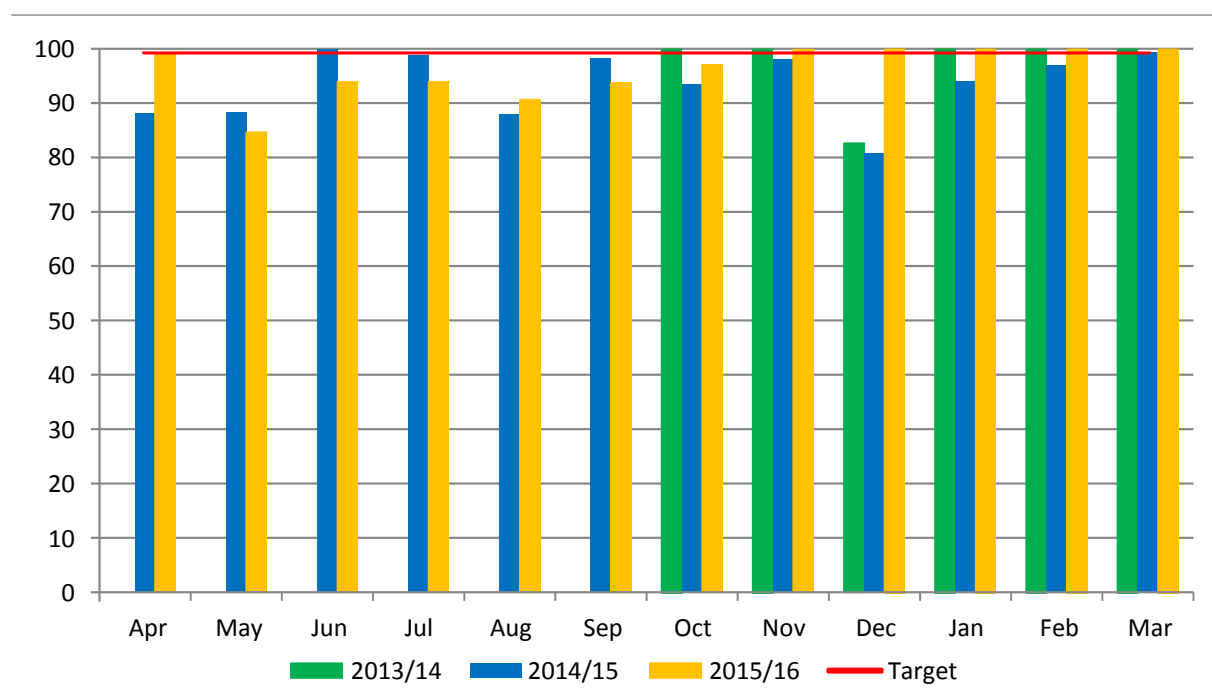
In March, 21 responses were received from 101 requests, a response rate of 20.8%. Thirteen (61.9%) respondents were satisfied overall with the service they received. It would appear that the implementation of Business World had a detrimental effect on satisfaction as 2 customers could not access the information they needed.

Overall the level of satisfaction for 2015/16 (Q3 + Q4) is 75%.

## LEGAL & DEMOCRATIC SERVICES – DLT Measures

Summary							
Status	Code	Title	+/ -	Prev Yr End	Annual Target	Variance from target	Actual to Date
On target	BU129	Chargeable hours worked within Legal Services	+	99.4%	100.0%	+0.0%	100.0%
Well above Target	BU171	% procurement spend with 'Small and Medium sized Enterprises' (SME's)	+	n/a	25.0%	+59.6%	39.9%
No Target	BU328	% Channel shift achieved for the Bristol Register Office	+	n/a	Baseline	n/a	29.1%

### 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.

Performance during Q4 has remained consistently high with 100% of chargeable hours worked in January, February and March.

