

From: Susan Carey, Cabinet Member for Customers, Communications and Performance
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To: Policy and Resources Cabinet Committee – 18th January 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 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 third Dashboard report for the current financial year and includes performance results up to the end of November 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 two indicators, with four indicators Red.
- 2.7. Direction of Travel shows 11 KPIs improving, eight stable (including six at 100%) and six indicators showing worse results when compared to the previous reporting period.

3. Recommendation(s):

The Policy and Resources Cabinet Committee is asked to NOTE the report.

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 November 2018

Produced by Strategic Commissioning - Analytics

Publication Date: January 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 | GREEN | GREEN |
| 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 | RED | 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 | AMBER | 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 40 calendar days | 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 | RED | 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 | 98% | 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 | 83% | GREEN | ↑ | 76% | 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) | 400.2 | Above | 389.8 | 331.4 | 407.2 |
| CS12 | Number of visits to the KCC website, kent.gov (000s) | 3,635 | Yes | 3,700 | 3,150 | 3,575 |

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 Travel. 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 and over the last couple of months, calls answered have been lower than 12 months ago. Unless there is severe weather in the remainder of the year, it is expected that this reduction will continue.

| 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 | 86% | GREEN | ↑ | 85% | GREEN | 85% | 80% | 88% |
| HR25 | Percentage of completed corporate themed Health and Safety audits (NEW) | 100% | GREEN | ↔ | 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 | 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% |

HR23 - The percentage of staff who have completed their mandatory learning events has continued to increase each month since April and is now just under target. Additional reminder messages and the introduction of the mandatory training dashboards within Delta have helped Managers to identify easily when staff are due to complete or are overdue with mandatory training, helping to increase completion rates.

| 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 | 79 | Above | 75 | 60 | 51 |
| HR13 | Total number of e-learning training programmes completed | 45,601 | Above | 30,000 | 23,330 | 31,777 |
| HR16 | Number of registered users of Kent Rewards | 20,437 | Below | 23,000 | 22,700 | 19,681 |
| HR21 | Number of current people management cases being supported | 92 | Above | 85 | 70 | 82 |

HR12 - Change activity is driven by demand from the organisation and will fluctuate from month to month. Change activities can also span over more than one month and require 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 rise in mandatory learning events undertaken by staff. In addition, the growing e-learning offering on the Delta Learning Platform has enabled courses to become much more accessible to staff, resulting in an increase in the number of course completions.

HR16 – Whilst the number of registered users is below target, the figure has risen significantly since the last quarter due to new initiatives such as 'The Golden Ticket' which encouraged users to engage with the site. 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 | ↑ | 94% | GREEN | 90% | 85% | 98% |
| FN07 | Invoices received by Accounts Payable within 30 days of KCC received date | 76% | RED | ↓ | 84% | AMBER | 85% | 80% | 83% |
| FN11 | Percentage of financial assessments fully completed within 15 days of referral | 92% | GREEN | ↓ | 96% | 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 who haven't submitted invoices on a timely basis

Activity Indicators

| Ref | Indicator description | Year to date | Prev. yr YTD |
|-------|--|--------------|--------------|
| FN01b | Pension correspondence processed | 4,116 | 3,579 |
| FN02b | Retirement benefits paid | 1,781 | 1,398 |
| FN07b | Number of invoices paid by KCC | 77,870 | 79,356 |
| FN11b | Number of financial assessments received | 5,159 | 5,068 |

| 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 | 73% | AMBER | ↓ | N/a | | 75% | 57% | 86% |
| FN06 | Percentage of sundry debt due to KCC outstanding over 6 months old | 13% | 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% |

FN05 - There are seven invoices over £100k that are now over 60 days old and therefore impacting on this KPI. Three of these invoices are the responsibility of Cantium to recover, and of these, one was paid in December and other 2 are now being paid in instalments. The remaining five debts are Gen2 and not recovered by Cantium.

Activity Indicators

| Ref | Indicator description | Year to date | Prev. yr YTD |
|-------|----------------------------------|--------------|--------------|
| FN09b | Value of debt due to KCC (£000s) | 16,691 | 15,793 |

| 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 | 84% | RED | ↓ | 85% | RED | 92% | 90% | 89% |
| GL03 | Data Protection Act Subject Access requests completed within 40 calendar days | 91% | GREEN | ↔ | 88% | 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 | 111 | | N/a | | 95 |
| GL02b | Freedom of Information requests | 1,602 | Above | 1,515 | 1,414 | 1,462 |
| GL03b | Data Protection Act Subject Access requests | 312 | Above | 223 | 160 | 200 |

GL02 – The Committee received a detailed report in September detailing the challenges faced in this area and the work being done by staff in response to challenges. 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. About a quarter of FOI requests concern Highways, Transport and Waste.

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

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 | 72% | GREEN | ↑ | 73% | 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 | 40,635 | 39,735 |
| ICT02b | Feedback responses provided for ICT Help Desk | 3,708 | 5,182 |

| 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 | 35% | RED | ↓ | 5% | 15% | 8% |
| PI03 | Percentage of annual net capital receipts target forecast to be achieved (£30m) | 63% | RED | ↑ | 95% | 90% | 50% |

Activity Indicator

| Ref | Indicator description | Year to date | Prev. yr YTD |
|-------|---------------------------------|--------------|--------------|
| PI01b | Total rent outstanding (£'000s) | 174 | 1,115 |

PI01 – Total over 60 days debt currently stands at £61,531 against a much-reduced total outstanding rent of £173,594 which meant that the 60 plus debt position stood at 35.4%. This KPI will continue to be unpredictable because of the changing nature of the total amount of debt against the 60-day debt owed. As for the current in month debt, the majority relates to six 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 debts 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, or legal action.

PI03 - 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 become available to sell, the disposal team have a responsibility to achieve the best value for them. The team have 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 re-phased to achieve the best financial outcome for the council. As of the end of November £2.9m worth of assets had been disposed of and £10.95m has been exchanged either unconditionally or conditionally on planning permission. A further £3.9m is under offer, with £900,000 worth of assets currently in negotiation. This gives a total forecast for 2018/19 of £18.6m.

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

Key Performance Indicators (October 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 | 93% | GREEN | ↑ | 91% | GREEN | 90% | 80% | 95% |

Activity Indicator

| Ref | Indicator description | YTD | Previous Year |
|-------|---------------------------------------|--------|---------------|
| PI04b | Number of reactive tasks responded to | 10,627 | 11,466 |