

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 of Strategic and Corporate Services

To: **Policy and Resources Cabinet Committee – 13 September 2018**

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 report.

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 first Dashboard report for the current financial year and includes performance results up to the end of July 2018.
- 2.3. The Dashboard includes twenty-five (25) Key Performance Indicators (KPIs) detailed in the Strategic and Corporate Services Directorate Business Plan 2018/19.
- 2.4. The Dashboard also includes a range of activity indicators which help give context to the Key Performance Indicators.

- 2.5. 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.
- 2.6. Latest performance is reported as Green for 19 indicators, Amber for four indicators, with two indicators Red.
- 2.7. Direction of Travel shows seven KPIs improving, two stable (including five at 100%) and seven indicators showing worse results when compared to the previous reporting period. One indicator does not have a comparator result so far this year.

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 July 2018

Produced by Strategic Business Development and Intelligence

Publication Date: August 2018



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

GREEN	Target has been achieved
AMBER	Floor Standard* achieved but Target has not been met
RED	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	AMBER	AMBER
HR25: Percentage of completed corporate themed Health and Safety audits (NEW)	GREEN	GREEN
HR09 : Training that delivers commissioned learning outcomes	GREEN	GREEN
HR23 : Staff who have completed all 3 mandatory learning events	AMBER	AMBER

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	GREEN	GREEN
FN05: Sundry debt due to KCC which is under 60 days old	AMBER	AMBER
FN06: Sundry debt due to KCC outstanding over 6 months old	GREEN	GREEN
FN08 : Invoices received on time by Accounts Payable processed within 30 days	AMBER	GREEN
FN11 : Financial assessments fully completed within 15 days of referral	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 40 calendar days	GREEN	AMBER

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	RED	RED
PI03 : Annual net capital receipts target achieved	GREEN	GREEN
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	98%	GREEN	↔	98%	GREEN	95%	90%	98%
CS04	Percentage of calls to Contact Point answered	98%	GREEN	↑	95%	GREEN	95%	80%	94%
CS05	Percentage of calls to Contact Point answered in 40 seconds	82%	GREEN	↑	75%	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)	204	Above	174	142	196
CS12	Number of visits to the KCC website, kent.gov (000s)	1,810	Above	1,800	1,540	1,777

CS05 – Call volumes were higher than forecast for the last quarter, and this resulted in the service level reducing. Agilisys have recruited additional advisors to ensure that performance is improved over the next quarter.

CS08 – There has been an increase in calls relating to Concessionary Fares with a large renewal process this year, Highways potholes and vegetation, Blue Badges, Adult Social Services and Young Persons Travel passes. A great deal of work is being undertaken with the contractor in relation to demand management to reduce call volumes over the remainder of the financial year.

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

Key Performance Indicators – Quarterly

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	84%	AMBER	↔	84%	AMBER	85%	80%	88%
HR25	Percentage of completed corporate themed Health and Safety audits (NEW)	100%	GREEN	N/a	100%	GREEN	90%	85%	N/a

Key Performance Indicators – Monthly

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
HR09	Percentage of training evaluated 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	86%	AMBER	↑	86%	AMBER	90%	80%	78%

CS07 - Robust reporting and an increase in complex cases which require more consideration and investigation means that this quarter we have marginally missed target on responses within timescale.

HR23 – Whilst the percentage of staff who have completed their mandatory learning events is under target, it has continued to increase since the previous financial year end. We expect to see an increase in completion of mandatory learning events as additional reminder messages have been added on the Delta system. An employee and their line manager will be contacted more frequently whilst they are within their renewal period and once they are overdue to complete a mandatory learning event.

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

Activity Indicators

Ref	Indicator description	Latest Month	In expected range?	Expected Activity		Prev. Yr Same Month
				Upper	Lower	
HR12	Number of current change activities being supported	84	Above	75	60	75
HR13	Total number of E-learning training programmes completed	25,150	Above	15,000	11,665	14,455
HR16	Number of registered users of Kent Rewards	18,898	Below	22,000	21,800	18,075
HR21	Number of current people management cases being supported	74	Yes	85	70	74

HR12 - Change activity is driven by demand from the wider business and will fluctuate from month to month, these activities will also span more than one month. Change projects vary significantly in size and 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 due to the launch of the new GDPR mandatory learning course which employees were encouraged to complete by June. The Prevent mandatory learning course has also now been in place for two years causing a high level of employees to complete the training on Delta due to being within their renewal period.

HR16 – Whilst the number of registered users is below target the figure has risen since the last quarter where a data cleanse took place to remove users that are no longer eligible to use the site. We expect to see a further rise in users over the next quarter due to increases in communication to all including within schools, highlighting how Kent Rewards can be used to access both Childcare Vouchers and Cycle2Work schemes. This will be an effective way of encouraging new Kent Rewards registrations and reminding staff to utilise the site to access their employee benefits.