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

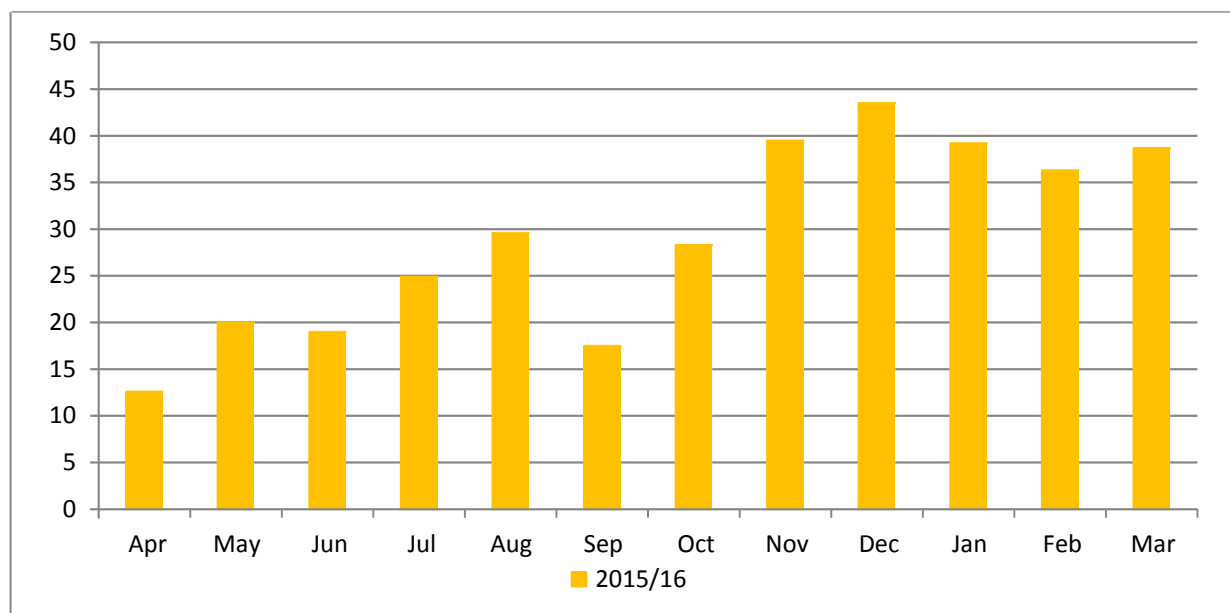
This PI aims to measure the percentage of Bristol City Councils overall procurement expenditure committed to SME's. The aim is to support BCCs policy to ensure that SMEs have the opportunity to bid for and win council contracts.

The Council aims to spend 25% of its commissioning and procurement budget with small to medium businesses, social enterprises and voluntary and community organisations.

The new procurement system went live in December 2015 and it has been possible to ascertain that for Q4 (January – March 2016) 39.9% of spend was with SME's.

### **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.

For the period April 2015 to March 2016, 15,435 appointments were made to the registration service broken down as follows:

Telephone	10,817	(70.1%)
Online	4,488	(29.1%)
Walk in	130	(0.8%)



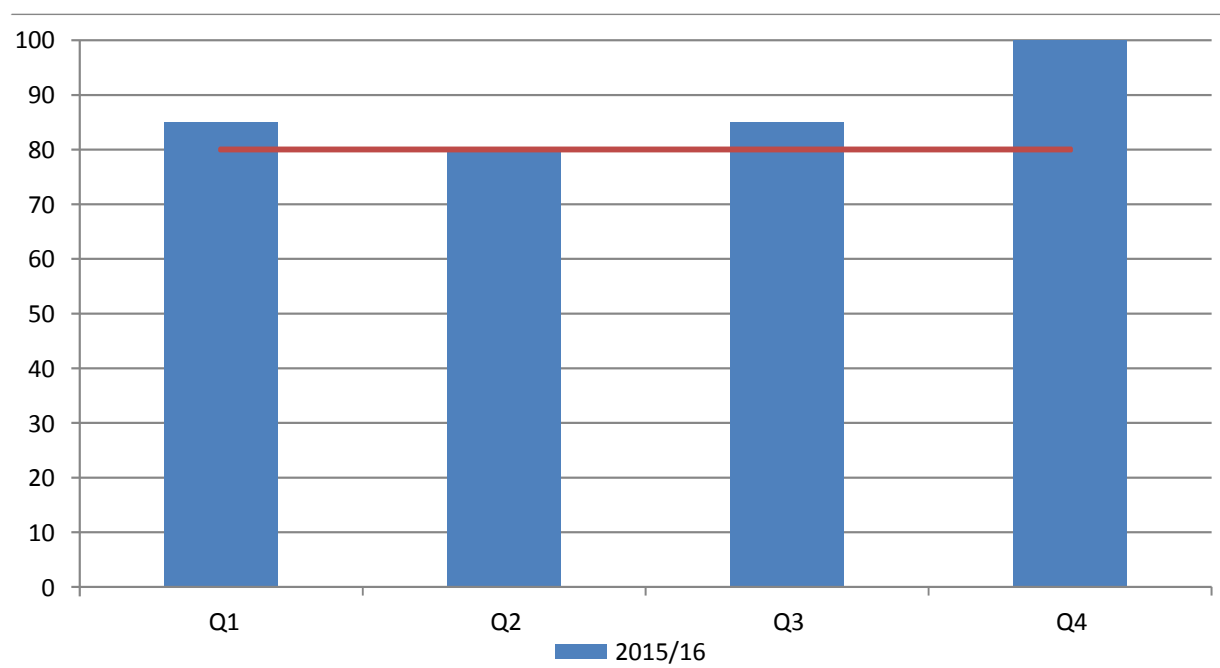
## POLICY, STRATEGY & COMMUNICATIONS – DLT Measures

