

Appendix 2

Birmingham City Council
Corporate Performance Monitoring

Organisational Health
Measures

Quarter 2 2017/18
Progress report



Contents

Overview **2**

Overall performance against our health measures **3**

Key messages **4**

Progress against our health measures **5**

Overview

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

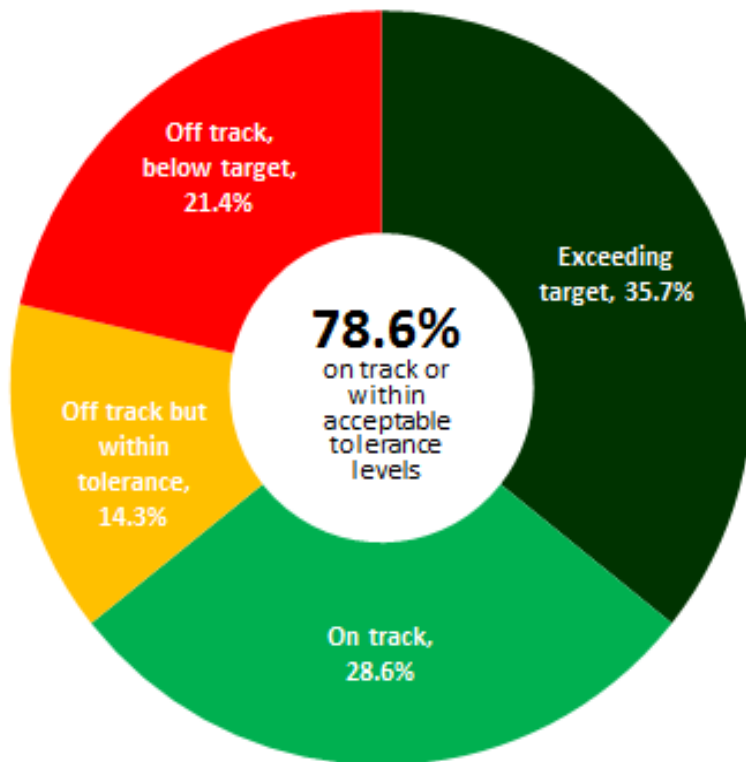
The key below explains the symbols and arrows we have used alongside written information to describe progress.

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 18 (14 targeted and 4 trend) of the 29 Organisational Health measures.

11 (78.6%) of the 14 measures with a target have exceeded, met, or are within acceptable tolerance levels.

- 5 (35.7%) exceeding target,
- 4 (28.6%) on track,
- 2 (14.3%) within acceptable tolerance levels.

3 (21.4%) measures are off track;

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

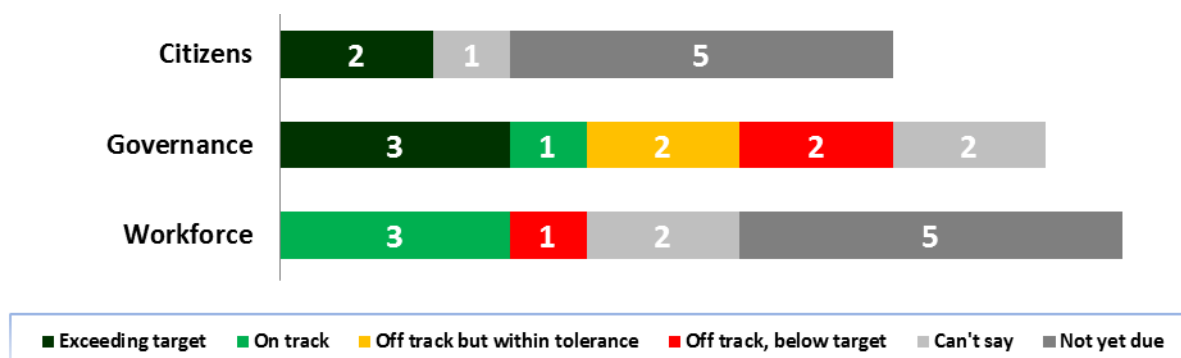
Results for the remaining 11 measures are reported on a less frequent basis and are not yet due.

A direction of travel can be provided against the previous quarter for 15 of the 18 measures. A direction of travel is not available for the others as previous results are not comparable.

5 (33%) improving;
1 (7%) remained the same, and,
9 (60%) deteriorated.



The Organisational Health measures are separated into three areas; Workforce, Citizens and Governance. The performance position as at September 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

More citizens are transacting digitally with the Council, 6.3% above target



Governance

25% whistleblowing requests received that progressed under the boundaries of the policy.



We had **no ombudsman complaints resulting in reports being issued**



25 Final audit reports issued for June



100% of Judicial review challenges successfully defended.

93% compliance with procurement procedures

91% of our ICT Assets have Owners.

1.93% quarantined assets.

8% of officers have multiple devices.



Collection of business rates is 0.75% above target at 61.43%.



