

## Appendix A9 Q3 – 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.**

*Much of the focus in the last quarter has been supporting the delivery of new tools for agile working and supporting the accommodation reconfiguration in County Hall. All staff impacted by this move so far have received new devices suitable for working in an agile way and there has been very good feedback from the users making the most of these tools to be more efficient in the way they work, making greater use of time and reducing the need to travel. Alongside this work is on-going to support progress on under the One Public Service agenda with proposals for joint service development created*

**Deliver the savings plan necessary to achieve an annual balanced budget**

*Service boards take place monthly 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 £3.02m against a budget of £149.47m (2%). The capital programme indicates a very small forecast overspend of £0.119m and a current forecast of slippage in spending of £25.5m now due to take place in future years, this will be kept under review as the financial year progresses. See separate appendices for a more detailed revenue and capital budget monitor.*

**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 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**

*As a result of raising awareness and increasing the understanding that changes in service delivery often impact on the contact centre, there has been greater engagement from service managers. This has resulted in managers talking to the contact centre manager at the earliest stage of any change being planned which has meant that the change can be proactively managed. An example where this approach has been beneficial is with the council's waste contract management team and the council's waste provider. Both teams visited the contact centre to listen to customer's calls and hear at first hand the difficulties that residents were experiencing. This joint approach has seen the number of enquiries drop from 4,838 in May 2018 to an average of 2,500 in the last three months of 2018.*

*This improved communication has enabled the contact centre team to be more proactive and the use of Facebook and Twitter has assisted service areas in getting information out to the community rather than waiting to be reactive to calls received.*

**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.**

*Following the recent staff survey undertaken to ascertain the views of staff, an updated action plan to support the delivery of the BIG agenda has been prepared in readiness to share with staff. The substantive BIG programme of activities designed to improve staff engagement continues to be delivered in accordance with the planned schedule.*

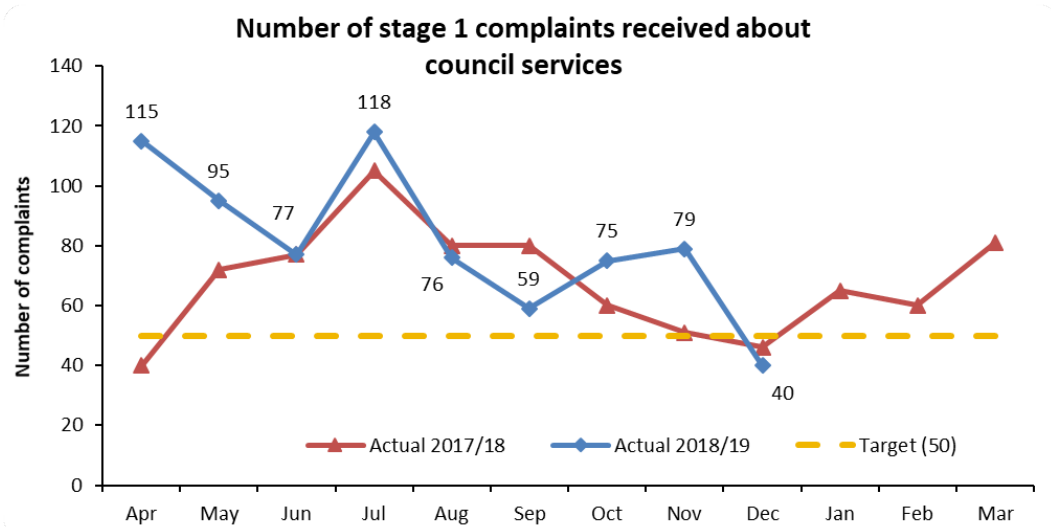
*One of the key themes of the BIG Programme is to review the council's approach to recruitment and retention in order to promote the council as a great place to work. This is a significant programme of work which covers many different aspects of working for the council. Scoping work has been undertaken to determine the requirements of such a project going forward and is now in the stage of project preparation.*

*Work has also been undertaken during this last quarter on reviewing the council's approach to people performance management arrangements to ensure that all staff are appropriately supported to deliver their agreed work objectives. New guidance and forms for use in the conducting of personal performance reviews will be launched in March.*

*We have been immensely successful in overachieving our target for the number of apprenticeships thus far and a natural next step has been to ensure that our apprenticeships are paid appropriately for the work they do and a review has now been undertaken and agreed from 1 April 2019. We see this as an important step forward in being seen as a fair employer that recognises the value of our apprentices.*