Summary							
Status	Code	Title	+/ -	Prev Yr End	Annual Target	Variance from target	Actual to Date
Well above target	BU411	Communication Campaign effectiveness	+	n/a	80%	+25.0%	100%
Below target	BU412	Bristol Design – Income vs Target	+	n/a	£607,000	-1%	£602,362
No Target	BU501	Number of Public Consultations	+ /-	n/a	Baseline	n/a	78

### BU411 – Communication Campaign effectiveness

Corporate Communications and Public Relations run both joint and discrete communication campaigns throughout the year, each with its own specified objectives which link communications activities with defined outcomes. From 2016/17 a forward plan with prioritised campaigns for the coming year will be agreed with SLT.

This PI assesses the overall effectiveness of these activities by measuring their overall combined performance in achieving campaign objectives. The target is to successfully meet an aggregated 80% of communication objectives for communication campaigns annually, based on measurement of at least four top-level campaigns.



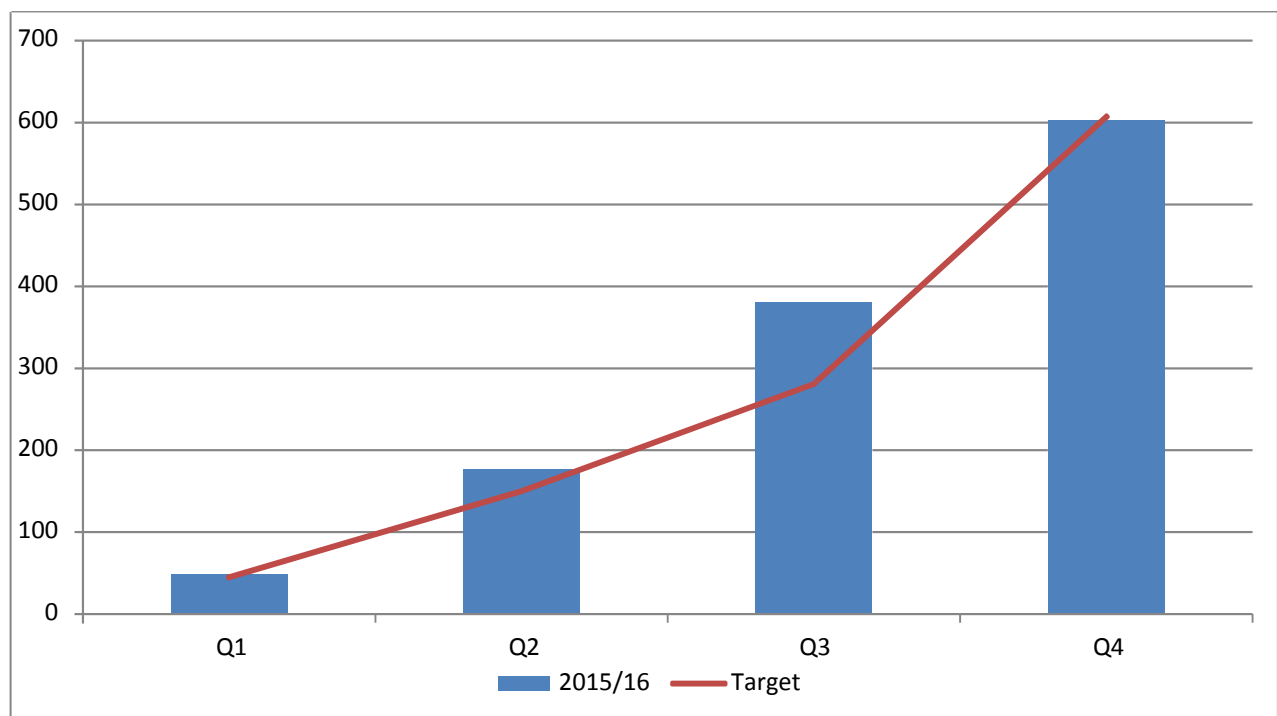
The following campaigns were assessed for effectiveness during 2015/16:

