

Appendix 2

Birmingham City Council Corporate Performance Monitoring

Organisational Health Measures

Quarter 3 2017/18 Progress report



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Overview

This report provides an update on performance against our Organisational Health measures, as at December 2017.

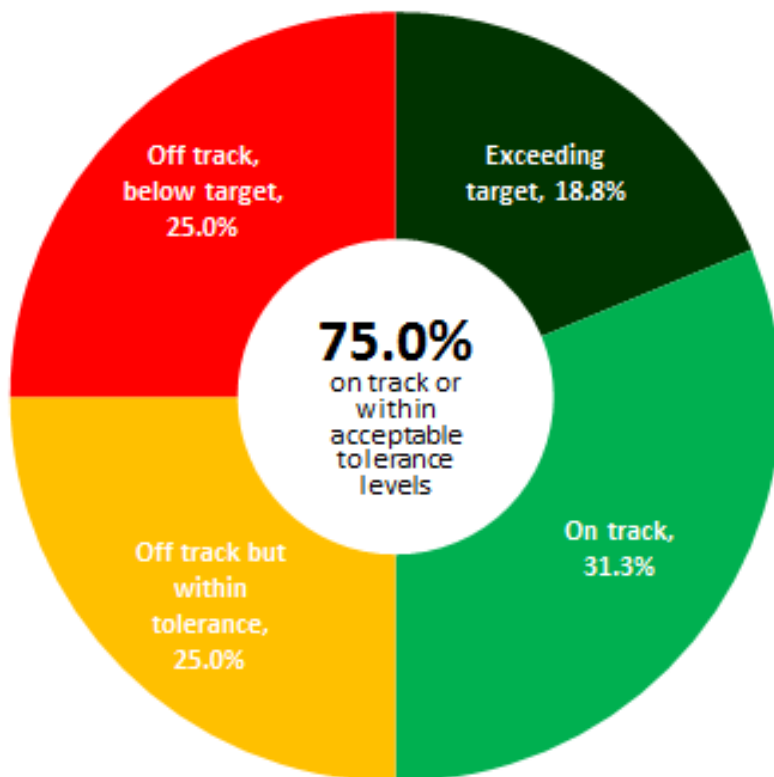
The key below explains the symbols and arrows we have used alongside written information to describe progress.

Key (Symbols and abbreviations used)

★	Exceeding target	DoT	Direction of travel from the previous quarter
✓	On track	↗	Improving performance
●	Off track but within tolerance	↔	No change in performance
▲	Off track, below target	↘	Deteriorating performance
N/A	Not available		

Organisational performance against our health measures

Making the most of our assets and ensuring we have a healthy organisation.



Results are available for 19 (16 targeted and 3 trend) of the 29 Organisational Health measures.

11 (75.0%) of the 16 measures with a target or baseline have exceeded, met, or are within acceptable tolerance levels.

- 3 (18.8%) exceeding target,
- 5 (31.3%) on track,
- 4 (25.0%) within acceptable tolerance levels.

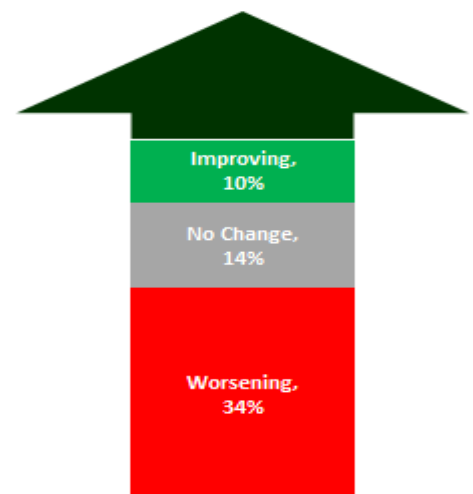
4 (25.0%) measures are off track;

- 1 in Citizens,
- 2 in Governance, and,
- 1 in Workforce.

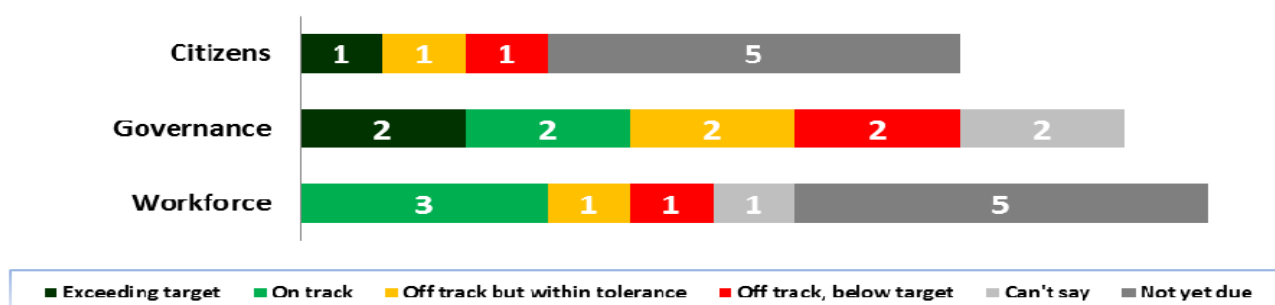
Results for the remaining 10 measures are reported on a less frequent basis and are not yet due.

