

Appendix A9 Q4 – 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.

Delivery of the 2017-2020 Digital strategy continues as planned. Internally new technology continues to be rolled out to support more efficient and effective use of council buildings. Close working between the Organisational Intelligence team and ICT is ensuring this major project remains on track.

The proposal for a model to take forward joint ICT services with the IOW NHS Trust has received support internally and is due to be considered by the One Public Service exec board in Quarter 1 2019/20.

A proposal for redeveloping the council website from the ground up, ensuring customer-centric services are created and excellent digital processes developed to support this has been developed and agreed in principle. Subject to funding approval the project is due to start before the end of Quarter 1 2019/20.

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 saving against the revenue budget of £0.445m against a total budget of £149.1m (0.3%). The capital programme indicates an outturn of £62.2m against a total budget of £89.7m and slippage in spending of £27.5m now due to take place in future years. At this stage this is still a draft outturn position as the closedown of the accounts for 2018-19 are still underway. 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

March has been an exceptionally busy month within the contact centre with a record number of calls (22,955) being responded to as a result of the annual billing exercise for council tax and business rates, together with the renewal of green waste subscriptions. Despite this increase however, the average speed of answer target of 60 was almost maintained with the actual being 62 seconds. Overall, throughout the year, the team has now secured a consistent month by month average of 60 seconds as well as the longest wait time being reduced to 12 minutes.

The revenues and benefits online portals were well used during the month with a total of 1,481 transactions being undertaken online for council tax activities. Of these, only 19% (287) were actioned by contact centre staff with the remaining 81% (1,194) being actioned as a self-serve activity. 262 new claims were made via the online benefits portal. This new online functionality is bringing greater automation to the service which is not only assisting the back-office team to process changes in liability and set up direct debits more efficiently but provides the customer with greater control and access to information regarding their account.

The new landlord portal also went live at the end of March which will enable landlords to view payment schedules of housing benefit payments being made to them on behalf of their tenants. It is anticipated that this online access will not only reduce the need to telephone but will also reduce the need to post paper schedules.

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.

900 staff are now equipped with new ICT kit in order to support the agile working ambitions of the council. An agile change team has been appointed to help teams to make the most of their new equipment and agile working.

In order to closely monitor the organisational culture change (BIG agenda) taking place; a shorter 'Pulse' survey will be circulated to 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.

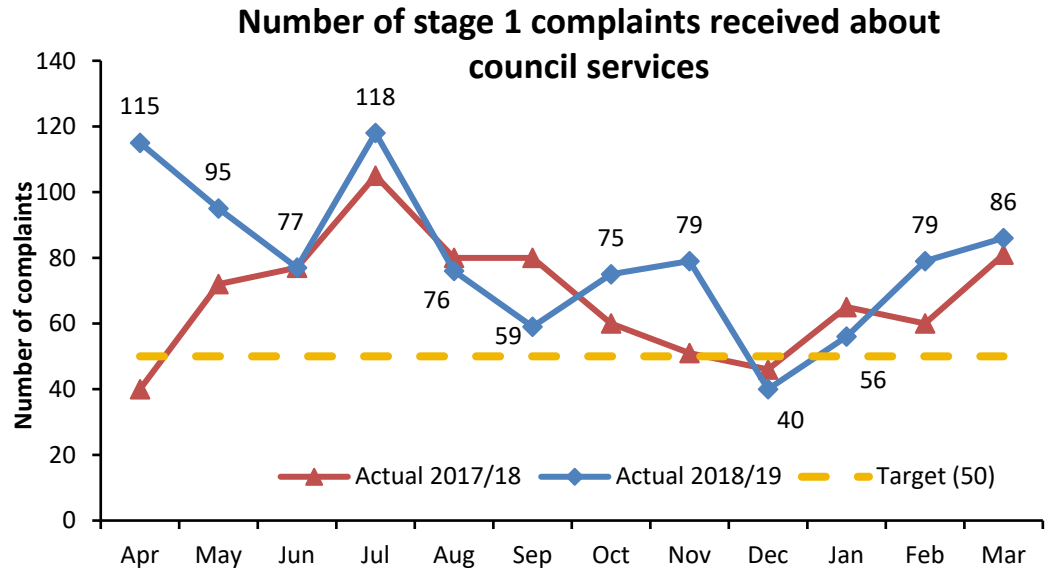
New guidance and training for managers on the People Performance Management (PPM) process (formerly PDR) is now available. Feedback from staff and managers has been largely positive.

