Appendix 2

Corporate Performance Monitoring Quarter 1 2017/18 Progress report

Organisational Health Measures

Contents

Overview

This appendix provides an update on performance against our Organisational Health measures for the period April to June 2017. This includes our achievements and areas were we need to improve on.
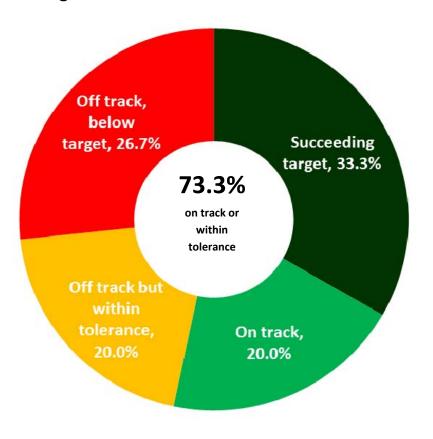
To make this clear we have used the symbols and arrows in the key below along with written information to describe progress.

Key (Symbols and abbreviations used)

★	Succeeding 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.
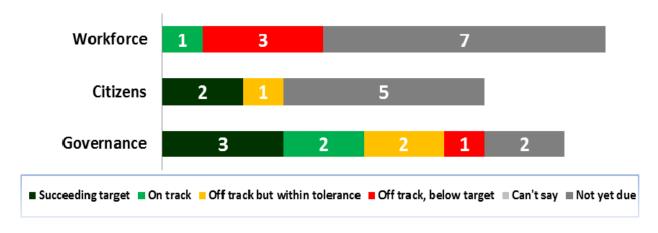

Results are avilable for 17 of the 29 Organisational Health measures.

We are currently unable to report a position against 12 measures (which includes 2 trend measures) because results are either not yet due, or no target has been set.

Of the 15 measures with a target, 11 measures 73.3%) have been exceeded, are on track or are within acceptable tolerance levels.

The Orgainsational Health measures are seperated into three areas; Workforce, Citizens and Governance. The performance position at the end of June 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.

Workforce

Workforce expenditure £43.7m spent. Current forecast is £4.8m overspend by year-end.

1,441 referrals made to Occupational Health, 1,008 less than last year.

Workforce attendance rate stands at 95.62%, 0.62% above target.

Sickness absences levels 6.71% lower than this time last year. Long term sick is down 8.85% and short term up 17.93%.

Citizens

98% of complaints were answered within time, 8% above target.

More citizens are transacting digitally with the Council, 4.4% above target

59.7% of citizens registered satisfaction with the Council based on end to end satisfaction and satisfaction with call handling.

Governance

95.04% of Freedom of Information requests responded to within deadline, 10.04% above target.

84% Data Protection Act requests responded to in 40 days slightly below the 85% target.

Council Plan Measures achieved up 15% compared to quarter 1 2016/17.

Collection of business rates is 0.39% above target of 34.72%.

Council tax collection in year at 30.11%, is **1.29% above target**

60% whistleblowing requests received that progressed under the boundaries of the policy.

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

96% of our ICT Assets have Owners

36 Final audit reports issued for June

83% of Judicial review challenges successfully defended.

Progress against our health measures

Workforce

	1	3	7

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

Measure	Result	Target	Status	DoT
Workforce expenditure i.e. within budget	**43,700,000**	**40,933,333**	▲	**Not comparable**

The current forecast for workforce expenditure for period 3 is an end of year of overspend of £4.8m which is an increase of £400,000 since the last reporting period. The agency budget for 17/18 is £2.4m and agency spend in period 3 is £3.8m (£1.4m over budget – 158%) with an end of year forecast of £16.8m . Based on actual agency spend by period 3 the projected actual end of year forecast is £41m.

Actions
Year end reports have been prepared for each Directorate to enable them to have an understanding of their expenditure for 16-17 and meetings have been arranged for Human Resources (HR) to attend Senior Leadership Teams (SLTs) to facilitate a review of plans to ensure that robust workforce planning and financial compliance is in place for 17-18.