A direction of travel can be provided against the previous quarter for 17 of the 19 measures. A direction of travel is not available for the others as previous results are not comparable.

3 (10%) improved,
4 (14%) remained the same, and,
10 (34%) deteriorated.



The Organisational Health measures are separated into three areas; Workforce, Citizens and Governance. The performance position as at December 2017 for each of these areas is summarised below.



Key messages

Detailed performance summary along with written information to describe progress against each measure is provided from page 5 onwards.

Citizens



85% of complaints answered within 15 days during December



67.0% citizens registering satisfaction with the Council in December

34.0% citizens transacting digitally with the Council during December



Governance

46% whistleblowing requests received that progressed under the boundaries of the policy.



No ombudsman complaints resulting in reports being issued



23 Final audit reports issued for December



100% of Judicial review challenges successfully defended.

99.9% compliance with procurement procedures

90% of our ICT Assets have Owners.

1.41% quarantined assets.

3.7% of officers have multiple devices.



Collection of business rates is 0.50% above target at 86.60%



79.20%, Council tax collected

81% (provisional) of Freedom of Information requests responded to within deadline



59% (provisional) Data Protection Act requests responded to in 40 days



68.2% Council Plan Measures achieved, 5.2% better than 2016/17

Workforce



Workforce attendance rate stands at 95.13%, 0.13% above target



Sickness absences rate 10.32 days per FTE. Long term sick is up 8.29% and short term down 10.52%

37.44 (per 1,000 employees) accidents/incidents



“Other Known Cause” highest reason for referrals (30%) made to Occupational Health. Volume of referrals stands at 66.07 (per 1,000 employees)



Workforce expenditure as at month 9 is £39.1m spent. Current workforce expenditure forecast is £2.3m underspend by year-end

Progress against our health measures

Citizens



Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Not yet due

Measure	Result	Target	Status	DoF
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The percentage of complaints answered within time

85%

90%

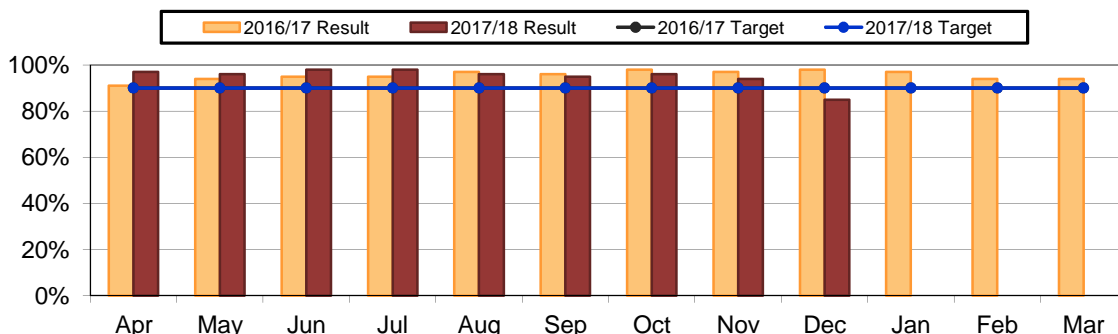


Performance for responding within 15 working days was 85% citywide which is below the corporate target of 90%. A total of 1,328 complaints were received in Dec-17. Waste management achieved a 78.8% answer rate having received 765 complaints. This was a result of missed collections resulting from poor weather earlier in the month and continued issues over the Christmas period. Overall Place Directorate achieved 81% with other areas including Sports and Events (14.3%); Regulation and Enforcement (80%); Landlord Services (83.8%); Housing Finance (0%) and Housing Options (86.4%) not achieving target.

Other areas that did not achieve target were Adult Social Care and Health 73%, a total of 11 complaints were received; Children and Young People's performance was 25%, against 4 complaints; Finance and Governance performance was 0%. There were 3 complaints received across DSO Legal Services (0%) and Resources (0%).



Escalations to Heads of Service/Assistant Directors/Corporate Directors will take place for all those Service Areas that failed to meet the 90% target.



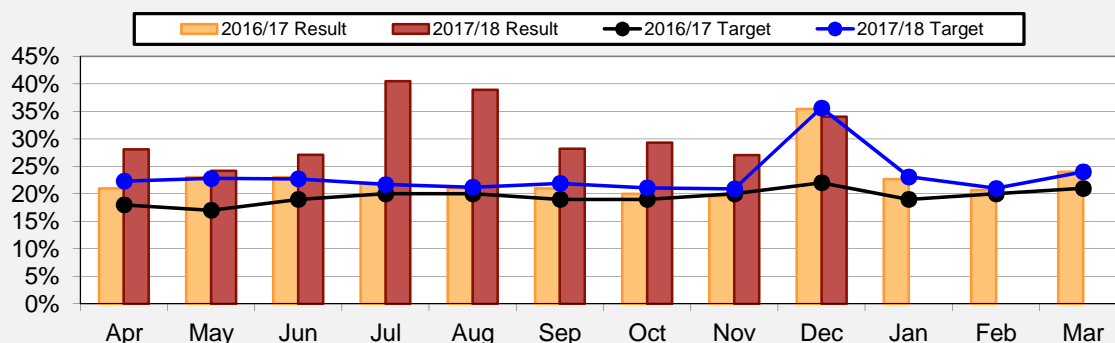
The percentage of citizens transacting digitally with the Council

34.0%

35.6%



The target of 35.6% was set in the expectation that Garden Waste sales would open in December as they have done since the service went live. Approximately 70% of these sales are usually made via the web channel. However, due to operational challenges the opening of the sales period was delayed until January 2018. The impact therefore should only be an in month variance with the yearend performance unaffected.





Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Not yet due

Measure	Result	Target	Status	DoF
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The percentage of citizens registering satisfaction with the Council

67.0%

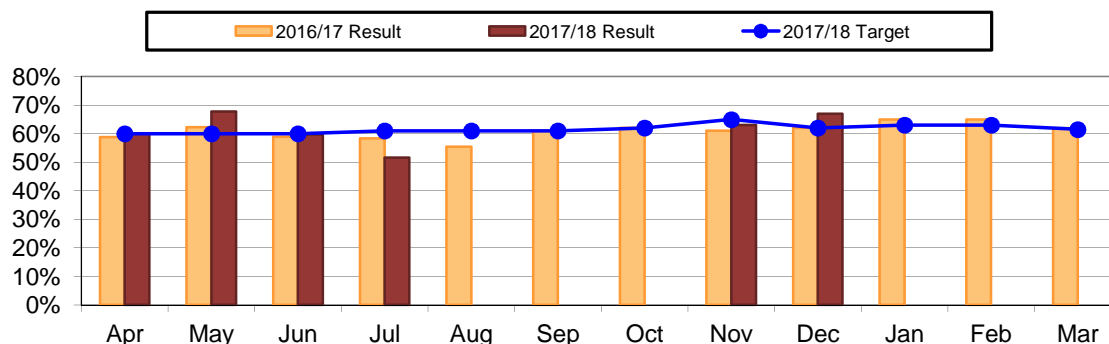
62.0%



N/A

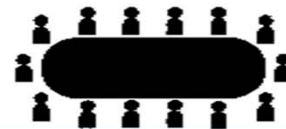
Customer satisfaction rates show improvement against the in month target this month.

Due to technical issues no figures are available to report during August to October



	Increase in people trusting the Council to make right decisions	Annual Result	N/A	Not yet due	N/A
	The Birmingham Citizen's Survey is currently being carried. Results available to report in March 2018.				
	Increase in people feeling they can influence decision making	Annual Result	N/A	Not yet due	N/A
	The Birmingham Citizen's Survey is currently being carried. Results available to report in March 2018.				
	Increase in people feeling satisfied with the Council	Annual Result	N/A	Not yet due	N/A
	The Birmingham Citizen's Survey is currently being carried. Results available to report in March 2018.				
	Increase in people feeling informed by the Council	Annual Result	N/A	Not yet due	N/A
	The Birmingham Citizen's Survey is currently being carried. Results available to report in March 2018.				
	Increase in people feeling involved in making decisions affecting their local area	Annual Result	N/A	Not yet due	N/A
	The Birmingham Citizen's Survey is currently being carried. Results available to report in March 2018.				

Governance



Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
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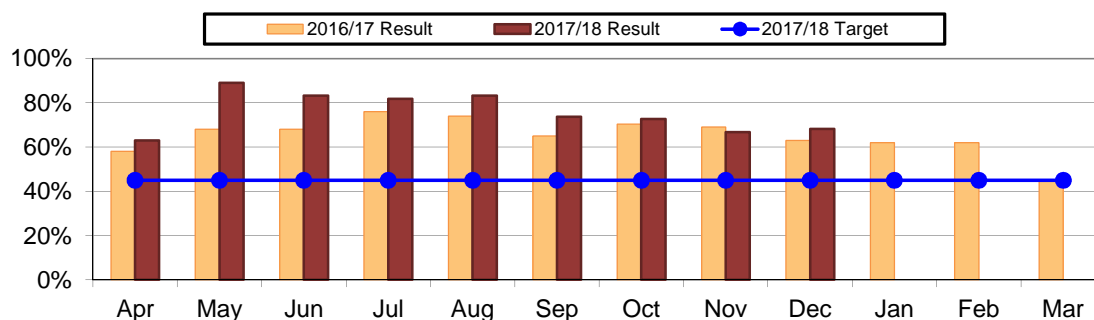
The percentage of council plan measures achieved

68.2%

45%



Compared to the previous quarter (September 2017), performance at 68.2% has decreased by 5.5 percentage points. When compared to the end of quarter three in 2016/17 performance is 5.2 percentage points better than that achieved at the end of December 2016 (63%).