55.69%, Council tax collected, 0.5% below target

67.39% of Freedom of Information requests responded to within deadline, 17.61% below target.



81.03% Data Protection Act requests responded to in 40 days, 3.97% below target.



73.7% Council Plan Measures achieved, 8.7% better than 2016/17.

Workforce

Workforce expenditure as at month 6 is £39m spent. Current workforce expenditure forecast is £100k underspend by year-end.



Workforce attendance rate stands at 95.46%, 0.46% above target.



Sickness absences rate 10.22 days per FTE, 0.97 days above target. Long term sick is down 17.92% and short term up 35.45%.

39.68 (per 1,000 employees) accidents/incidents. Aggression/assault and Slips and Trips being the two highest recorded areas.



“Other Known Cause” highest reason for referrals (69%) made to Occupational Health. Volume of referrals stands at 101.24 (per 1,000 employees).



Progress against our health measures

Citizens



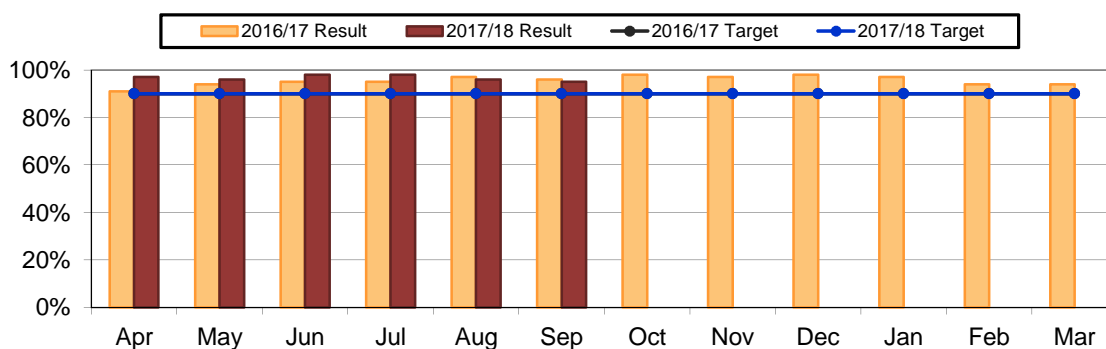
Quarter 2 July to September 2017



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

Measure	Result	Target	Status	DoT
The percentage of complaints answered within time	95%	90%	★	➔

Performance for responding within 15 working days was 95% citywide which is above the corporate target of 90%.



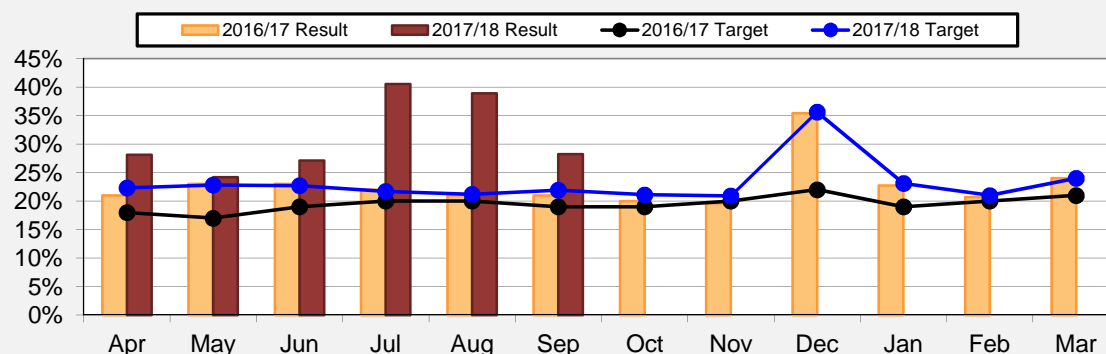
The percentage of citizens transacting digitally with the Council

28.2%

21.9%



Channel shift performance was 6.3% above target at 28.2% representing a slight reduction on the previous month. This level of performance is consistent with the levels achieved prior to the start of industrial action in Waste Management.





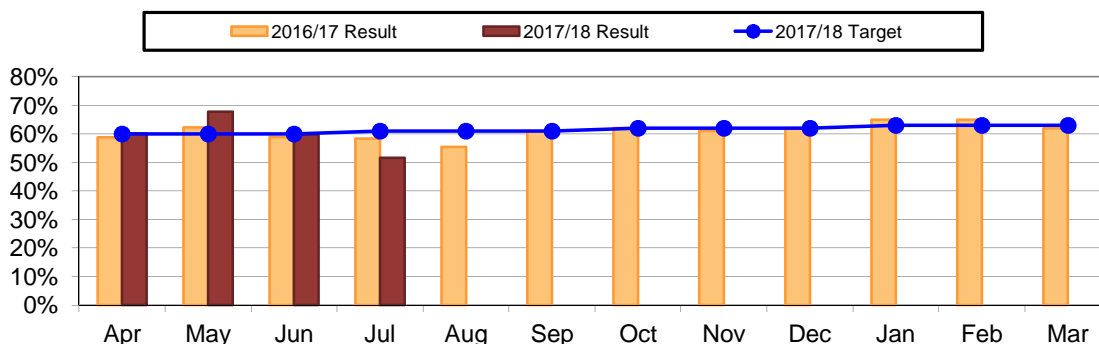
Quarter 2 July to September 2017

2	1	5
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■ Exceeding target
■ On track
■ Off track but within tolerance
■ Off track, below target
■ Can't say
■ Not yet due