## Short term measures

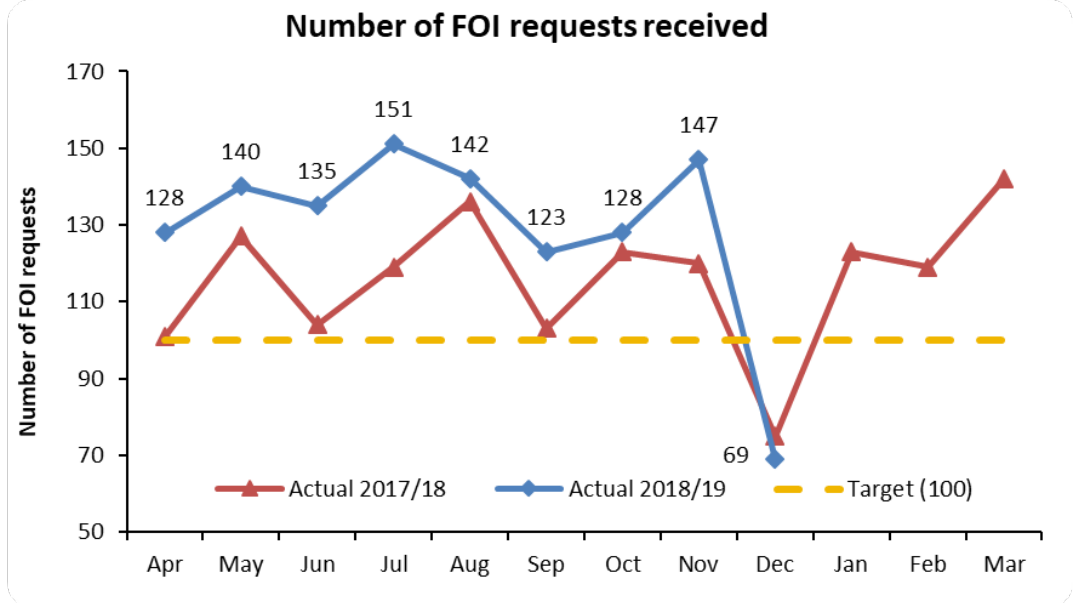
### Number of stage 1 complaints received about council services



The table below shows statistics for all Complaints received by the Council between 1 January 2017 and 31 December 2018.

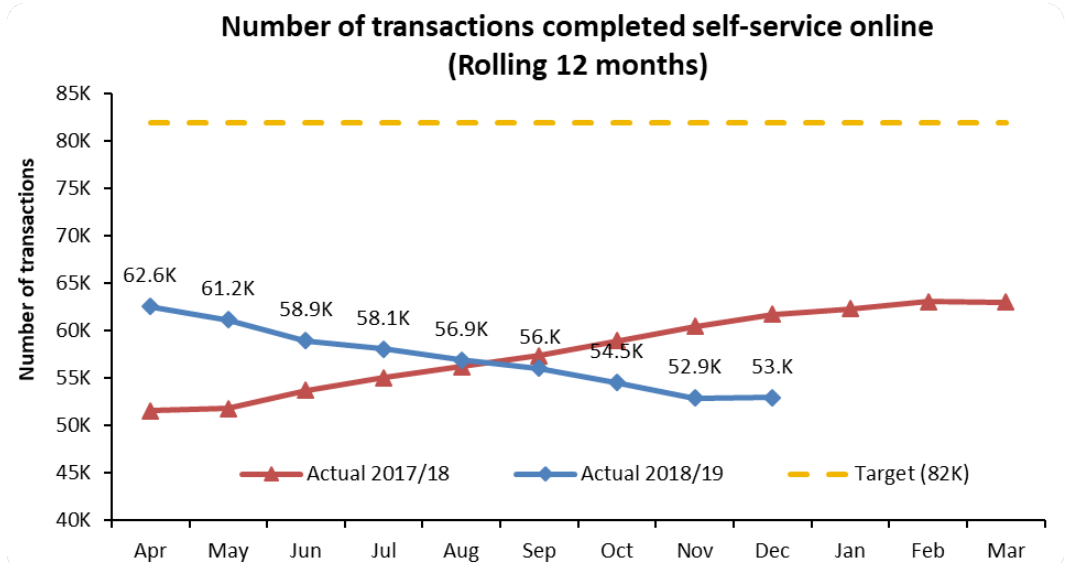
Directorate	Complaints raised	Complaints closed	Complaints closed:			Complaints closed:					Complaints with learning
			In time	In time (%)	Out of time	At initial contact	At Stage 1	At Stage 2	At Stage 3	At LGO	
Adult Social Care and Community Wellbeing	212	226	104	46.02	122		30		1	2	17
Children's Services	83	83	61	73.49	22		1				
Corporate Services	372	365	257	70.41	108	25	192	26			157
Fire & Rescue	3	3	2	66.67	1	1	1				
Neighbourhoods	891	898	417	46.44	481	183	188	15			3
Outside Bodies	13	13	12	92.31	1						
Public Health	2	2		0	2		1	1			2
Regeneration	66	68	12	17.65	56	5	20	6	1	1	5
Strategy	10	10	7	70.00	3	1	3				
Unassigned	14	14	13	92.86	1		1				
<b>Grand Total</b>	<b>1,666</b>	<b>1,682</b>	<b>885</b>	<b>52.62</b>	<b>797</b>	<b>215</b>	<b>437</b>	<b>49</b>	<b>1</b>	<b>3</b>	<b>184</b>

