

From: **Susan Carey, Cabinet Member for Customers, Communications and Performance**

**Eric Hotson, Cabinet Member for Corporate and Democratic Services**

**Peter Oakford, Cabinet Member for Finance and Traded Services**

**David Cockburn, Corporate Director for Strategic and Corporate Services**

To: **Policy and Resources Cabinet Committee – 8 March 2019**

Subject: Strategic and Corporate Services Performance Dashboard

Classification: Unrestricted

**Summary:**

The Strategic and Corporate Services Performance Dashboard shows progress made against targets set for Key Performance Indicators.

**Recommendation(s):**

The Policy and Resources Cabinet Committee is asked to NOTE the performance position for Strategic and Corporate Services.

**1. Introduction**

- 1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee.
- 1.2. To support this role Performance Dashboards are regularly reported to each Cabinet Committee throughout the year.

**2. Performance Dashboard**

- 2.1. The Strategic and Corporate Services Performance Dashboard is attached in Appendix 1.
- 2.2. This is the fourth Dashboard report for the current financial year and includes performance results up to the end of January 2019.
- 2.3. The Dashboard includes twenty-five (25) Key Performance Indicators (KPIs) detailed in the Strategic and Corporate Services Directorate Business Plan 2018/19. The Dashboard also includes a range of activity indicators which help give context to the Key Performance Indicators.

2.4. Key Performance Indicators are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

2.5. Latest performance is reported as Green for 19 indicators, Amber for three indicators, with three indicators Red.

2.6. Updates on KPIs rated at Red at the last report in December 2018 are provided below.

- FN07 - Invoices received by accounts payable within 30 days of KCC received date  
Performance has shown improvement from the last report and is now rated as Amber. A new Payment Performance Dashboard has been developed and will go live before the end of the year, and will be available to Corporate Directors and all budget managers. It will highlight those Directorates and Teams responsible for late payment of invoices and ensure that management action is taken to address this.
- GL02 - Freedom of Information (FOI) Act requests completed within 20 working days  
Performance continues to be rated as Red with the January result being below the average year to date position of 84%. The number of FOI requests received this year has been 10% higher than last year and the number of Data Protection Act Subject Access requests has seen a 58% increase. As well as increasing in number, the requests have increased in complexity with a number of requests containing 8 or more separate questions, which may need to be answered by different teams. The new GDPR requirements have raised awareness of issues around personal data and this has contributed to some of the increase. Concern about Brexit has also been a source of increased requests. Commercial organisations wishing to market their services to KCC continue to make use of FOIs to identify information to support their marketing campaigns.  
Work is on-going to streamline procedures for staff who have to answer FOI requests, and the council continues to pro-actively publish key information which is subject to repeat FOI requests.
- P103 - Annual net capital receipts target achieved  
Property disposals are restricted to council assets that have been declared surplus to requirements by the service that was most recently in occupation. and are not required by any other council services. When these assets do become available to sell, the disposal team are aware of their responsibility to achieve the best value for them. The team have therefore worked throughout the year to balance the pressures of bringing assets to market in the shortest time to try and meet the annual target as well as achieving the best price for the council. This has meant that a number of properties have had to be rephased to achieve the best financial outcome for the council.

### **3. Recommendation(s):**

The Policy and Resources Cabinet Committee is asked to NOTE the performance position for Strategic and Corporate Services.

### **4. Background Documents**

The Strategic and Corporate Services Directorate Business Plan

<http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/business-plans>

### **5. Contact details**

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# **Strategic and Corporate Services Performance Dashboard**

## **Financial Year 2018/19**

### **Results up to January 2019**

**Produced by Strategic Commissioning - Analytics**

**Publication Date: February 2019**



## Guidance Notes

### Key Performance Indicators

All Key Performance Indicators are provided with RAG (Red/Amber/Green) ratings and Direction of Travel Alerts.

RAG ratings are based on Targets and Floor Standards set out at the start of the year in the Directorate Business Plans.

### RAG Ratings

<b>GREEN</b>	Target has been achieved
<b>AMBER</b>	Floor Standard* achieved but Target has not been met
<b>RED</b>	Floor Standard* has not been achieved

### DoT (Direction of Travel) Alerts

↑	Performance has improved
↓	Performance has worsened
↔	Performance has remained the same

\*Floor Standards are set in Directorate Business Plans and if not achieved must result in management action

### Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating or Direction of Travel alert. Instead, where appropriate, they are tracked within an expected range represented by Upper and Lower Thresholds. The Alert provided for Activity Indicators is whether results are within the expected range or not. Results can either be in expected range (**Yes**) or they could be **Above** or **Below**. Expected activity Thresholds are based on previous years' trends.