The new Hays Agency Worker portal is due to be implemented on 4th September 2017.   This provides the opportunity to revisit the workforce strategy and a report will be provided to Corporate Leadership Team (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. Consideration should be given to moving some of the employee budget to the agency budget in order to provide a more reflective workforce position.

Workforce sickness absence rates	**9.86**	**9.25**	▲	**Not comparable**

Year to date absence levels are 0.69 days (6.71%) lower than in the same month last year, although they are 0.4 days (4.23%) higher than last month.
Total sickness days have increased by 0.10% (9 days) since May. While long term sickness decreased by 561 days (8.85%), short term sickness increased by 552 days (17.93%).

Sickness in the last 12 months (i.e. a rolling 12 month period) in relation to absence days of <28 days have increased by 189 absence incidents (5.5%) since the same time last year, with increases in 3 of the 6 directorates.

A comparison between sickness reasons in May 2016 and May 2017 shows that the greatest increase in absence incidents have been in relation to "other known causes"; however there have also been a 23.1% increase in gasro-intestinal problem absence incidents and a 1.9% increase in anxiety/stress/depression absence incidents.

Workforce attendance rates	**95.62%**	**95.00%**	✓	**Not comparable**

While performance has deteriorated this month, this measure is still above target. Economy directorate saw an improvement in Attendance days in June 2017, from 97.33% in May, to 97.45% in June. Finance directorate have also seen an improvement from 97.03% in May to 97.43% in June.

Workforce

	1	3	7

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

	Measure	Result	Target	Status	DoT
	Number of accidents/incidents per 1,000 employees	**7.95**	**3.00**	▲	**Not comparable**
	Aggression and assault are a significant number of the monthly reports in the Place and the former People Directorates. Work is being carried out to review the risk assessments and current control measures to reduce the number of incidents.				
	Volume of referrals to Occupational Health per 1,000 employees	**Baseline year**	**Baseline Target**	**Not yet due**	**Not comparable**
	This is a baseline year, where volumes are being tracked to determine the level of referrals which best suits the organisation.				
	Type of referrals to Occupational Health per 1,000 employees	**1,441**	**Baseline Target**	**Not yet due**	**Not comparable**
	The figure is down in comparison to last year for the same quarter, with last year having 2,449 referrals. A downward trend could indicate the workforce is healthier, or that managers are referring less to Occupational Health. The highest category is for undiagnosed and this indicates the employees . Occupational Health is reliant on employee disclosure and employees are not always willing to disclose or don't know the full diagnosis as they are waiting for diagnostic testing or health appointments.				
	Increase in the number of people completing the staff survey	**Annual Result**	**N/A**	**Not yet due**	**N/A**
	Results available from the staff survey around December 2017				
	Increase in the feeling of engagement	**Annual Result**	**N/A**	**Not yet due**	**N/A**
	Results available from the staff survey around December 2017				
	Increase in the trust rating	**Annual Result**	**N/A**	**Not yet due**	**N/A**
	Results available from the staff survey around December 2017				

Workforce

	1	3	7

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

	Measure	Result	Target	Status	DoT
	Increase in confidence in the Council to implement changes	**Annual Result**	**N/A**	**Not yet due**	**N/A**
	Results available from the staff survey around December 2017				
	Increase level of pride for working for the Council	**Annual Result**	**N/A**	**Not yet due**	**N/A**
	Results available from the staff survey around December 2017				