Measure	Result	Target	Status	DoT
The percentage of citizens registering satisfaction with the Council	Not available to report	61.0%	N/A	N/A

Due to technical issues no satisfaction figures are available for September. From November all callers will be given the opportunity to feedback, in the interim October a sample of advisers are transferring callers to partake in the survey. This will allow one off comparison with other authorities who predominately select callers for surveys in this way.



	Increase in people trusting the Council to make right decisions	Annual Result	N/A	Not yet due	N/A
	The Resident Survey is due to be commissioned and carried out in quarter 3 and results will be available for reporting in quarter 4.				
	Increase in people feeling they can influence decision making	Annual Result	N/A	Not yet due	N/A
	The Resident Survey is due to be commissioned and carried out in quarter 3 and results will be available for reporting in quarter 4.				
	Increase in people feeling satisfied with the Council	Annual Result	N/A	Not yet due	N/A
	The Resident Survey is due to be commissioned and carried out in quarter 3 and results will be available for reporting in quarter 4.				
	Increase in people feeling informed by the Council	Annual Result	N/A	Not yet due	N/A
	The Resident Survey is due to be commissioned and carried out in quarter 3 and results will be available for reporting in quarter 4.				
	Increase in people feeling involved in making decisions affecting their local area	Annual Result	N/A	Not yet due	N/A
	The Resident Survey is due to be commissioned and carried out in quarter 3 and results will be available for reporting in quarter 4.				

Governance



Quarter 2 July to September 2017



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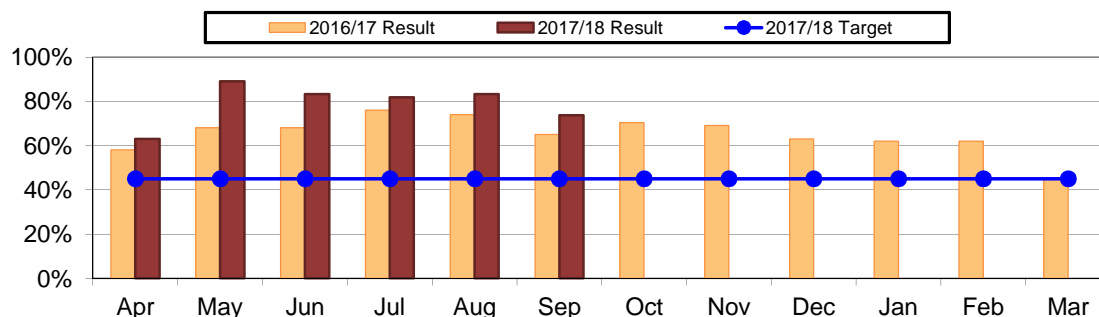
The percentage of council plan measures achieved

73.7%

45.0%



Compared to the previous quarter (June 2017), performance at 73.7% has decreased by 9.6 percentage points. When compared to the end of quarter two in 2016/17 performance is 8.7 percentage points better than that achieved at the end of September 2016.



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

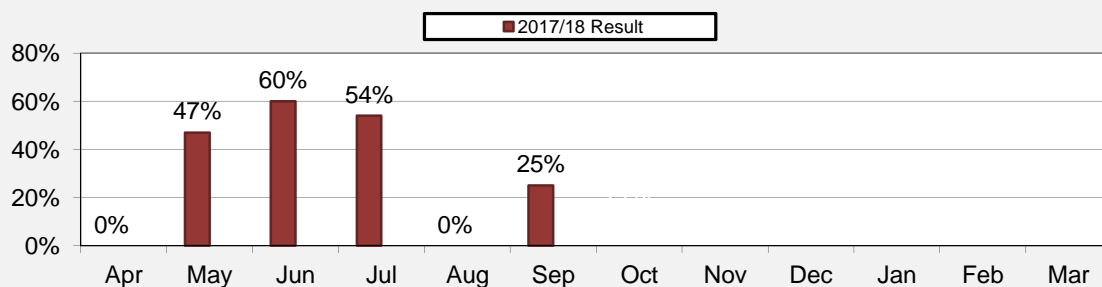
25%

Trend

N/A



A total of 4 complaints received with only one progressing under the boundaries of the policy. This was in the Place Directorate.