## Number of FOI requests received



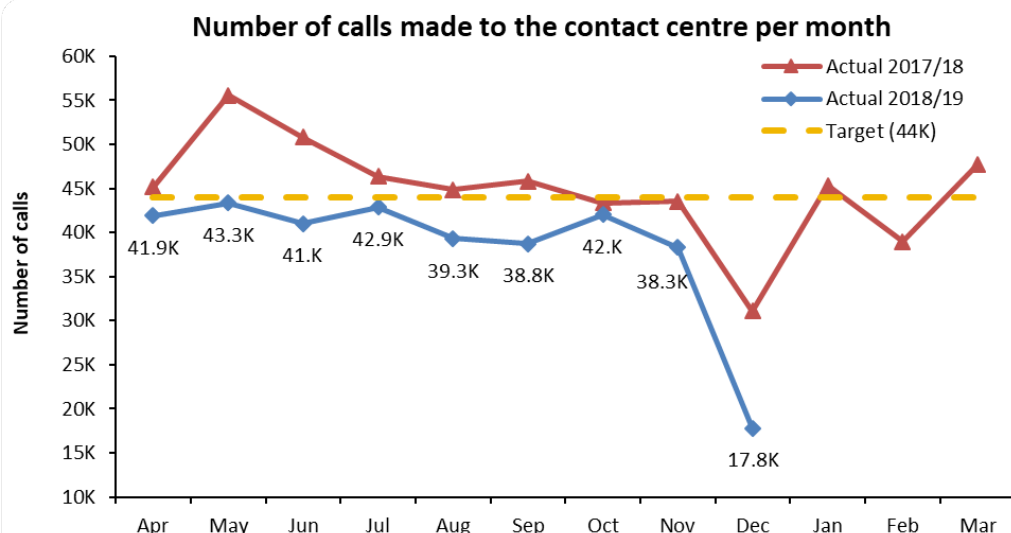
December 2018 - Of the 69 requests received in December, Corporate Services received 27, Neighbourhoods received 15, Children's Services received 13, Fire and Rescue received four, Adult Social Care & Well-being and Strategy both received three, Regeneration received two and Financial Management and Public Health both received one.