Citizens

	2	1	5

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

	Measure	Result	Target	Status	DoF
	The percentage of complaints answered within time	**98%**	**90%**	★	↗
	Performance for responding within 15 working days in June rose to 97.8% (+1.5) citywide which is above the corporate target of 90%.				
	The percentage of citizens transacting digitally with the Council	**27.1%**	**22.7%**	★	↘
	Channel shift performance was 4.4% above target at 27.1% All services, with the exception of Benefits, exceeded their targets. June saw a continued increase in the number of online activities especially in single person discounts and single person discount reviews due to the review letters sent out by Revenues. Another primary factor for the increase was related to missed waste collections.				
	The percentage of citizens registering satisfaction with the Council	**59.7%**	**60.0%**	●	**Not comparable**
	The survey includes end to end service satisfaction and satisfaction with call handling. The drop in the customer satisfaction result predominately relates to missed collections. Overall, the reduction is 2.0% when compared to May. Satisfaction in June 2016 was 59.0%.				
	Increase in people trusting the Council to make right decisions	**Annual Result**	**N/A**	**Not yet due**	**N/A**
	Results available from the residents survey in March 2018				
	Increase in people feeling they can influence decision making	**Annual Result**	**N/A**	**Not yet due**	**N/A**
	Results available from the residents survey in March 2018				
	Increase in people feeling satisfied with the Council	**Annual Result**	**N/A**	**Not yet due**	**N/A**
	Results available from the residents survey in March 2018				
	Increase in people feeling informed by the Council	**Annual Result**	**N/A**	**Not yet due**	**N/A**
	Results available from the residents survey in March 2018				
	Increase in people feeling involved in making decisions affecting their local area	**Annual Result**	**N/A**	**Not yet due**	**N/A**
	Results available from the residents survey in March 2018				

Governance

	3	2	2	1	2

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

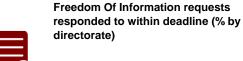|	Measure	Result	Target	Status	DoT
	The percentage of council plan measures achieved	**83%**	**45%**	★	↗
	Compared to the previous quarter (March 2017), performance at 83% has improved by 23 percentage points. When compared to the end of first quarter in 2016/17 (June 2016) performance.				
	Whistleblowing requests received that progress under the boundaries of the policy (% by directorate)	**60%**	**Trend**	**Not applicable**	**Not applicable**
	3 Whistleblowing Complaints progressed under the policy – All within Children's Directorate (2 in Education, 1 in Children & Young People)				
	Freedom Of Information requests responded to within deadline (% by directorate)	**95.04%**	**85.00%**	★	↗
	A total of 141 FOI requests received in June, of which, 134 were completed in 20 days, and 152 requests completed in June.				
	Data Protection Act requests in 40 days	**84.00%**	**85.00%**	●	↘
	83 requests were completed within the quarter. 70 were completed within 40 days. Staffing issues in Children's Services and Human Resources are delaying responses and late completion on the database				
	Ombudsman complaints resulting in reports issued	**0%**	**5%**	★	**Not comparable**
	The figure is zero as we did not have any Local Government Office reports in June.				
	Number of final audit reports issued per month	**High - 1 Medium - 5 Low - 27 N/A - 3**	**Trend**	**Not applicable**	**Not applicable**
	A total of 36 final audit reports were issued for June.				
	Judicial review challenges successfully defended	**83%**	**95%**	▲	**Not comparable**
	3 unsuccessful defences in the former People Directorate resulting in costs awarded, 1 in Place Directorate.				

Governance

	3	2	2	1	2

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

	Measure	Result	Target	Status	DoT
	Maintain/improve compliance with ICT and procurement policies and governance	**Asset Owners 96%** **Quarantined Assets 0.16%** **Officers with multiple devices 4%**	**Asset Owners 100%** **Quarantined Assets <1%** **Officers with multiple devices 3%**	🟠	**Not comparable**
	Collection of council tax in year	**30.11%**	**28.82%**	✔	**Not comparable**
	Focus has remained on the Document Management System activity which is predominantly current year. The balance will now move to working older liabilities as the year progresses.				
	Collection of business rates in year	**35.11%**	**34.72%**	✔	**Not comparable**
	Focus has remained on the Document Management System activity which is predominantly current year. The balance will now move to working older liabilitiess the year progresses.				