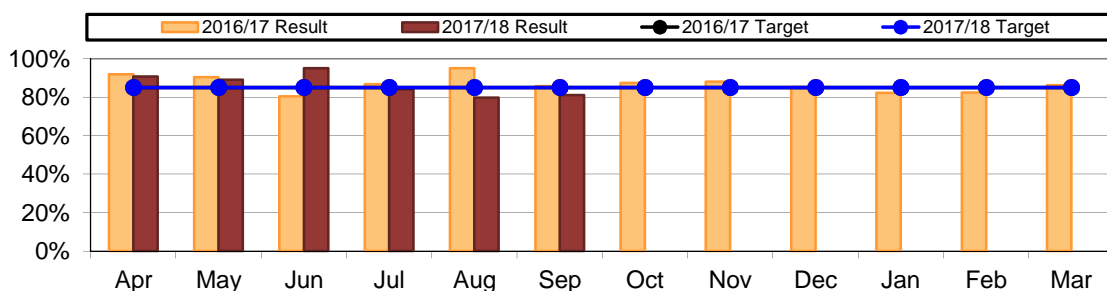
Freedom Of Information requests responded to within deadline (% by directorate)

81.03%

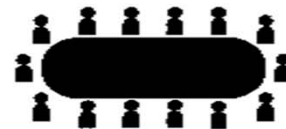
85.00%



A total of 174 FOI requests were completed in September, 141 were completed in 20 days, At Quarter 2 performance stands at 81.61% with 484 requests completed during the quarter and 395 completed within 20 days.



Governance

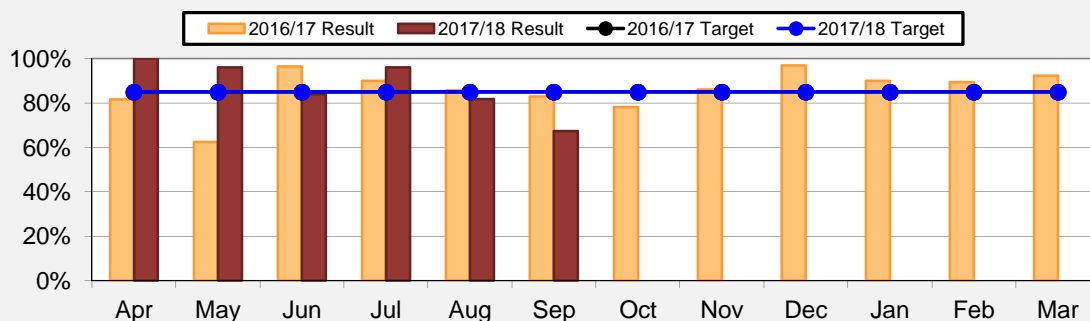


Quarter 2 July to September 2017



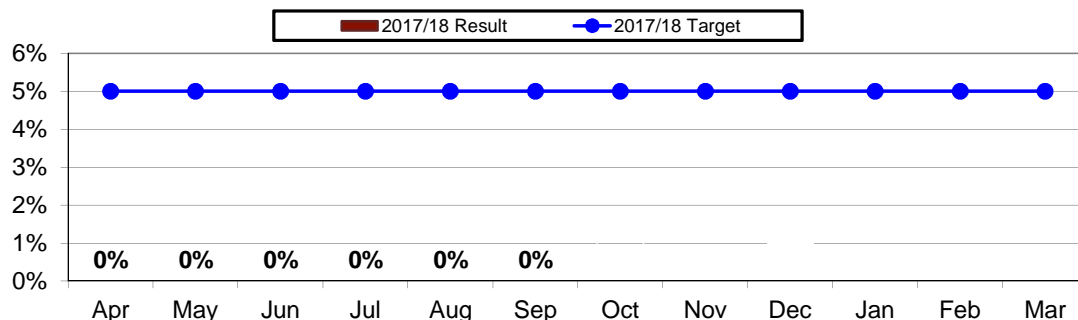
Measure	Result	Target	Status	DoT
Data Protection Act requests in 40 days	67.39%	85.00%	▲	↘

46 requests were completed within September. 31 were completed within 40 days.
For the quarter, 95 requests were completed. 75 were completed in 40 days.



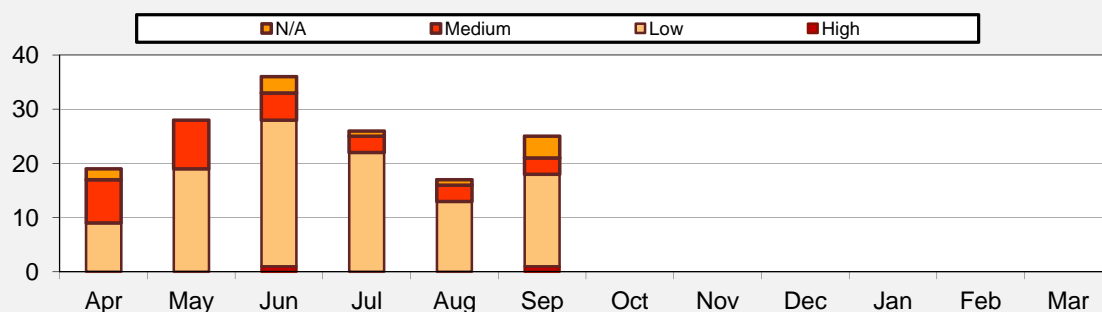
Ombudsman complaints resulting in reports issued	0%	5%	★	↔
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There were no Local Government Office reports issued in September.

