

Appendix A9 Q2 – RESOURCES

Key Activities

Develop and implement a digital transformation strategy, built from the resident/user perspective, as a central pillar in transforming the way the council does business, to be more effective and efficient.

The council's organisational Digital Strategy 2017-2020 is now in the second year of delivery. Recent review and presentation at the scrutiny committee has demonstrated that significant progress has been made in the areas of securing a Flexible and Resilient Infrastructure, Digital Empowerment and Digital by Default have over 90% of the planned activities completed and/or have now become business as usual activities. Remaining tasks are either in progress or have been rescheduled based on available resources

Additionally, good progress has already been made against activities defined to be completed in 2018/19.

A number of new projects not originally identified are also being undertaken, such as supporting the One Stop Shop in County Hall, supporting the work programs of the Local Care Board and latterly the supporting the One Public Service project. Delivery of the current plan will continue and impact on resourcing through any new priorities will be any required adjustments to delivery dates made.

Deliver the savings plan necessary to achieve an annual balanced budget

Service boards take place on a monthly basis within directorates to review the latest forecast financial position. Finance business partners advise services on any significant forecast variances to budgets including progress on savings plans and assist in developing remedial actions if required.

The current position is that the council is forecasting an overall revenue budget saving against budget of £1.55m against a budget of £148.645m (1%).

Create a three year savings plan ensuring the council's planned expenditure is no greater than its expected income

The budget strategy was approved at full council in February 2018. This included a detailed savings plan for 2018/19 and indicative savings targets for the subsequent three years. The council's medium term financial forecasts were also comprehensively revised, which included making a contribution to reserves of £3.2m which has improved the council's financial resilience and enabled the opportunity to further smooth out the council's necessary savings over a longer period.

Continually review further options for expenditure reductions and income growth as part of the budget management process

As part of the ongoing budget management process, finance business partners will advise services on further options to reduce expenditure and grow income in order to deliver best value for the council and deliver financial sustainability.

The treasury management function aims to maximise income from temporary cash balances to the council whilst reducing exposure to risk and minimise debt financing costs.

Continue to secure improvements in the public's ability to contact the council and make best use of its services, especially via the contact centre

The recruitment campaign has enabled the contact centre to return to a daily average of 16 FTE advisors with support of a further three FTE from the revenues and benefits team. This additional resource has enabled the team to answer more calls this September (21,056) compared to the same month last year (20,640) which has seen the speed of answer improve to 51 seconds compared to 142 seconds for September 2017 and the abandoned call rate drop from 27.0% to 19.3%.

Changes to the process for the granting of privilege seats in July and the promotion of this online transaction reduced the need for some 500+ parents to contact the contact centre to make a payment and in fact only 12 calls were received from parents who had no access to online functionality. This move to online self-service obviously assisted the contact centre team to focus on dealing with alternative calls from residents.

There are still some 1,000 enquiries a week being received regarding the waste service so the contact centre manager arranged for the contractor Amey to visit the contact centre to listen into calls to understand what the difficulties were for residents. An action plan has been developed to address issues identified with further meetings planned to review progress.

The contact centre manager has also been looking at engaging a webchat provider to further improve channels of communication open to our residents.

Analysis continues to be undertaken on the call data to enable a greater understanding of the need for residents to telephone the contact centre, so that processes and information can be improved and residents better informed.

Complete and implement the 'Believe in Great' (BIG) cultural change action plan to allow staff to be bold, ambitious, innovative, creative and action oriented in the planning and delivery of activities for and on behalf of the community.

Right tools for the Job

- Office 365, flexible working pilots, Follow Me printing that enables staff to work from a variety of locations to support the community

Next step:

To continue roll out of Office 365 prioritised to support accommodation moves from Enterprise House and agile working.