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



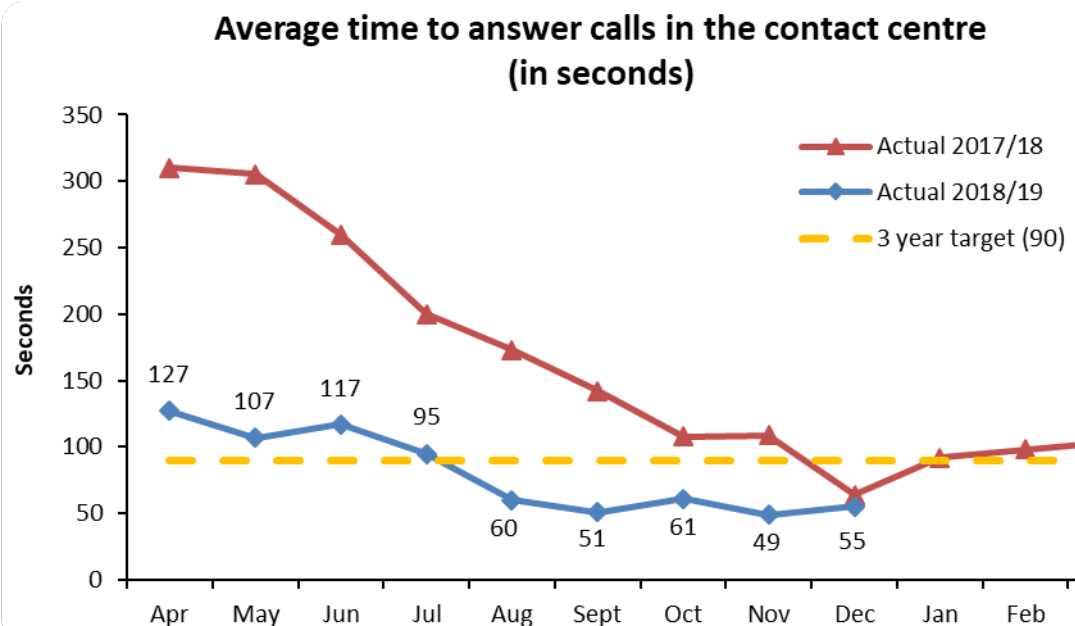
December 2018 – No comment

## Number of calls made to the contact centre per month



Data for December only covers from 11-31 December due to loss of the Avaya CMS system after the ICT data shutdown.

## Average time to answer calls in the contact centre (in seconds)



Data for December only covers from 11-31 December due to loss of the Avaya CMS system after the ICT data shutdown.

## Strategic Risks

<b>Lack of financial resource and the ability to deliver the council's in-year budget strategy</b>		<b>Assigned to:</b>  <b>Director of Finance and Section 151 Officer</b>	
Inherent score: 16 <b>RED</b>	Current score: 8 ↓ <b>AMBER</b>	Target score: 10 <b>AMBER</b>	
<b>Mitigation</b>			
<b>Close monitoring of revenue spend</b>	Budget positions are reported quarterly to Cabinet. At the end of Quarter 2 an underspend of £1.55m was forecast.		
<b>Close monitoring of income realisation against target</b>	Income realisation is monitored monthly and reported to cabinet quarterly. At the end of Quarter 2, it is forecast that we will overachieve by £279,000.		
<b>Close monitoring of achievement of savings plans</b>	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.		
<b>Close monitoring of capital spend</b>	Budget positions are reported quarterly to Cabinet. At the end of Quarter 2, 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.		

<b>Lack of financial resource and the ability to deliver the council’s medium-term budget strategy</b>		<b>Assigned to:</b>  <b>Director of Finance and Section 151 Officer</b>	
Inherent score: 16 <b>RED</b>	Current score: 10 ↓ <b>AMBER</b>	Target score: 10 <b>AMBER</b>	
<b>Mitigation</b>			
<b>Updated medium term financial strategy (MTFS)</b>	The MTFS is reviewed regularly by Financial Management as part of the budget setting process with major revisions being presented to Cabinet.		
<b>2019/20 budget setting process</b>	The budget setting process for 2019/20 is well underway. Draft savings were considered by Cabinet on 8 November 2018. Public views have been sought through an online survey (11 December 2018 to 23 January 2019) and a public budget consultation on 30 January 2019.		
<b>2020/21 budget setting process</b>	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	The scoping of a recruitment and retention strategy and plan is currently underway with a key focus being given to securing: <ul style="list-style-type: none"><li>• An improvement in the council being recognised as a good employer.</li><li>• A reduction in the number of interims and agency staff required in critical occupational roles.</li><li>• More timely recruitment through increased efficiency in recruitment processes.</li><li>• Right people, in the right place, at the right time.</li></ul>		
Regular monitoring, analysis and review of organisational health indicators	<ul style="list-style-type: none"><li>• Organisational Health indicators are reviewed by Cabinet every six months and will next be presented in March 2019.</li><li>• Attendance Wellbeing Policy is in place and performance against all key absence measures is improving.</li></ul>		
Workforce planning	<ul style="list-style-type: none"><li>• Mental health first aiders networking group is in place who monitor and share information about key mental health issues.</li><li>• PDR process for 2019/20 will commence soon with appropriate improvements to increase the engagement with and the usefulness of the process.</li></ul>		

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		Assigned to:  Director of Corporate Services	
Inherent score: 16 RED	Current score: 9 ↔ AMBER	Target score: 6 GREEN	
Mitigation			
Leadership and management development	• Leadership and management learning and development programmes are being refreshed for 2019/20 based on successes from 2018/19. Key focuses will be on commercialisation, digitalisation and agile working.		
Workforce development programmes/initiatives	• Workforce learning and development core programmes are being refreshed for 2019/20 based on successes from 2018/19. Key focuses will be on commercialisation, digitalisation and agile working		

<p>Delivery of the council's BIG Action Plan</p>	<ul style="list-style-type: none"> <li>• Second staff survey has been completed with over 100 more people responding than the previous year. The general trend of the responses was positive.</li> <li>• BIG Action Plan is being updated based on emerging priorities.</li> <li>• Annual staff awards celebrating successes throughout 2018 will take place in February 2019.</li> </ul>
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