- Q1: Warm Up Bristol  
Bristol Is Open launch  
Voter registration
- Q2: Our City magazine  
Bristol Girls Can
- Q3: COP21  
Temple Street staff behaviours
- Q4: Death: The Human Experience  
Operation Brooke Serious Case Review

### BU412 – Bristol Design – Income vs Target

Bristol Design is a charged service within Corporate Communications which produces professional design work for the council and a small number of external clients.

The target is to raise an income of £585k to wholly cover the cost of the team and raise a £22k surplus each year from commercialised approach to work. This does not include print costs, as these are met by the client and are cost neutral to the team.

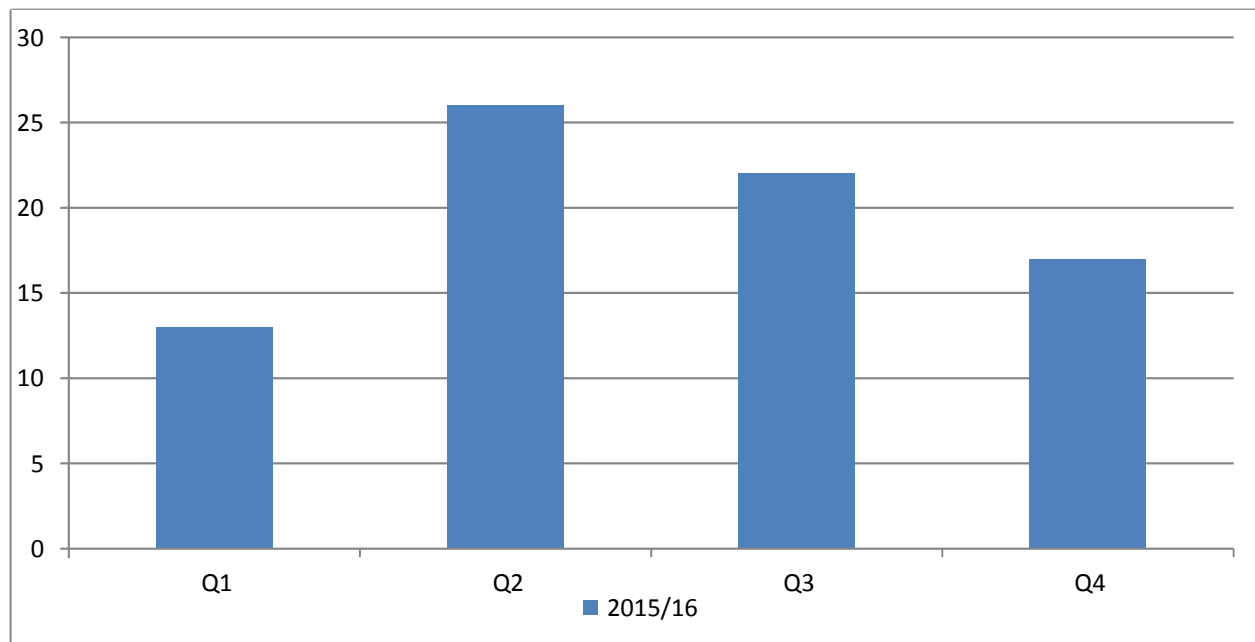


- At the end of Q1, the team were 7% above target (£48k vs £45k)
- At the end of Q2, the team were 18% above target (£177k vs £150k)
- At the end of Q3, the team were 35% above target (£380k vs £281k)
- At the end of Q4, the team were 1% below target (£602,362 vs £607k)

A corporate-wide spending freeze issued in March meant that the income for March was 50% less than target and previous years. However the budget was balanced and the team brought in a modest surplus of just over £17,000.