The Leadership Forum and Growing Leaders networks have been relaunched. These will enable staff to feed into the corporate priorities of Commercialisation, Digitalisation, Housing and Regeneration over the coming year. The first Leadership Forum will showcase the work of the two graduate trainees working at the corporate centre. This is a suggestion scheme for staff to get their ideas through to fruition.

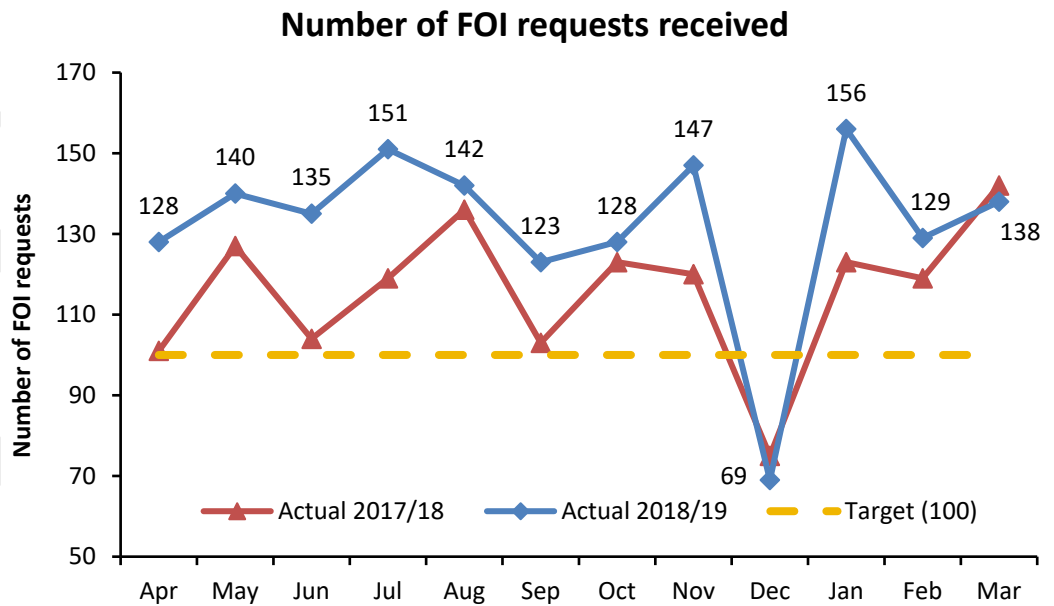
The Apprenticeship levy continues to allow us to support staff to progress their careers with the Council. We are pleased to be able to support four members of staff to start their Social Work Degree Apprenticeship from September 2019.