Service Area	Director	Cabinet Member	Delivery by:
Finance	Dave Shipton (acting)	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	91%	GREEN	↓	92%	GREEN	90%	85%	98%
FN07	Invoices received by Accounts Payable within 30 days of KCC received date	88%	GREEN	↓	88%	GREEN	85%	80%	83%

Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
FN01b	Pension correspondence processed	2,029	1,574
FN02b	Retirement benefits paid	746	671
FN07b	Number of invoices paid by KCC	36,879	39,488

Service Area	Director	Cabinet Member	Delivery by:
Finance	Dave Shipton (acting)	Peter Oakford	Business Service Centre

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	73%	AMBER	↓	73%	AMBER	75%	57%	86%
FN06	Percentage of sundry debt due to KCC outstanding over 6 months old	9%	GREEN	↔	9%	GREEN	15%	20%	10%
FN08	Percentage of invoices received on time by Accounts Payable processed within 30 days	96%	AMBER	↓	97%	GREEN	97%	94%	98%
FN11	Percentage of financial assessments fully completed within 15 days of referral	94%	GREEN	↑	96%	GREEN	90%	85%	92%

Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
FN09b	Value of debt due to KCC (£000s)	23,261	16,637
FN11b	Number of financial assessments received	2,516	2,529

FN05 - There are a number of outstanding debts, mainly NHS, that have not yet cleared. These have been actively pursued by the Sundry Debt Team, and these customers have advised that six are being processed, one is in dispute and additional information has been requested for another two. These debts are being closely monitored.

FN08 - It is expected that the target will be met monthly from August onward.

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	86%	RED	↓	84%	RED	92%	90%	89%
GL03	Data Protection Act Subject Access requests completed within 40 calendar days	93%	GREEN	↓	86%	AMBER	87%	85%	79%

Activity Indicators

Ref	Indicator description	Year to date	In expected range?	Expected Activity		Prev. Yr YTD
				Upper	Lower	
GL01b	Committee meetings	57		N/a		35
GL02b	Freedom of Information requests	754	Above	715	675	723
GL03b	Data Protection Act Subject Access requests	138	Above	108	88	95

GL02 & GL03 – Members received a detailed report in relation to the challenges faced in this area and the work being done by staff in response to those challenges at the February Cabinet Committee. The report explained the resourcing available to manage requests and the considerable increase in the number and complexity of requests over recent years. The Information Resilience & Transparency Team continues to provide advice on the most efficient ways to prepare records to save time and resource. Guidance is also available on KNet and is issued with every referral.

GL02b and 03b - The advent of GDPR may have raised awareness on issues around personal data leading to more requests. There has also 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 - July data

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	75%	GREEN	↑	75%	GREEN	70%	65%	71%
ICT02	Positive feedback rating with the ICT help desk	97%	GREEN	↑	97%	GREEN	95%	90%	98%
ICT03	Working hours where Kent Public Sector Network (KPSN) 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	↔	99.8%	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	19,970	20,536
ICT02b	Feedback responses provided for ICT Help Desk	2,446	2,679

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

Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Target	Floor Standard	Previous Year
PI01	Percentage of rent due to KCC outstanding over 60 days	23%	RED	↓	5%	15%	8%
PI03	Percentage of annual net capital receipts target forecast to be achieved (£30m)	100%	GREEN	↔	95%	90%	50%

Activity Indicator

Ref	Indicator description	Year to date	Prev. yr YTD
PI01b	Total rent outstanding (£'000s)	394	1,259

PI01 - In month 60-day debt stood at £92,111 against a total of outstanding rent of £393,969, this meant a 60-day debt position of 23.4% which is an increase on the previous month. Although the 60-day debt has seen an in-month fall, the overall rent has also seen a decrease of £370k which has significantly impacted the monthly percentage figure. Of the 60-day debt, £76,020 relates to eight tenants and are attributed to non-payment of rents. In all cases these are being investigated and action is being taken by Gen2 either in the negotiation and implementation of payment plans, escalation to the Property Commissioning team for resolution, or via legal action. Gen2 are also working to move all eligible tenants to Direct Debit method of payment, which will reduce the threat of excessive debt, however take up of this is currently slow with only 48 out of 218 of tenants moving over to this method of payment.

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

Key Performance Indicators

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	91%	GREEN	↔	91%	GREEN	90%	80%	95%

Activity Indicator

Ref	Indicator description	Year End	Previous Year
PI04b	Number of reactive tasks responded to	4,747	4,802