Whistleblowing requests received that progress under the boundaries of the policy (% by directorate)

46%

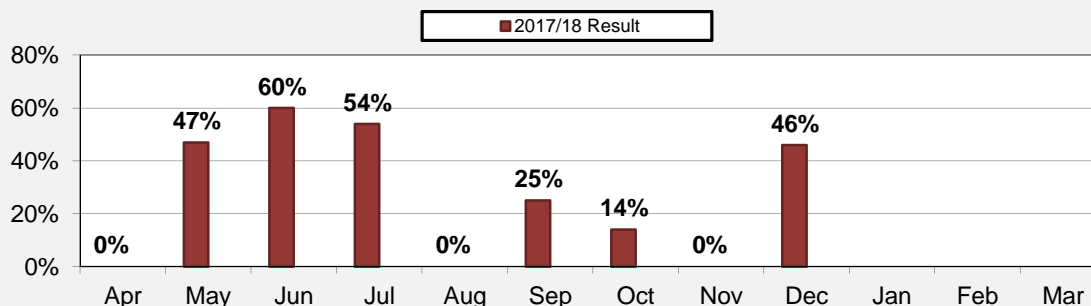
Trend

N/A

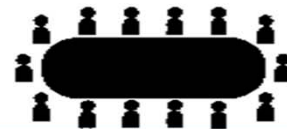


A total of 6 complaints received that were progressed under the boundaries of the policy.

No target set, measure to monitor trend



Governance



Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
Freedom Of Information requests responded to within deadline (% by directorate)	81%	85%		↔

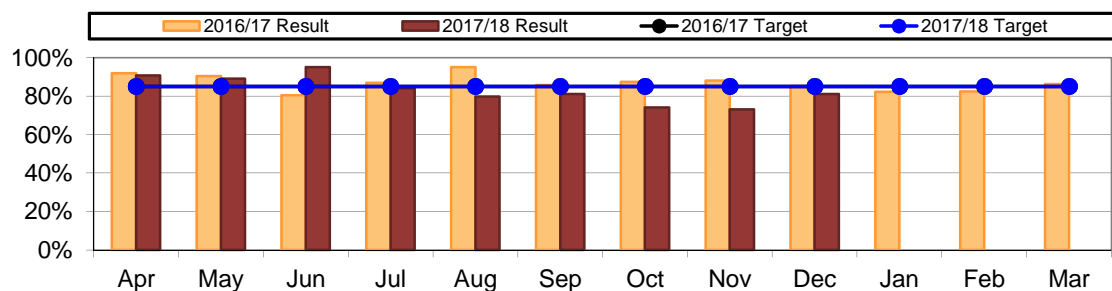
Provisional results.

Due to the implementation of a new system this is how we are able to report on the performance figures each month. Please note the figures (29 for DPA and 29 for FOI) will indicate one of the following:

- Hold on the request as further information is requested before we can process the request
- Have not reached the due date i.e. DPA's have 40 days and FOI's 20 working days, therefore information is still being collated
- DPA figures for December (above) are showing non are out of time in December – the service areas are still working on these requests and is reflected as high in the pending figure.



Provisional result



Data Protection Act requests in 40 days

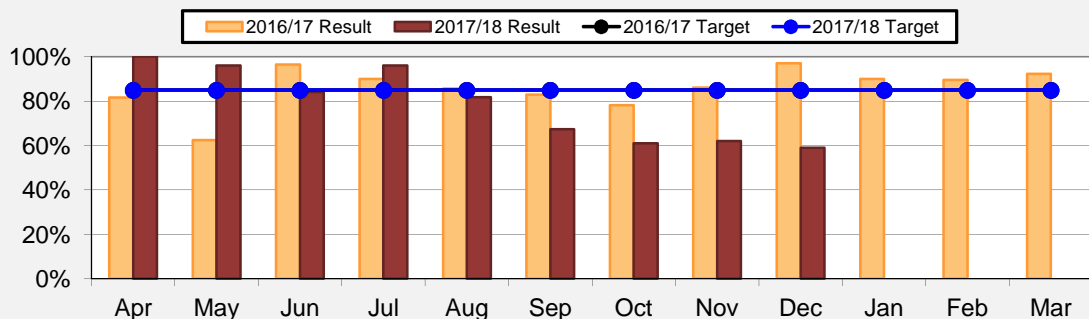
59.00%

85.00%



0

Provisional result



Governance



Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
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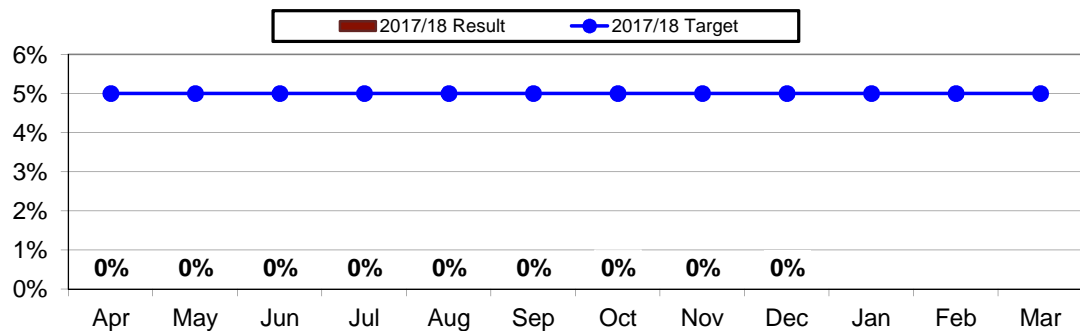
Ombudsman complaints resulting in reports issued

0%

5%



There were no Local Government Ombudsman reports issued against the Council.