Short term measures

Number of stage 1 complaints received about council services



Number of FOI requests received

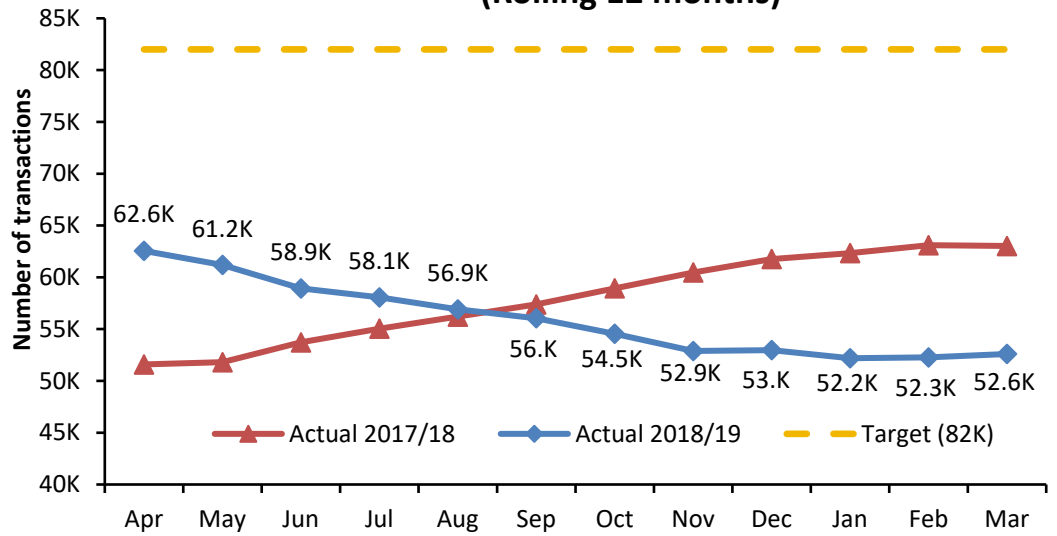


Of the 138 requests received in March, Corporate Services and Neighbourhoods both received 39, Children's Services received 27, Adult Social Care and Well-being received ten, Strategy received seven, Regeneration received six and Financial Management, Fire and Rescue and Public Health all received three. A further request was received but the directorate was not recorded.

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



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

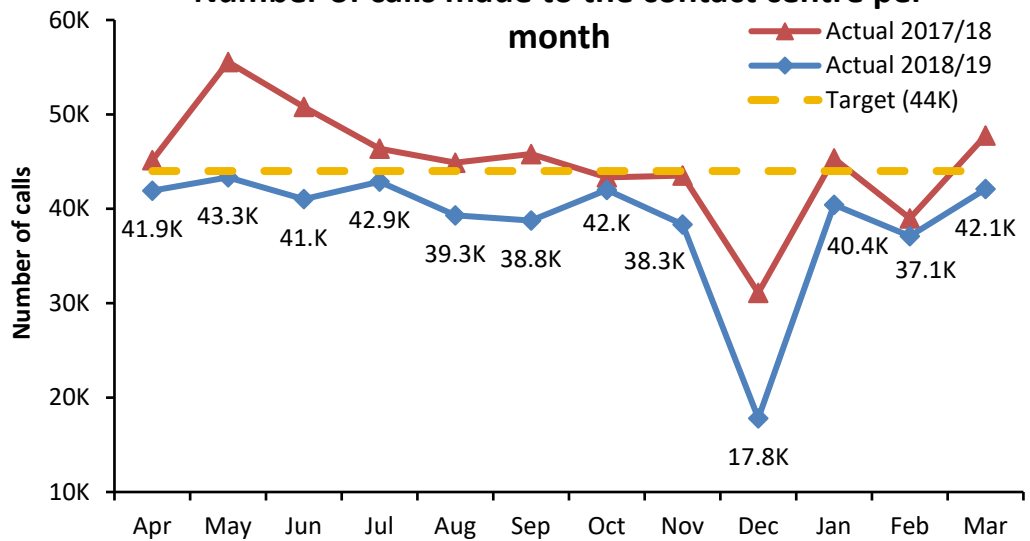


Figures have remained fairly level over recent months, with a small increase at the end of Quarter 4. A number of processes were removed over the year as not required that reduced the overall volume of transactions being completed however the percentage of forms completed online has remained high.