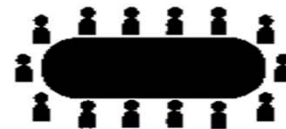


Number of final audit reports issued per month	High - 1 Medium - 3 Low - 17 N/A - 4	Trend	N/A	N/A
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A total of 25 final audit reports were issued for September



Governance



Quarter 2 July to September 2017

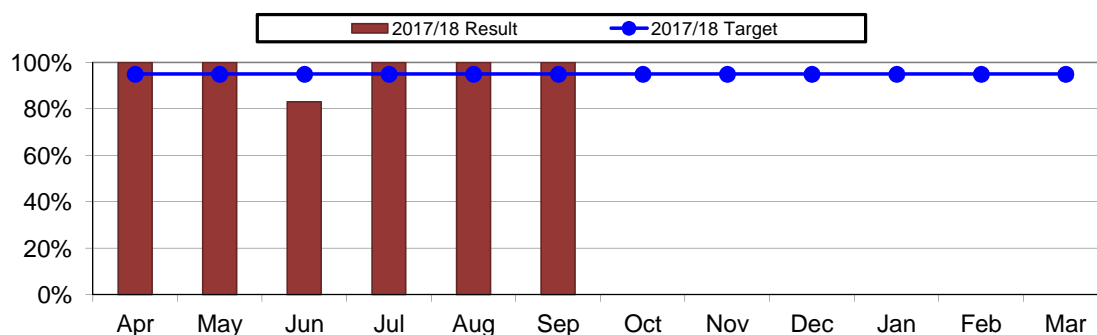


Measure	Result	Target	Status	DoT
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Judicial review challenges successfully defended

100%

95%



Maintain/improve compliance with ICT and procurement policies and governance

Asset Owners
91%

Asset Owners
100%

Quarantined
Assets 1.93%

Quarantined
Assets <1%

Officers with
multiple
devices 8%

Officers with
multiple
devices 3%

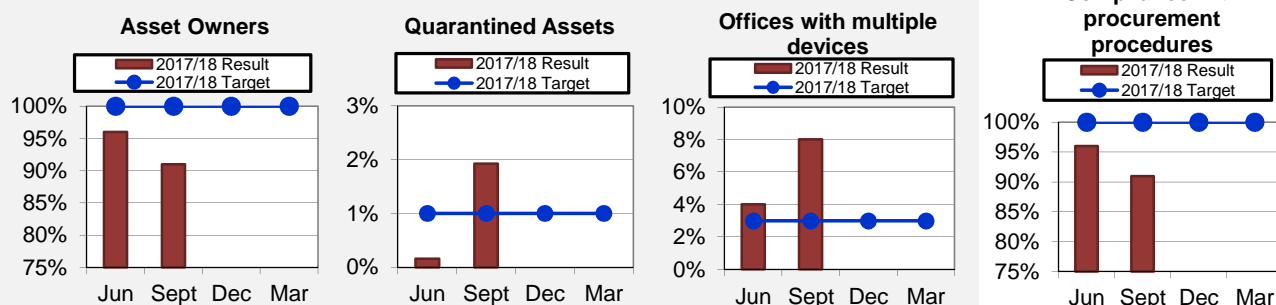


Compliance to
procurement
procedures
93%

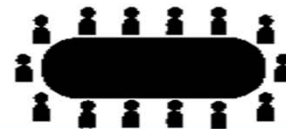
Compliance to
procurement
procedures
99%



ICT Compliance has declined slightly from Quarter 1. This has been discussed at the Procurement & ICT Operational Group and groups around the Directorates. Group members are to take responsibility within their own service areas to improve compliance and bring us closer to the set targets. Corporate Procurement Services will continue to monitor and liaise with individual representatives to ensure this indicator receives the attention it requires in order to save money and become more efficient



Governance



Quarter 2 July to September 2017



Measure	Result	Target	Status	DoT
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Collection of council tax in year