Number of final audit reports issued per month

High - 0
Medium - 4
Low - 17
N/A - 2

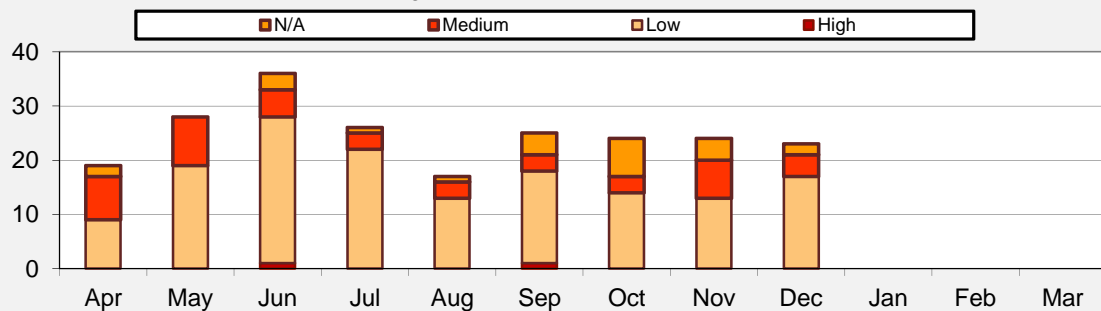
Trend

N/A

N/A



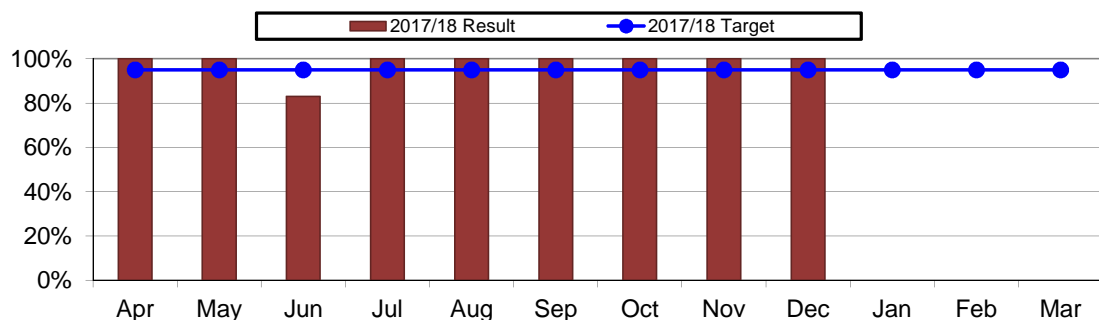
No target set, measure to monitor trend



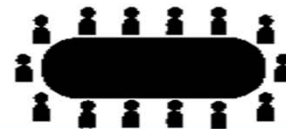
Judicial review challenges successfully defended

100%

95%




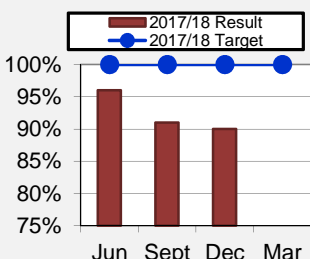
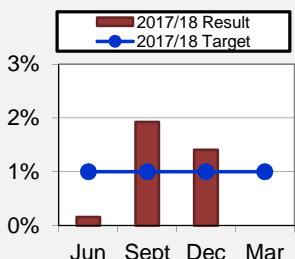
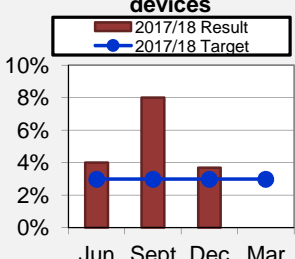
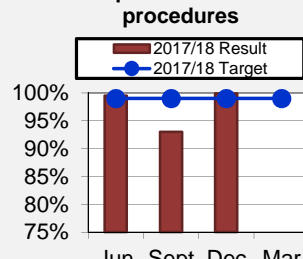
Governance



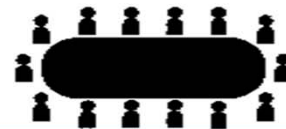
Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
 Maintain/improve compliance with ICT and procurement policies and governance	Asset Owners 90%	Asset Owners 100%		
	Quarantined Assets 1.41%	Quarantined Assets <1%		
	Officers with multiple devices 3.7%	Officers with multiple devices 3%	▲	➔
	Compliance to procurement procedures 99.9%	Compliance to procurement procedures 99%		
<p>Number of areas within Economy have no asset owners. This will be progressed through Economy group end of January</p> <p>Procurement & ICT Operational Group is being made aware of the importance of ensuring assets are in use/logged onto network or disposed in a timely manner</p> <p>Directorates are working hard to reduce the number of Officers with multiple assets, with each asset costing £67.60 a year in support.</p>				
<div> <div> Asset Owners  </div> <div> Quarantined Assets  </div> <div> Offices with multiple devices  </div> <div> Compliance with procurement procedures  </div> </div>				