When activity indicators do not have expected levels stated in the Directorate Business Plans, they are shown in the report to provide context for the Key Performance Indicators. In such cases the activity indicators are simply shown with comparison to activity for the previous year.

## Key Performance Indicator Summary

Engagement, Organisation Design and Development (EODD)	Month RAG	YTD RAG
CS01: Callers who rate the advisors in Contact Point as good	GREEN	GREEN
CS04: Calls to Contact Point answered	GREEN	GREEN
CS05: Calls to Contact Point answered in 40 seconds	GREEN	AMBER
CS07: Complaints responded to in timescale	RED	AMBER
HR25: Percentage of completed corporate themed Health and Safety audits (NEW)	GREEN	GREEN
HR09: Training evaluated by participants as having delivered stated learning outcomes	GREEN	GREEN
HR23: Staff who have completed all 3 mandatory learning events	AMBER	N/a

Finance	Month RAG	YTD RAG
FN01: Pension correspondence processed within 15 working days	GREEN	GREEN
FN02: Retirement benefits paid within 20 working days of all paperwork received	GREEN	GREEN
FN07: Invoices received by Accounts Payable within 30 days of KCC received date	AMBER	AMBER
FN11: Financial assessments fully completed within 15 days of referral	GREEN	GREEN
FN05: Sundry debt due to KCC which is under 60 days old	GREEN	N/a
FN06: Sundry debt due to KCC outstanding over 6 months old	GREEN	N/a
FN08: Invoices received on time by Accounts Payable processed within 30 days	GREEN	GREEN

Governance and Law	Month RAG	YTD RAG
GL01: Council and Committee papers published at least five days before meetings	GREEN	GREEN
GL02: Freedom of Information Act requests completed within 20 working days	RED	RED
GL03: Data Protection Act Subject Access requests completed within statutory timescales	GREEN	GREEN

Infrastructure	Month RAG	YTD RAG
ICT01: Calls to ICT Help Desk resolved at the First point of contact	GREEN	GREEN
ICT02: Positive feedback rating with the ICT help desk	GREEN	GREEN
ICT03: Working hours where Kent Public Sector Network is available to staff	GREEN	GREEN
ICT04: Working hours where ICT Service available to staff	GREEN	GREEN
ICT05: Working hours where Email is available to staff	GREEN	GREEN
PI01: Rent due to KCC outstanding over 60 days	AMBER	N/a
PI03: Annual net capital receipts target achieved	RED	N/a
PI04: Reactive tasks completed in Service Level Agreement standards	GREEN	GREEN

Service Area	Director	Cabinet Member	Delivery by:
EODD - Customer Services	Amanda Beer	Susan Carey	Agilisys

### Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
CS01	Percentage of callers who rate the advisors in Contact Point as good	97%	GREEN	↓	98%	GREEN	95%	90%	98%
CS04	Percentage of calls to Contact Point answered	98%	GREEN	↑	96%	GREEN	95%	80%	94%
CS05	Percentage of calls to Contact Point answered in 40 seconds	87%	GREEN	↑	78%	AMBER	80%	70%	70%

### Activity Indicators

Ref	Indicator description	Year to Date	In expected range?	Expected Activity		Previous Year YTD
				Upper	Lower	
CS08	Number of calls answered by Contact Point (000s)	482.5	Above	473.9	402.9	500.4
CS12	Number of visits to the KCC website, kent.gov (000s)	4,497	Yes	4,510	3,840	4,424

CS05 – Performance is improving due to the measures put in place by Agilisys. If this progress continues then the target for the year overall may be achieved.

CS08 – There was an increase in calls relating to Concessionary Fares early in the year and also for potholes, Blue Badges, Adult Social Services and the Young Persons Travelcard. Over the last quarter calls answered have been lower than 12 months ago. If this trend continues, then overall call volumes could be just within the upper expected activity range.