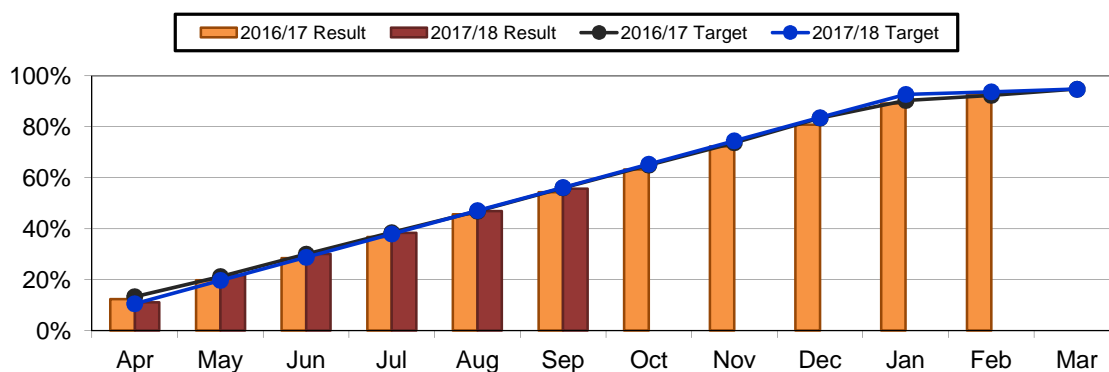
55.69%

56.19%



Collection is slightly down on the monthly target, but is 1.76% better than the same point last year. The target does not take into account the large number of people who have chosen to spread their instalments over 12 months instead of 10. This will mean collection in February and March will be higher – enabling us to meet the year-end target.

Re-profiling of the collection targets will be completed for second half of the financial year. We have collected an additional £10.5 million than the same point last year.



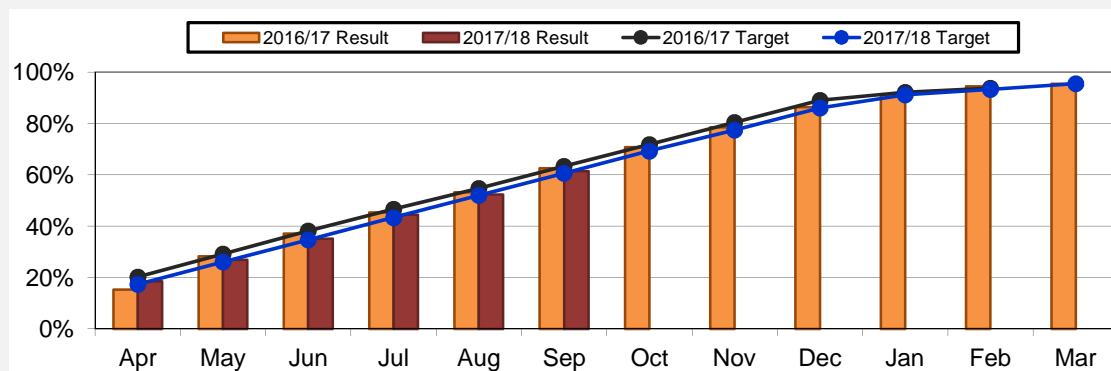
Collection of business rates in year

61.43%

60.68%



Business Rates performance has been maintained and remains on track and above profile.



Workforce



Quarter 2 July to September 2017



Measure	Result	Target	Status	DoT
Workforce expenditure i.e. within budget	39,000,000	40,500,000	✓	➔

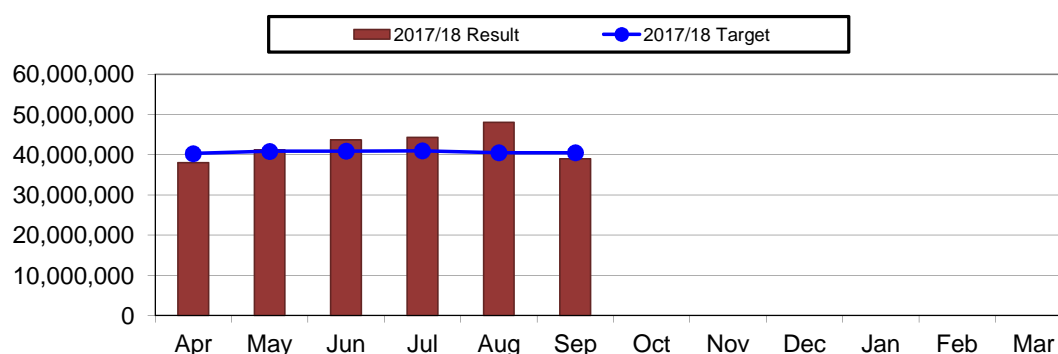
The current forecast for workforce expenditure for period 6 is an end of year underspend of £100k, a reduction of £3.6m since the last reporting period.

The agency budget for 17/18 is £2.4m. Agency spend in period 6 was 2.4m and agency spend collectively in Periods 1 - 6 is £16.5m. Based on actual agency spend by period 6, the projected end of year forecast is £33m.



Actions

- The Hays Agency Worker portal was implemented in Sept 17. This provides the opportunity to revisit the workforce strategy and a report will be provided to CLT in due course to agree and set a policy framework going forwards. To include maximum number of hours for agency workers and overtime as there are currently compliance issues.