Governance



Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
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Collection of council tax in year

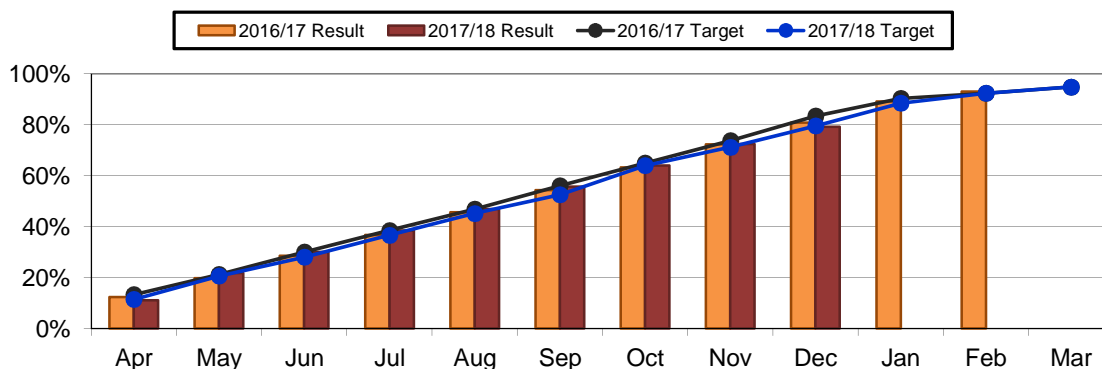
79.20%

79.55%



The monthly collection rate is marginally down against target in month factors impacting upon this include the Christmas period. It is anticipated this will be recovered in January 2018. With no impact upon the year end performance.

Note: In-year targets re-profiled to take into account payments now made over the 12 month period



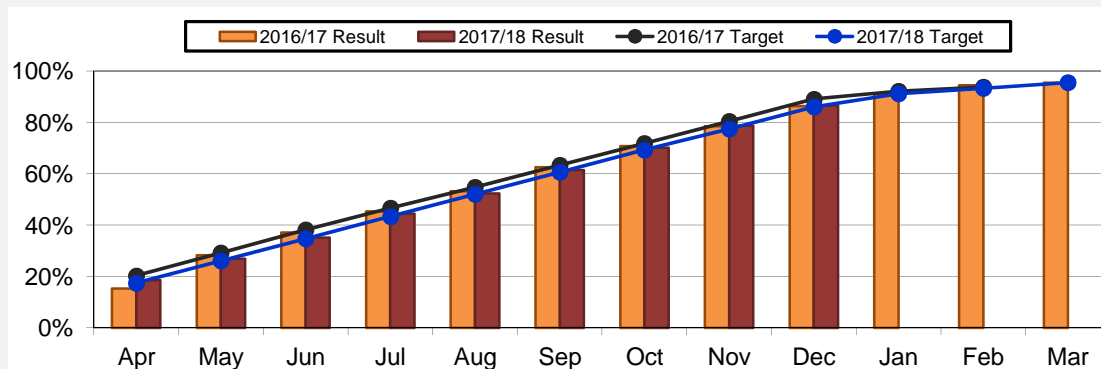
Collection of business rates in year

86.60%

86.10%



Business Rates remain on track above profile.



Workforce



Quarter 3 October to December 2017



Measure	Result	Target	Status	DoT
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Workforce expenditure i.e. within budget

39,100,000.00

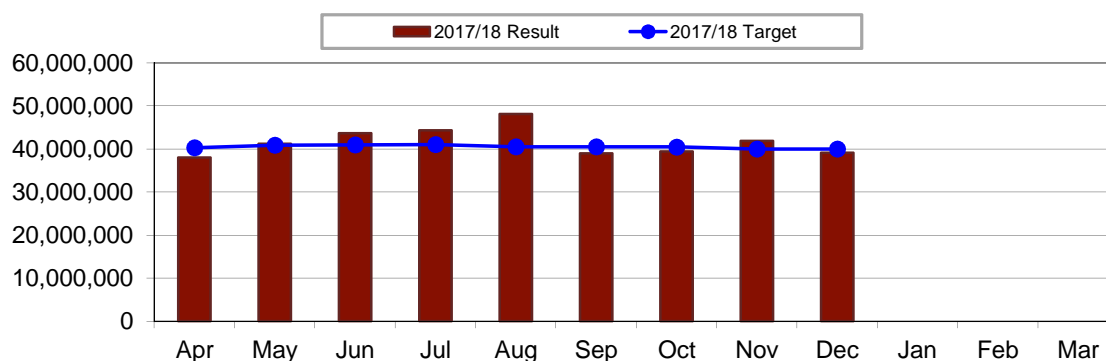
40,000,000.00



The current forecast for workforce expenditure for period 9 is an end of year underspend of £2.3m, an increase of £3.4m since the last reporting period (forecasted underspend of £5.7m in Period 8). The agency budget for 17/18 is £2.4m. Agency spend in period 9 was £2.7m and agency spend collectively in Periods 1 - 9 is £25.8m. Based on actual agency spend by period 9, the projected end of year forecast is £34.4m.