Service Area	Director	Cabinet Member	Delivery by:
EODD	Amanda Beer	Eric Hotson	EODD

### Key Performance Indicators – Quarterly - December data

Ref	Indicator description	Latest Qtr	RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
CS07	Percentage of complaints responded to in timescale	78%	RED	↓	83%	AMBER	85%	80%	88%
HR25	Percentage of completed corporate themed Health and Safety audits (NEW)	93%	GREEN	↓	98%	GREEN	90%	85%	N/a

### Key Performance Indicators – Monthly - December data

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
HR09	Training evaluated by participants as having delivered stated learning outcomes	100%	GREEN	↔	100%	GREEN	95%	90%	99%
HR23	Percentage of staff who have completed all 3 mandatory learning events	89%	AMBER	↔	N/a		90%	80%	78%

CS07 - The decrease in the number of complaints responded to in timescale was largely due to a delay in services updating complaint teams when responses have been sent. Teams will now ensure that cases are closed on the date when the response was sent, as opposed to when a copy was received by the relevant complaints team. We continue to work with services to monitor the reasons why cases are closed late, flagging up issues as they arise.

HR23 - Whilst the percentage of staff who have completed their mandatory learning events is under target, it has continued to increase every month from the beginning of the financial year. We expect to see a further increase in the completion of mandatory learning, as managers now have mandatory training dashboards within Delta which support them to easily identify when staff are due to complete or are overdue with mandatory training, as well as the additional reminder messages which have been introduced.



Service Area	Director	Cabinet Member	Delivery by:
EODD	Amanda Beer	Eric Hotson	EODD

### Activity Indicators - December data

Ref	Indicator description	Latest Month	In expected range?	Expected Activity		Prev. Yr Same Month
				Upper	Lower	
HR12	Number of current change activities being supported	81	<b>Above</b>	75	60	48
HR13	Total number of e-learning training programmes completed	49,939	<b>Above</b>	33,750	26,250	34,445
HR16	Number of registered users of Kent Rewards	20,607	<b>Below</b>	23,250	22,800	19,962
HR21	Number of current people management cases being supported	89	<b>Above</b>	85	70	83

HR12 - Change activity is driven by demand from the wider business and will fluctuate from month to month, some change activities will also span more than one month due to complexity, requiring different levels of resource and work to be carried out.

HR13 - There has been an increase in the number of e-learning training programmes completed as mandatory learning retake periods are due for large volumes of staff, and an expanded and more accessible e-learning offering has been put in place.

HR16 - Whilst the number of registered users is lower than expected, the figure has risen since the last quarter due to increases in communication, highlighting how Kent Rewards can be used to access both Childcare Vouchers and Cycle2Work schemes. This has been an effective way of encouraging new Kent Rewards registrations and reminding staff to utilise the site to access their employee benefits.

HR21 - Case activity is driven by demand from the wider business and will fluctuate from month to month, some cases will also span more than one month. Cases also vary significantly in complexity, requiring different levels of resource and work to be carried out.

Service Area	Director	Cabinet Member	Delivery by:
Finance	Zena Cooke	Peter Oakford	Finance

### Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
FN01	Pension correspondence processed within 15 working days	100%	GREEN	↔	100%	GREEN	98%	95%	100%
FN02	Retirement benefits paid within 20 working days of all paperwork received	98%	GREEN	↓	95%	GREEN	90%	85%	98%
FN07	Invoices received by Accounts Payable within 30 days of KCC received date	81%	AMBER	↓	84%	AMBER	85%	80%	83%
FN11	Percentage of financial assessments completed within 15 days of referral	96%	GREEN	↑	95%	GREEN	90%	85%	92%

FN07 - A further communication will be sent to Budget Managers via the internal electronic channels reminding them about the importance of submitting invoices promptly for payment. In addition, a new Budget Manager Payment Performance Dashboard is being developed which will highlight those managers which haven't submitted invoices on a timely basis.

### Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
FN01b	Pension correspondence processed	4,835	4,370
FN02b	Retirement benefits paid	2,178	1,716
FN07b	Number of invoices paid by KCC	98,075	97,647
FN11b	Number of financial assessments received	6,318	6,269

Service Area	Director	Cabinet Member	Delivery by:
Finance	Zena Cooke	Peter Oakford	Cantium Business Services

### Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
FN05	Percentage of sundry debt due to KCC which is under 60 days old	75%	GREEN	↑	N/a		75%	57%	86%
FN06	Percentage of sundry debt due to KCC outstanding over 6 months old	11%	GREEN	↑	N/a		15%	20%	10%
FN08	Percentage of invoices received on time by Accounts Payable processed within 30 days	98%	GREEN	↔	97%	GREEN	97%	94%	98%

### Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
FN09b	Value of debt due to KCC (£000s)	22,490	19,814

Service Area	Director	Cabinet Member	Delivery by:
Governance and Law	Ben Watts	Eric Hotson	Governance and Law

### Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
GL01	Council and Committee papers published at least five clear days before meetings	100%	GREEN	↔	100%	GREEN	100%	96%	99%
GL02	Freedom of Information Act requests completed within 20 working days	75%	RED	↓	84%	RED	92%	90%	89%
GL03	Data Protection Act Subject Access requests completed within statutory timescales	91%	GREEN	↓	89%	GREEN	87%	85%	79%

### Activity Indicators

Ref	Indicator description	Year to date	In expected range?	Expected Activity		Prev. Yr YTD
				Upper	Lower	
GL01b	Committee meetings	118		N/a		105
GL02b	Freedom of Information requests	1,914	Above	1,880	1,754	1,739
GL03b	Data Protection Act Subject Access requests	386	Above	286	205	244

GL02 – Performance has been affected by the increase in the number of requests and also the complexity, with many requests including multiple questions which need to be answered separately. Other pressures in the year have added to the burden including new GDPR requirements.

GL02b and 03b - The advent of GDPR has raised awareness on issues around personal data leading to more requests, and there has been an increase in the use of FOI and Subject Access Requests as a means to make a complaint. There has also been an increase for requests regarding Brexit and Information Governance.

Service Area	Director	Cabinet Member	Delivery by:
Infrastructure - ICT	Rebecca Spore	Eric Hotson	Business Service Centre

### Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
ICT01	Calls to ICT Help Desk resolved at the First point of contact	78%	GREEN	↑	74%	GREEN	70%	65%	71%
ICT02	Positive feedback rating with the ICT help desk	95%	GREEN	↔	97%	GREEN	95%	90%	98%
ICT03	Working hours where Kent Public Sector Network is available to staff	100%	GREEN	↔	100%	GREEN	99.8%	99.0%	99.8%
ICT04	Working hours where ICT Service available to staff	99.9%	GREEN	↔	99.9%	GREEN	99.0%	98.0%	99.8%
ICT05	Working hours where Email is available to staff	100%	GREEN	↔	100%	GREEN	99%	98%	100%

### Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
ICT01b	Calls to ICT Help Desk	52,510	47,811
ICT02b	Feedback responses provided for ICT Help Desk	4,009	6,244

Service Area	Director	Cabinet Member	Delivery by:
Infrastructure - Property	Rebecca Spore	Eric Hotson	Infrastructure

### Key Performance Indicators - December data

Ref	Indicator description	Latest Month	Month RAG	DoT	Target	Floor Standard	Previous Year
PI01	Percentage of rent due to KCC outstanding over 60 days	8%	AMBER	↑	5%	15%	8%
PI03	Percentage of annual net capital receipts target forecast to be achieved (£30m)	62%	RED	↓	95%	90%	50%

### Activity Indicator

Ref	Indicator description	Year to date	Prev. yr YTD
PI01b	Total rent outstanding (£'000s)	680	1,087

PI01 - Total over 60-day debt stands at £57,225 with the majority relating to eight debts that can be attributed to either the payment not being allocated correctly by cashiers, or non-payment of rent or service charge due to a dispute or payment error. In all cases the reason why the debts have occurred are investigated by Gen2 and appropriate action implemented to obtain a satisfactory outcome whether this is the introduction of payment plans, escalation to the Property Commissioner to assist in obtaining a suitable resolution or legal action.

PI03 - As at the end of December £2.91m worth of assets had been disposed of, £10.95m had been exchanged either unconditionally or conditionally on planning permission. A further £3.86m is under offer, with £900k worth of assets currently under negotiation. This gives a total forecast for 2018/19 of £18.62m compared to an original target of £30m.

Service Area	Director	Cabinet Member	Delivery by:
Infrastructure - Property	Rebecca Spore	Eric Hotson	Kier, Amey, and Skanska

### Key Performance Indicators - November data

Ref	Indicator description	Latest month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
PI04	Percentage of reactive tasks completed within Service Level Agreement standards	96%	GREEN	↑	92%	GREEN	90%	80%	95%

### Activity Indicator

Ref	Indicator description	YTD	Previous Year
PI04b	Number of reactive tasks responded to	12,521	15,062