Quarter 2 July to September 2017



Measure	Result	Target	Status	DoT
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Workforce sickness absence rates **10.22** **9.25**  

This metric is still off track, and the overall performance of this metric is now less positive, in that year to date absence levels are 0.05 days per FTE (0.5%) higher than in the same month last year. They are also 0.05 days per FTE (0.05%) higher than last month. However sickness absence usually increases in September for seasonal reasons:

- Sickness days, absence incidents, and days lost per FTE, due to coughs/colds/flu, have all increased this month by around 3%, in line with seasonal norms.

- While chest/respiratory absence in terms of absence incidents has only increased by around 1%, the number of days lost, and days per FTE lost, for this reason have increased by around 3%, again in line with seasonal norms.

Total sickness days have decreased by 3.11% (308 days) since August, but the workforce taking this absence is also now slightly smaller. While long term sickness days decreased by 1284 days (17.92%), short term sickness days have increased by 976 days (35.45%).



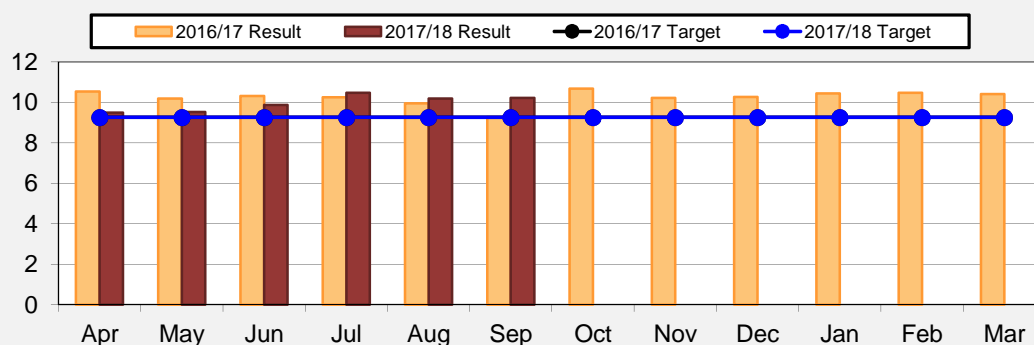
A comparison between sickness reasons in September 2016 and September 2017 shows that

- the greatest reduction in absence incidents have been in relation to injury/fracture (1.97% reduction);

- there have been 0.4% and 0.56% increases in gastro-intestinal, and other musculo-skeletal problem absence incidents respectively, which are NOT due to seasonal norms.

- the number of working days lost due to anxiety/stress/depression in a rolling 12 month period has increased, for the second consecutive month. The number of days lost for this reason has increased by 999 days since September 2016, despite the number of FTE employees having fallen by 1.8% in the same period. The number of days lost due to this reason has also increased by 858 days since last month.

Per full time equivalent





Workforce



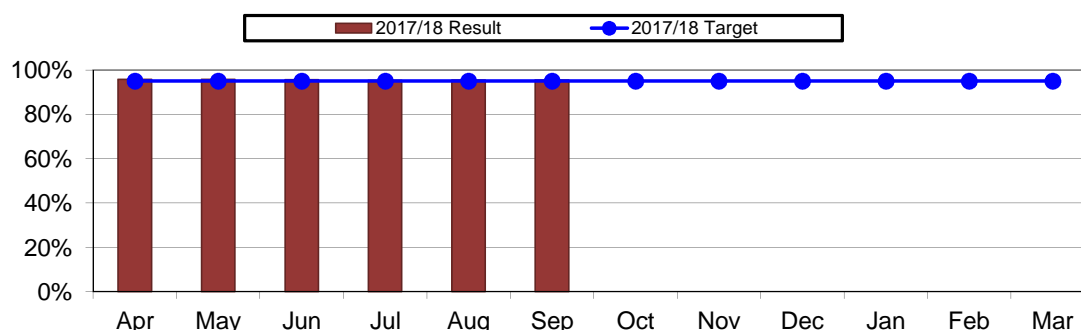
Quarter 2 July to September 2017



Measure	Result	Target	Status	DoT
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Workforce attendance rates 95.46% 95.00%  

Attendance is static this month and continues to be above target. The year to date figure of 95.57% is 0.02 less than this time last year.