Communicating

- Annual Staff survey conducted and analysed

Next Steps:

Launch the new look Vine and review Managers' Alert

To review the PDR & Supervision processes (People Management processes)

Continued Personal Development

Improve consistency of leadership and management

- Managers' Conferences have been established with 50% of managers attending so far
- High Performing Leadership and Management course being delivered jointly with health in support of the One Public Service agenda

Next step

Review/develop managers' induction processes to ensure managers feel supported in their role

Review of L&D approaches

- Apprenticeship Programme is exceeding targets set by Government
- Chamber of Commerce Awards IWC Highly Commended in 'Apprentice Employer of the Year Award'

Next steps

Review of apprentice pay and pathways

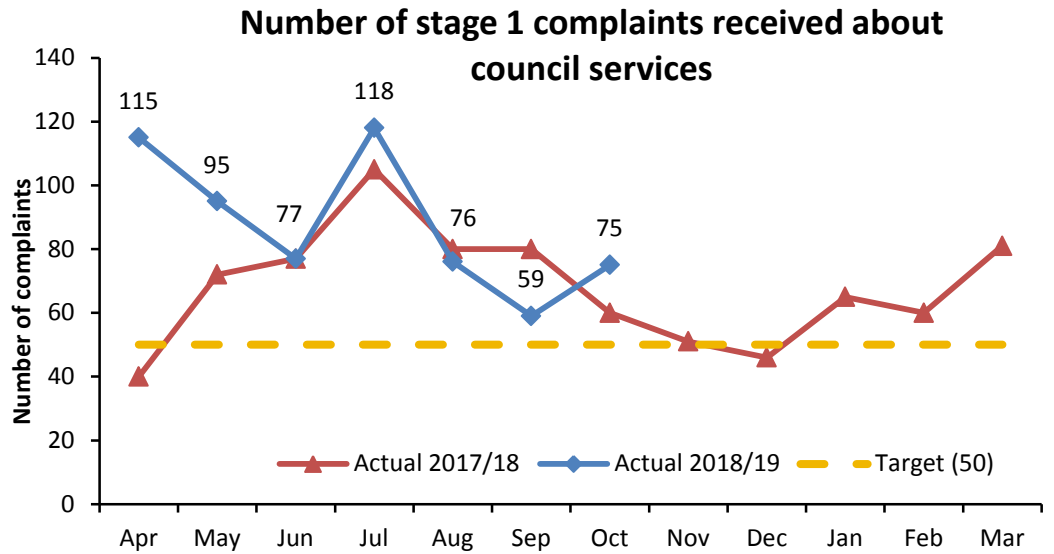
Introduction of national social work apprenticeship – September 2019.

Recruitment and Retention

- *Isle of Wight Council recruitment materials and stand displayed at national careers event which attracted over 100 enquiries around social care careers on the Isle of Wight*
- *Resource now available for use at careers fairs and university open events to raise the profile of the Council as employer*
- *Local Graduate Development Programme successfully recruited and inducted 2 Isle of Wight graduates into the workforce.*
- *Recruitment processes to be reviewed and improved*