Actions

- The workforce strategy report has been produced and submitted to CLT to agree and set a policy framework going forward in respect of agency usage, overtime, interims, consultants etc.



Workforce



Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
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Workforce sickness absence rates

10.32

9.25



Year to date absence levels are 0.06 days per FTE (0.59%) higher than in the same month last year.

However, they are also 0.24 days per FTE (2.15%) lower than last month. While sickness absence usually reduces in December for seasonal reasons (so many employees being on annual leave for much of the month), this metric looks at a rolling 12 month period, so seasonal differences have no impact on it.

- Sickness days, absence incidents, and days lost per FTE, due to coughs/colds/flu, are effectively unchanged since November 2017,

- Sickness days per FTE, and absence incidents due to stress/anxiety/ depression, have decreased, by round 1%. However the overall number of sickness days and proportion of absences becoming over 14 weeks due to stress/anxiety/depression, has increased - stress absences are becoming longer.

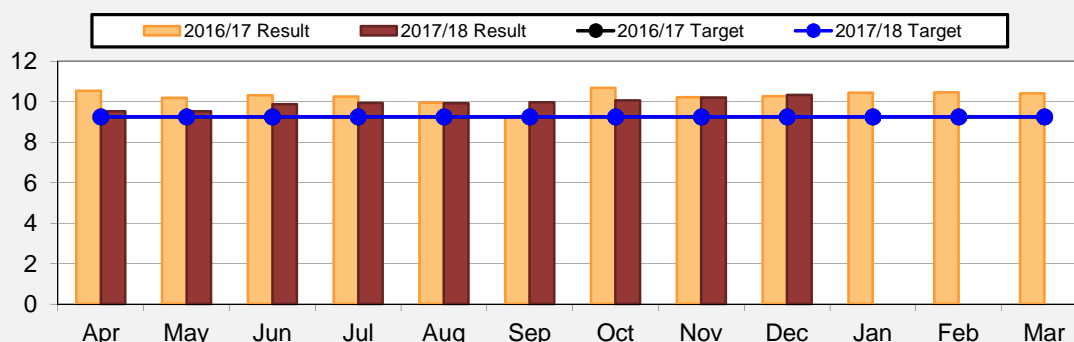
Total sickness days have increased by 0.1% (70 days) since November, although the workforce taking this absence is also now 0.13% larger. Long term sickness days increased by 507 days (8.29%), but short term sickness days have decreased by 437 days (10.52%), suggesting that employees could be returning more slowly from absence.

Compared with November 2017, there has been a decrease in gastro-intestinal absence days lost, of 320 days (24.6%).

A comparison between sickness reasons in December 2016 and December 2017 shows that

- the greatest reduction in absence incidents have been in relation to other musculoskeletal (2.44% reduction);
- the number of working days lost due to anxiety/stress/depression in a rolling 12 month period decreased (by 444 days) in December 2017, for the first time in 5 months. The number of days lost for this reason has decreased by 39 days (1.75%) since December 2016, while the number of FTE employees has decreased by 2.68% in the same period.

Year to date per full time equivalent



Workforce



Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
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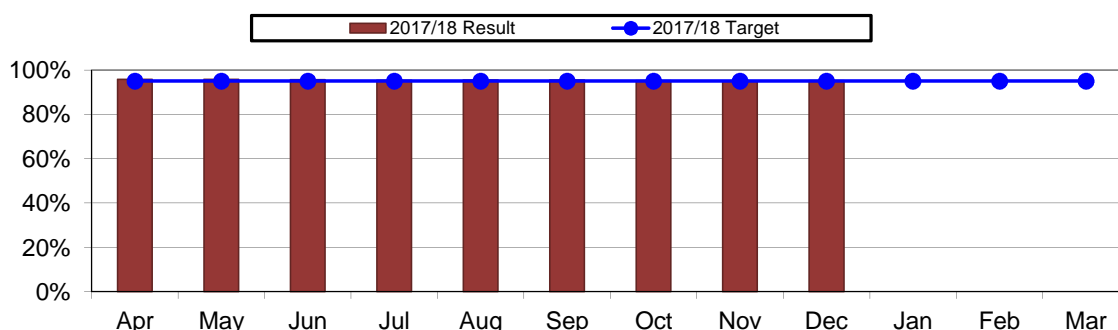
Workforce attendance rates

95.13%

95.00%



Attendance has increased this month and continues to be above target. The year to date figure of 95.41% is 0.04% lower than this time last year.