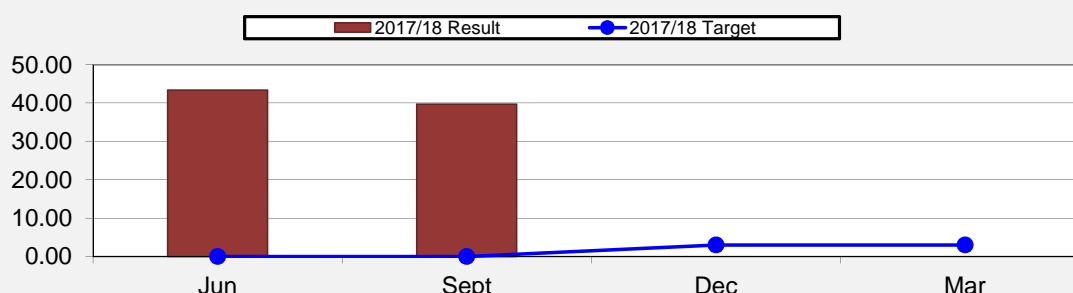


Number of accidents/incidents per 1,000 employees 39.68 **To be confirmed** N/A N/A

Accidents and incidents appear to be decreasing over recent months; this trend reaches a predictable low reflecting the summer holidays and associated reduced levels of attendance. However a number of directorate-level measures have been taken.

Separate studies have been conducted relating to aggression/assault and slips and trips - the highest two areas recorded. These show that only 1/3 of risk assessments are reviewed following an accident or incident. This reasons for this are being explored, and a Managers Bulletin is planned. A further study is being undertaken to review the individual risk assessments related to a % of the reported accidents, to see if the risk was foreseeable, captured by the risk assessment, subject to adequate implemented controls, communicated to the injured party, and amended to implement further controls where appropriate to do so.

Some aggression/assault incidents warranted police involvement, but there was none. This infers that certain employees believe (wrongly) that tolerating abusive behaviour is a part of the job role. Women appear to experience abusive behaviour approx. 70% more than their male counterparts – although again this could be due to underreporting by males – this will be subject to further investigation. The majority of slips and trips recorded have a reported root cause of 'missed footing' and do not allow for meaningful intervention to prevent recurrence. The remaining minority will be addressed locally. There is no apparent trend which requires further action.





Quarter 2 July to September 2017

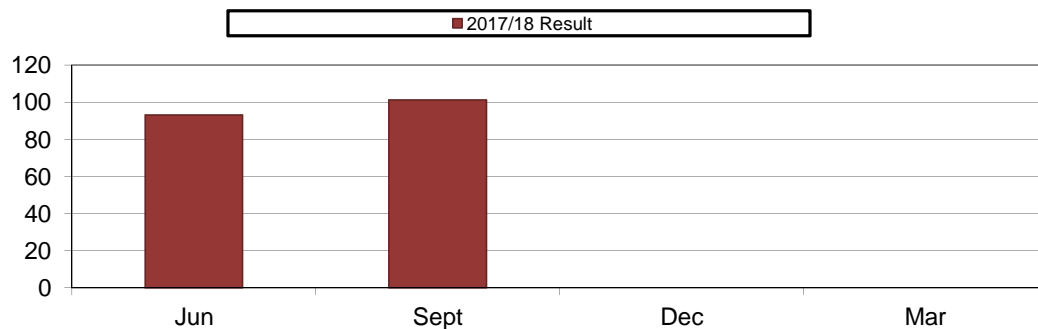


Measure	Result	Target	Status	DoT
Volume of referrals to Occupational Health per 1,000 employees	101.24	Trend	N/A	↓

The rate has slightly increased, although referrals from the business reduce over the holiday months of July and August. This increase is indication of other services offered by Organisational Health being in demand, physiotherapy in particular.



No target set. Baseline being established

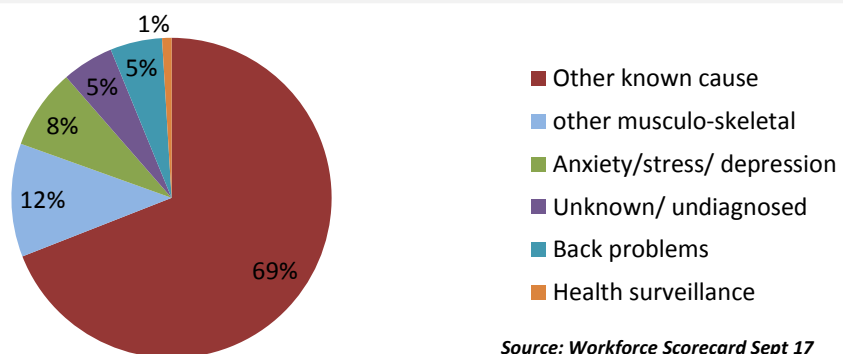


Type of referrals to Occupational Health	Other Known Causes	Refer to commentary	✓	N/A
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Quarter 2 shows the improvements of data collection within Organisational Health service with many differing diagnosis. The largest percentage of 69% are a variety of diagnosis. From this largest 69% number we have known cases of coronary heart disease 11%, cancer 9% and surgical recovery 6%, with the rest of the 66% overall being a variety of other medical conditions.



BCC Top 5 Reasons for Occupational health Referrals during Qtr 2 of 2017-18








Source: Workforce Scorecard Sept 17

Workforce



Quarter 2 July to September 2017



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