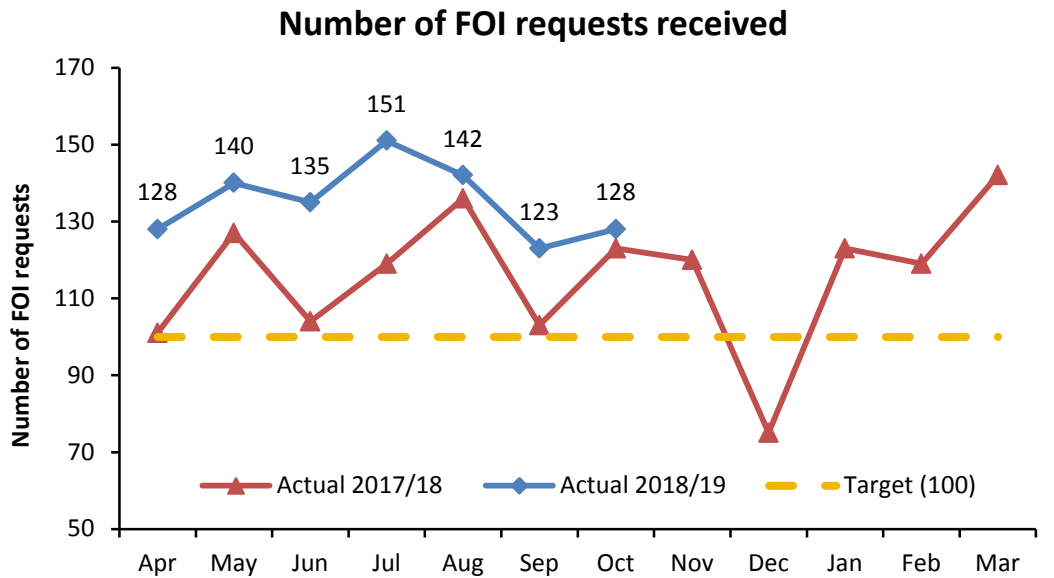
Short term measures

Number of stage 1 complaints received about council services



September 2018 – No comment

Number of FOI requests received

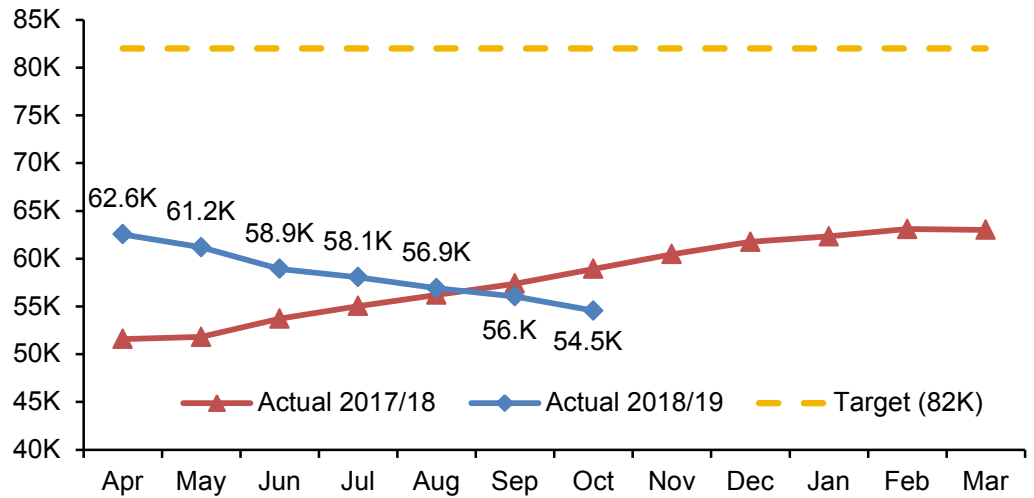


September 2018 - Of the 123 requests received in September, Corporate Services received 41, Neighbourhoods received 40, Children's Services received 16, Adult Social Care and Well-being and Regeneration both received six, Financial Management and Fire and Rescue both received four, Public Health received three, Outside Bodies received two and Strategy received one. As the graph shows the level of request has been higher in this calendar year.

Number of transactions completed self-service online (Rolling 12 months)



