

# Business Change & Resources

## 19th December 2016



**Report of:** Strategic Director – Business Change

**Title:** Business Change Performance Q2 2016/17

**Ward:** Citywide

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

**Contact Telephone Number:** 0117 92 23850

### Recommendation

1) To note the Business Change Outturn Performance Report for Quarter 2 of 2016/17

### Summary

This report consists of existing performance indicators already reported to Business Change 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 Business Change 2016/17 Quarter 2 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 Business Change only currently accounts for five Corporate Plan measures, detailed information for all the Business Change DLT measures are included for information.
- 4.3 These measures of success are sorted by service area.

## **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 – Business Change 2016/17 Quarter 2 Outturn Performance report*

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

**Background Papers:**

*None*

## BUSINESS CHANGE 2016/17 QUARTER 2 OUTTURN PERFORMANCE REPORT

| Finance DLT Performance Indicators |        |  |     |               |                    |         |         |        |        |                               |                      |   |
|------------------------------------|--------|--|-----|---------------|--------------------|---------|---------|--------|--------|-------------------------------|----------------------|---|
| 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%  | 75.00%  |        |        | 75.0% (BCC)<br>82% (BCh)      | -20.11%              | In September 76.69% of invoices were paid on time across the Council. From a quarterly perspective, 75% of invoices were paid on time during Q2. This can be broken down by directorate as follows: Business Change 82%, NH 75%, PE 74%, PL 76%, highlighting Business Change as the highest performer.   |
| No Target                          | BU357a | Value of rolling debt to be collected (BCC)      | -   | n/a           |                    | £131.2m | £131.4m |        |        | £131.4m (BCC)<br>£3.2m (BCh)  | n/a                  |   |
| Below target                       | BU357b | Level (%) of rolling year debt collected (BCC)   | +   | 87.35%        | 90.00%             | 83.09%  | 86.99%  |        |        | 86.99% (BCC)<br>92.69% (BCh)  | -3.34%               | (September) This PI measures the level of debt collected in the 12 month rolling period (excluding previous month to allow 30 days to pay).<br>Of the 4 invoices over £1m from last month there still remains:<br>£2.6m - Bristol Energy (some charges in dispute)<br>£1.3m - NHS (invoice in dispute)<br><br>Another invoice over £1m was raised in August:<br>£1.7m – Russell Education Trust in relation to capital building works for Bristol Free School. This invoice is under query.<br><br>These invoices equate to 4% of the debt. |
| Below target                       | BU357c | Total uncollected rolling year debt (BCC)        | -   | n/a           | 10% of total value | £22.1m  | £17.1m  |        |        | £17.1m (BCC)<br>£0.235m (BCh) | -31.30%              | At the end of September there was £17,095,175.27 debt outstanding, equivalent to 13% of the total value of rolling debt to be collected.  |
| No Target                          | BU385  | Agency spend as % of total salary bill (BCC)     | -   | n/a           | Establish baseline | 5.00%   | 4.25%   |        |        | 4.25% (BCC)<br>10.6% (BCh)    | No Data              | (Quarter 2) During Q2 4.25% of salary costs can be attributed to agency costs across the council, equivalent to £2.38m. In Business Change this was 10.6%, equivalent to £1.03m. Other directorates performed as follows: CD 0.7%, NH 3.1%, People 2.6%, PL 3.3%. (TM)  |
| NEW                                |        | % of sundry debtors accounts paid within 60 days | +   |               |                    |         |         |        |        |                               |                      | Potential new PI  |