Number of accidents/incidents per 1,000 employees

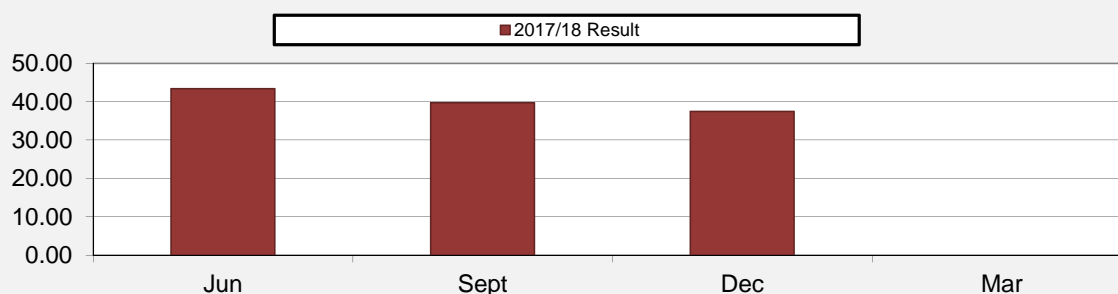
37.44

Trend



Accidents and incidents per 1000 employees remain at a reduced rate. Zero preventable accidents / incidents continues to be the objective. Preventable is an important factor within this objective because following review there are many which either cannot be prevented or those that have to be considered to be at a tolerable level associated to activities which the council are involved in whereby withdrawal of such a service on the grounds of Health and Safety would have a wider more negative social impact. There are no trends or spikes within any areas this month which would benefit from the implementation of a safety campaign.

No target set, measure to monitor trend



Workforce



Quarter 3 October to December 2017



Measure	Result	Target	Status	DoT
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Volume of referrals to Occupational Health per 1,000 employees

66.07

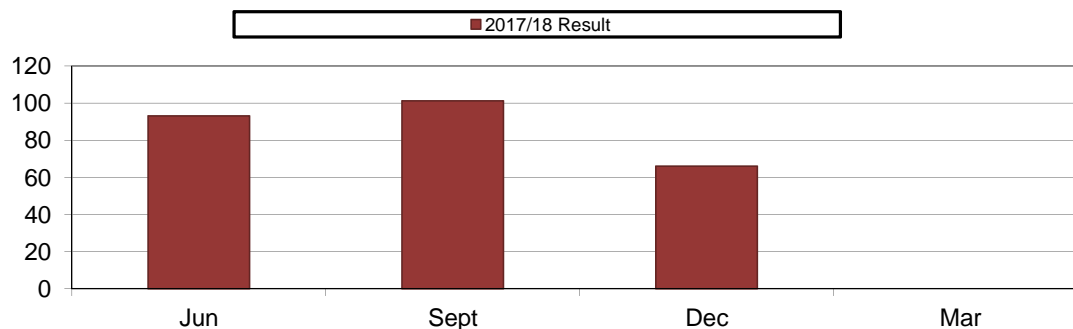
Trend



The rate has slightly decreased, due to an expected reduction in referrals from the business over the holiday period in December, and other services offered by Organisational Health being less in demand, during the winter months, physiotherapy in particular.



No target set. Baseline being established



Type of referrals to Occupational Health

Other Known Causes

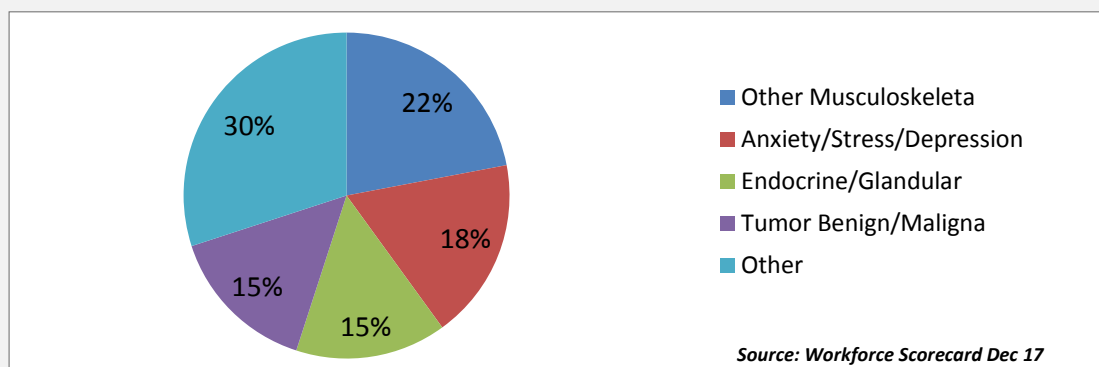
Refer to commentary

N/A



The 30% "Other" reasons cover issues such as ear nose and throat problems, and post-surgical recovery. "Other musculo-skeletal" includes pain in limbs, neck and back alongside tendon and pulled muscle incidents. "Anxiety/stress/depression" also includes psychosis. "Endocrine/glandular issues" include e.g. immunity problems, thyroid issues, and diabetes.

BCC Top 5 Reasons for Occupational health Referrals during Qtr 3 of 2017-18



Source: Workforce Scorecard Dec 17






Workforce



Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
 Increase in the number of people completing the staff survey	Annual Result	N/A	Not yet due	N/A
 Increase in the feeling of engagement	Annual Result	N/A	Not yet due	N/A
 Increase in the trust rating	Annual Result	N/A	Not yet due	N/A
 Increase in confidence in the Council to implement changes	Annual Result	N/A	Not yet due	N/A
 Increase level of pride for working for the Council	Annual Result	N/A	Not yet due	N/A