Number of transactions completed self-service online

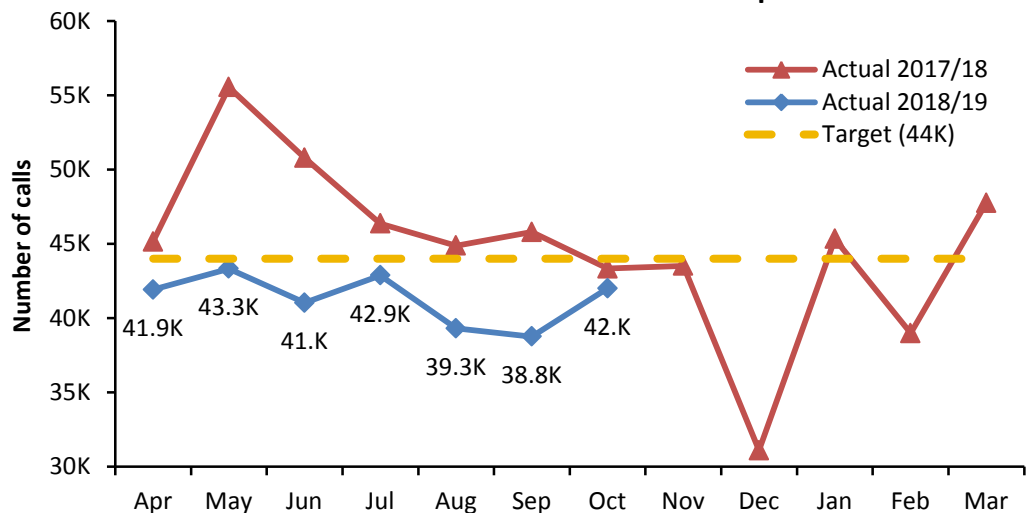


The number of transactions being completed online is showing a decline over the beginning of this financial year. This has not, though, led to a corresponding increase in the number of telephone calls being made to the contact centre. The number of transactions saw a gradual increase in 2017/18 as a result of the launch of new on-line facilities such as the green waste collection service and privilege seat application process as well as the redevelopment of other on-line forms to improve ease of use. There are also other events in the annual cycle of business activity that have the potential to increase transaction use such as annual billing and reminder schedules but equally the quieter months of July-December should account for the downward trend that is apparent in the second quarter of 2018.

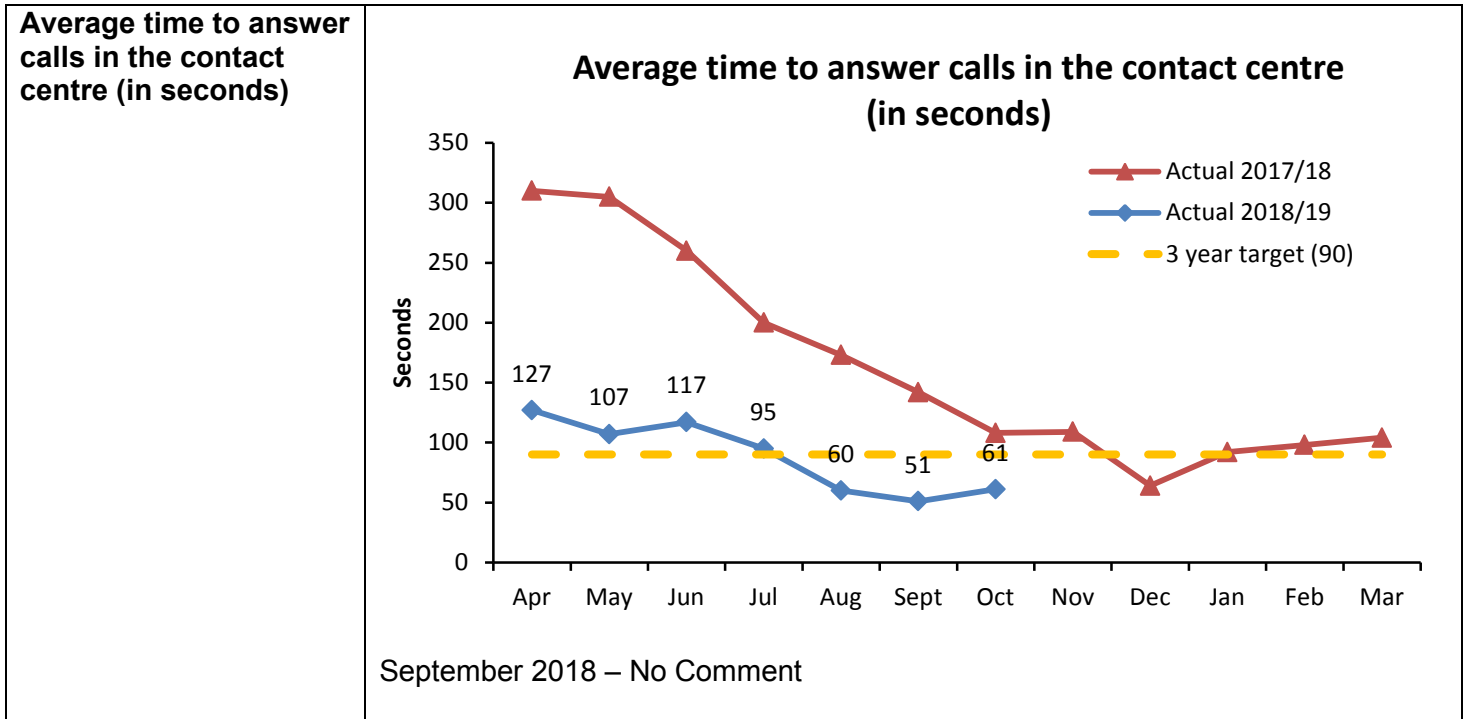
Number of calls made to the contact centre per month