| HR and Change DLT Performance Indicators |        |   |     |               |                    |        |        |        |        |                            |                      |  |
|--|--------|---|-----|---------------|--------------------|--------|--------|--------|--------|----------------------------|----------------------|--|
| 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>                                |        |   |     |               |                    |        |        |        |        |                            |                      |  |
| Above target                             | BCP182 | Number of working days lost due to sickness absence (BCC)                       | -   | 8.36          | 8                  | 8.44   | 7.92   |        |        | 7.92 (BCC)<br>3.67 (BCh)   | 1.00%                | (Quarter 2) 7.92 days lost to sickness is the lowest rolling 12 month period sickness rate since December 2013. Sickness can be broken down by directorate as follows: Business Change 3.67 days, City Director 1.77 days, Neighbourhoods 7.96 days, People 9.84 days, Place 7.21 days. (TM)                                   |
| Well below target                        | BU208  | % employees with a completed 'My Performance' 15/16 review form (BCC)           | +   | n/a           | 90.00%             | 51.0%  | 53.0%  |        |        | 53.0% (BCC)<br>63.0% (BCh) | -41.10%              | Business Change 63%, Neighbourhoods 67%, People 41%, Place 58%. (TM)   |
| No Target                                | BU240  | Difference between progression rate of BME and non-BME employee                 | +   | n/a           | Establish baseline | n/a    | -0.03% |        |        | -0.03% (2/4)               | No Data              | (Quarter 1 - 2) This report has recently been set up and provides a baseline for future reporting. However it was possible to provide some preliminary data based on a two week difference which shows that 10 staff members were promoted. The progression rate for BME staff was 0.14% and for non BME staff was 0.16%. (TM) |
| No Target                                | BU241  | Difference between progression rate of Women and Men                            | +   | n/a           | Establish baseline | n/a    | -0.24% |        |        | -0.24% (2/4)               | No Data              | (Quarter 1 - 2) This report has recently been set up and provides a baseline for future reporting. However it was possible to provide some preliminary data based on a two week difference which shows that 10 staff members were promoted. The progression rate for Women was 0.06% and for Men was 0.29%. (TM)               |
| No Target                                | BU242  | Percentage of top earners who are women   | +   | n/a           | Establish baseline | n/a    | 54.6%  |        |        | 54.6% (2/4)                | No Data              |  |
| Data not entered                         | BU243  | Cost of HR per fte  | -   | n/a           | Establish baseline |        |        |        |        |                            | No Data              | (Quarter 1 - 2) Definition tbc - salary costs or wider? (TM)   |
| No Target                                | BU244  | Number of HR staff per 1000 fte   | -   | n/a           | Establish baseline | 19.89  | 17.85  |        |        | 17.85 (2/4)                | No Data              | (Quarter 1 - 2) 17.85 FTE HR staff per 1,000 FTE (100.61 FTE HR staff and 5635.38 FTE BCC staff as at 30 Sep 16). (TM)   |
| <b>Change</b>                            |        |   |     |               |                    |        |        |        |        |                            |                      |  |
| Above target                             | BU111  | Percentage "first call fix" on the ICT Service Desk                             | +   | 55%           | 50%                | 47%    | 53%    |        |        | 53% (6/12)                 | 5%                   |  |
| Below target                             | BU112  | Percentage of calls to the ICT Service Desk abandoned before they were answered | -   | 10%           | 5.00%              | 10.2%  | 9.0%   |        |        | 9.0% (6/12)                | -80.00%              | There has been an improvement throughout the year which started at 12% in April, peaked at 15% in May whilst new recruits were trained, and has now steadied out at 9% for both August and September   |
| Well above target                        | BU115  | Customer satisfaction (%) with ICT service desk service                         | +   | 89%           | 90%                | 100%   | 100%   |        |        | 100% (6/12)                | 11%                  |  |
| No Target                                | BU157  | Number of high and critical security issues found during network health checks  | -   | n/a           | Establish baseline | n/a    | 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. (TM)  |
| Data not entered                         | BU158  | Number of lost / stolen laptops, mobile phones, blackberry's or tablets         | -   | n/a           | Establish baseline |        |        |        |        |                            | No Data              |  |
| Above target                             | BU160  | % Key ICT system availability   | +   | 99.40%        | 99.50%             | 99.7%  | 99.9%  |        |        | 99.9% (6/12)               | 0.40%                |  |
| Below target                             | BU163  | Percentage of ICT requests using self-service                                   | +   | 26%           | 50%                | 29%    | 29%    |        |        | 29% (6/12)                 | -3%                  | Q2 target = 30%  |
| Well below target                        | BU164  | % ICT requests completed within 5 days  | +   | n/a           | 85.00%             | 86.2%  | 75.5%  |        |        | 75.5% (6/12)               | -11.20%              | September 2016 - Increase in the number of requests from 1307 in August to 1532 in September, of which 376 failed to be completed within the 5 day Request SLA.  |
| Data not entered                         | BU170  | Cost of ICT per FTE   | -   | n/a           | Establish baseline |        |        |        |        |                            | No Data              | (Quarter 1 - 2) Definition tbc - salary costs or wider? (TM)   |
| No Target                                | BU171  | Number of ICT staff per 1000 fte  | -   | n/a           | Establish baseline | 26.88  | 26.24  |        |        | 26.24 (2/4)                | No Data              | (Quarter 1 - 2) 26.24 FTE ICT/Change staff per 1,000 FTE (147.90 FTE ICT/Change staff and 5635.38 FTE BCC staff as at 30 Sep 16). (TM)   |