### BU501 – Number of Public Consultations

This indicator is defined as the number of Consultations 'opened' in the Consultation Hub during the reporting period.



In order to improve community engagement and demonstrate value for money BCC consults with the general public on new policies as recorded on the Bristol City Council Consultation hub. The site helps residents to find and participate in consultations that interest them.

At the end of March 2016 there have been 78 consultations opened on the hub, since the start of the year, with subjects as diverse as:

- Clifton Village RPS review
- Creating Social Value in Bristol
- Integrated Education and Capital Strategy
- Review of Polling Districts and Polling Places 2015
- Bristol Temple Quarter Spatial Framework
- Horfield & Lockleaze Neighbourhood Partnership Plan

## KEY PROJECTS REPORTED IN THE CORPORATE PLAN

Projects	2014/15 Outturn	Q4 Target	2015/16 Outturn	Comments about progress of the projects
Forecast budget outturn position	£1.7m (Q3)	£0	(£0.1m)	The overall outturn was £0.1m underspend (Departmental overspend of £6.5m was mitigated by £6.6m underspend corporately).
Progress against recommendations within the Annual Governance Statement (AGS)	75% with reducing level of risk	n/a	64.3% with reducing level of risk	<p>Of the 14 matters arising brought forward into 2015/16 the progress at end of Q4 is as follows:</p> <ul style="list-style-type: none"> <li>• 9 items are resolved</li> <li>• 4 items where the risk level has remained the same</li> <li>• 1 item where the risk level is increasing</li> </ul>
Progress against the major projects within the Single Change Programme (SCP)	Amber	n/a		<p>We are now approaching the final financial year of the Single Change Programme; to date £33m benefits have been realised and a range of technology solutions and change delivery approaches are now firmly established and available for use by council services to support greater efficiency. Deliverables in Q4 include:</p> <ul style="list-style-type: none"> <li>• Final work on the council's new website which launched at the end of Q3, providing citizens, staff and visitors to the city with easier access to information and services, with improved navigation and content – leading to reduced telephone calls;</li> <li>• Development of the Citizen Account, which will launch in Q1 2016-17, enabling citizens to register and access their accounts with us (e.g. their rent account) online – similar to internet banking – improving access to services and reducing the need for people to contact us;</li> <li>• A new IT solution for handling Mayoral correspondence, making it easy for people to contact the mayor and enabling us to make sure that enquiries and suggestions get to the right people quickly and effectively and track how effectively we're responding to our citizens;</li> <li>• Work to review the process and tool used to assess care needs for adults, helping us to manage our care budget effectively and ensure that the right people receive the</li> </ul>

				<p>appropriate type and amount of care;</p> <ul style="list-style-type: none"> <li>• Development of the first instance of our new Customer Relationship Management (CRM) solution in Citizen Service, enabling customer-facing staff to access and build a history of the contacts we've had with each citizen across the full range of services they access – helping us to provide a holistic service to customers and make efficiencies in cross-skilling teams in our contact centre; and...</li> <li>• Enhancements to online services for tenants and benefits claimants – enabling them to report property related issues and upload evidence online, instead of calling us or having to visit a Citizen Service Point (where evidence handling historically amounted to around 40% of transactions)</li> </ul> <p>We also have a strong, experienced team of change professionals to deliver projects. Our primary focus is now on ensuring that we will be delivering the right projects to support the organisation to achieve the level of savings required by the end of the current MTFS period in March 2017.</p> <p>A key activity being planned in Q4 and rolling out in Q1 2016-17 are the Benefits Realisation Boards - a series of meetings between the City Director and each Service Manager across the council. The aim of the meetings is to encourage managers to consider where and how they might take advantage of what the programme has delivered to date to deliver additional efficiencies this year.</p> <p>The output from these meetings will give the programme its priorities to deliver this year in order to support the realisation of efficiency savings across the council.</p>
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