Number of calls made to the Contact Centre per month



There was an increase in the number of calls received by a number of services during October but particularly council tax in response to reminders and summonses being issued to secure payment of the charge and also for housing benefits, as a result of Universal Credit being rolled out by the DWP in Ryde, which created enquiries with regard to applying for support with housing payments



Strategic Risks

Lack of financial resource and the ability to deliver the council’s in-year budget strategy		Assigned to: Director of finance and section 151 officer
Inherent score: 16 RED	Current score: 10 ↓ AMBER	Target score: 10 AMBER
Mitigation		
Close monitoring of revenue spend	Total revenue spend for the financial year is forecasted on a monthly basis and reported to cabinet quarterly. At the end of September 2018, a £1.55 million underspend is being forecast.	
Close monitoring of income realisation against target	Income realisation is monitored monthly and reported to cabinet quarterly. At the end of September 2018, it is forecast that we will overachieve by £279,000.	
Close monitoring of achievement of savings plans	Achievement of savings are monitored monthly and reported to cabinet quarterly. At the end of September 2018, it is forecast that we will underachieve by £613,000, however, alternative savings have been identified which is forecast to result in a total forecast underspend of £1.55m as reported above.	
Close monitoring of capital spend	The capital programme is forecast to spend around £57million by the end of 2018/19, however much of this depends on the delivery of the waste processing facility which is forecast to slip further into 2019/20.	

Lack of financial resource and the ability to deliver the council's medium term budget strategy		Assigned to: Director of finance and section 151 officer
Inherent score: 16 RED	Current score: 10 ↓ AMBER	Target score: 10 AMBER
Mitigation		
Updated medium term financial strategy (MTFP)	The MTFP is reviewed regularly by Financial Management as part of the budget setting process with major revisions being presented to Cabinet.	
2019-20 budget setting process	The budget setting process for 2019/20 is well underway and £5.5 million of savings are necessary. Draft savings were presented to Cabinet on 8 November 2018.	
2020-21 budget setting process	Will commence in the 2019/20 financial year.	

Insufficient staffing capacity and skills		Assigned to: Director of Corporate Services
Inherent score: 16 RED	Current score: 8 ↓ AMBER	Target score: 8 AMBER
Mitigation		
Delivery of recruitment and retention strategy and action plan	<ul style="list-style-type: none"> • Business process changes being developed to ensure reduction of cost of agency staff and fill hard to recruit posts. • Recruitment fairs attended to promote opportunities within IWC • Promotional material updated to reflect the fact that the Isle of Wight is a great place to live and work. 	
Regular monitoring, analysis and review of organisational health indicators	<ul style="list-style-type: none"> • Organisational health indicator measures reviewed by Cabinet every six months to look for and address patterns of absence. • Attendance wellbeing strategy improved to sustain improvements and get staff back to work to minimise absence as much as possible. 	
Workforce planning	<ul style="list-style-type: none"> • Mental health pledge signed and actions undertaken to reduce mental health stigma and 	

	<p>support staff.</p> <ul style="list-style-type: none"> • Mental health first aiders networking group in place to provide signposting and support.
--	--

<p>A change in organisational culture fails to keep a pace with the speed of organisational change, negatively impacting on the delivery of the required transformation to deliver the corporate plan</p>		<p>Assigned to: Director of Corporate Services</p>
<p>Inherent score: 16 RED</p>	<p>Current score: 9 ↔ AMBER</p>	<p>Target score: 6 GREEN</p>
<p>Mitigation</p>		
<p>Leadership and management development</p>	<ul style="list-style-type: none"> • Programme in place for career pathway for leadership and management development. • Three cohorts of leaders have been through the Growing Leadership programme. • 50 per cent of all managers have attended at least one managers' conference 	
<p>Workforce development programmes/initiatives</p>	<ul style="list-style-type: none"> • Core learning programme further enhanced as a result of centralised Learning and Development budgets. • Commercialisation and digitalisation in development. 	
<p>Delivery of the council's BIG Action Plan</p>	<ul style="list-style-type: none"> • Well into year one of delivery. • Undertaken staff survey. • Full ICT refresh in process. 	