| Legal and Democratic Services DLT Performance Indicators |       |  |     |               |                     |          |          |        |        |                |                      |   |
|--|-------|--|-----|---------------|---------------------|----------|----------|--------|--------|----------------|----------------------|---|
| 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 Services</b>                                    |       |  |     |               |                     |          |          |        |        |                |                      |   |
| Below target   | BU129 | Chargeable hours worked within Legal Services  | +   | 100.00%       | 100.00%             | 93.40%   | 97.80%   |        |        | 97.80% (6/12)  | -2.20%               |   |
| Well above target  | BU211 | Legal Services - External Income vs Target   | +   | n/a           | £812,000            | £213,000 | £489,000 |        |        | £489,000 (2/4) | 20%                  | (Quarter 1 - 2) At the end of Q2 the external income target was £406k and actual income was £489k resulting in a surplus of £83k (+20%). The areas where the target was met were Public Bodies income and External project work. (TM)   |
| Well above target  | BU212 | Legal Services spend on external legal advice and representation   | -   | n/a           | £578,000            | £75,000  | £183,000 |        |        | £183,000 (2/4) | 37%                  | (Quarter 1 - 2) 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 (TM)  |
| Well below target  | BU213 | Legal Services spend on agency costs (as a % of overall salary budget)   | -   | n/a           | 20.00%              | 24.0%    | 22.4%    |        |        | 22.4% (2/4)    | -12.00%              | (Quarter 1 - 2) Q1-2 = 22.4% (Agency costs of £335,047 / Overall salary budget £1,496,097) (TM)   |
| Data not due   | BU214 | Total income earned against a target of 20% total budget with a target of top quartile with comparator authorities | +   | n/a           | Establish benchmark | n/a      | n/a      | n/a    |        | n/a            | No Data              | (2016 - 2017) 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              | (2016 - 2017) Annual PI. Data available early 2017 following Core City benchmarking exercise. (TM)  |
| Data not due   | BU216 | Cost of Legal per 1000 population  | -   | n/a           | Establish benchmark | n/a      | n/a      | n/a    |        | n/a            | No Data              | (2016 - 2017) Annual PI. Data available early 2017 following Core City benchmarking exercise. (TM)  |
| <b>Statutory and Democratic Services</b>                 |       |  |     |               |                     |          |          |        |        |                |                      |   |
| Above target   | BU130 | Customer satisfaction with Register Office   | +   | 98.56%        | 90.00%              | n/a      | 97.00%   | n/a    |        |                | 97.00%               | 2641 people used the registration service during September.<br>167 Survey forms were received (6.32% responded)<br>142 received said the level of service was excellent<br>20 received said the level of service was good<br>5 % returned were from BME group (6 forms) 100% rated us Good or above<br>Total: 97% of these customers who responded to say our level of service was good or above during September |
| Above target   | BU324 | % Birth registration appointments available within 5 working days of request                                       | +   | 89.00%        | 95.00%              | 85.6%    | 97.0%    |        |        | 97.0% (6/12)   | 2.10%                | 6056 births registered in April – September (991 registered Sep)<br>5405 booked appointments in April – September (89.25%).<br>In September 919 (92.73%) Appointments were booked<br>97% of those who booked were offered an apt within 5 working days between Apr - Sep.<br>97% of those who booked appointments in September were offered an appointment 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%    |        |        | 99.0% (6/12)   | 4.21%                | 2467 deaths were registered April - September<br>414 deaths were registered in September<br>99% were offered an appt within 2 days during September (298 booked appts,)<br>From April - September 2393 appointments were booked of these 99% (2368) 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%    |        |        | 45.2% (6/12)   | 50.60%               | Total no of appts booked = 1309<br>Online appts = 593<br>Walkin = 6<br>Phone Appts = 593<br>45.24% channel shift to online appts in month of September  |

| Legal and Democratic Services DLT Performance Indicators |      |   |     |               |               |        |        |        |        |                |                      |  |
|--|------|---|-----|---------------|---------------|--------|--------|--------|--------|----------------|----------------------|--|
| Status   | Code | Title   | +/- | Prev Year End | Annual Target | Q1 Act | Q2 Act | Q3 Act | Q4 Act | Actual to Date | Variance from target | Officer Notes  |
| NEW  |      | Democratic engagement / scrutiny engagement / items and decisions called in |     | n/a           | n/a           | n/a    | n/a    | n/a    | n/a    | n/a            | n/a                  | NEW PI. PI to be identified following engagement from Andrea Dell. |