Number of calls made to the contact centre per month

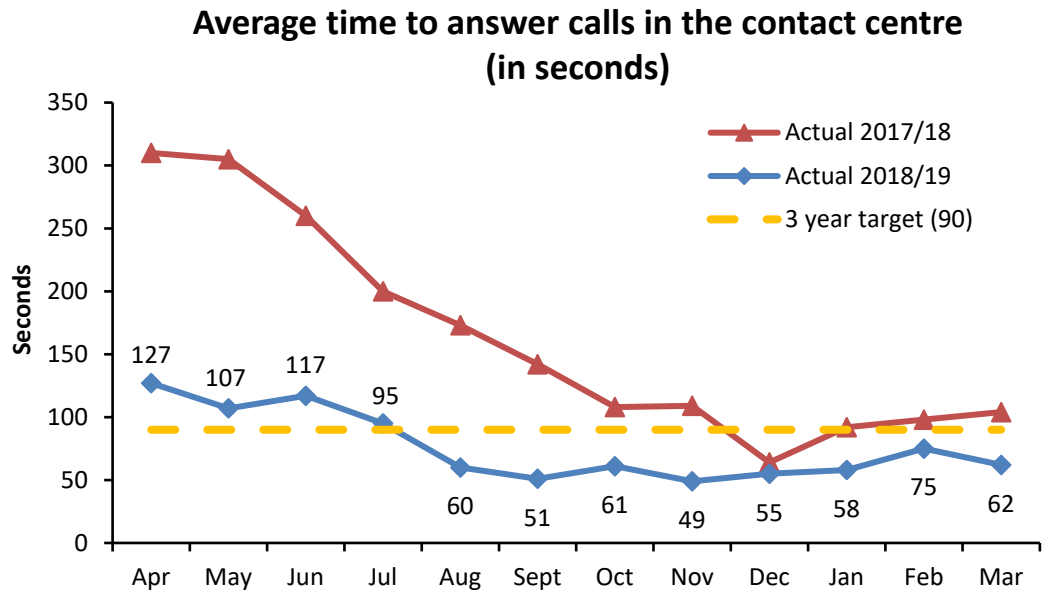


Number of calls made to the contact centre per month



The increased number of calls received during Quarter 4 primarily resulted from the renewal of the green waste service and the annual billing of council tax and business rates.

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



With the council tax and benefit teams working closely with the contact centre responding to annual billing enquiries ensured that the response rate to calls was kept to a minimum.

DRAFT

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	Target score	Current score	Previous scores		
			Mar 19	Feb 19	Dec 18
16 RED	5 GREEN	3 GREEN	6 GREEN	8 AMBER	10 AMBER
Mitigation					
Close monitoring of revenue spend		Budget positions are reported quarterly to service management, CMT and Cabinet. At the end of Quarter 4 the draft outturn indicates a saving against budget of £0.445m.			
Close monitoring of income realisation against target		Income realisation is monitored monthly and reported to cabinet quarterly. At the end of Quarter 4, the draft outturn indicates an overachievement of £247k.			
Close monitoring of achievement of savings plans		Achievement of savings are monitored monthly and reported to cabinet quarterly. At the end of Quarter 4, it is forecast that we will underachieve by £1,133k however alternative savings have been identified which is forecast to result in a total forecast saving against budget of £0.445m as reported above.			
Close monitoring of capital spend		Budget positions are reported quarterly to service management, CMT and Cabinet. At the end of Quarter 4, the draft outturn for the capital programme indicates expenditure of £62.2m against a budget of £89.7m and slippage of £27.5m where spend will now take place in the next financial year.			

Lack of financial resource and the ability to deliver the council's medium-term financial strategy			Assigned to: Director of finance and section 151 officer		
Inherent score	Target score	Current score	Previous scores		
			Mar 19	Feb 19	Dec 18
16 RED	9 AMBER	13 RED	10 AMBER	10 AMBER	10 AMBER
Mitigation					
Updated medium term financial strategy (MTFS)		The MTFS is reviewed regularly by Financial Management as part of the budget setting process. A full revision of the budget and future forecast and resulting savings requirements is presented to Full Council each February.			
2019/20 budget setting process		The budget for 2019/20 was agreed by Full Council in February 2019. The budget includes the identification of £5.5m of savings, the delivery of			

	which will be monitored throughout the year. A capital programme of £206.5m was also agreed and will be subject to regular monitoring throughout the year.
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	Target score	Current score	Previous scores		
			Mar 19	Feb 19	Dec 18
16 RED	8 AMBER	8 AMBER	8 AMBER	8 AMBER	8 AMBER
Mitigation					
Delivery of recruitment and retention strategy and action plan	<p>The scoping of a recruitment and retention strategy and plan is currently underway, although it is a significant programme of work to scope for both short term and longer term improvements. The key focus of the intended approach will be to securing:</p> <ul style="list-style-type: none"> • An improvement in the council being recognised as a good employer. • A reduction in the number of interims and agency staff required in critical occupational roles. • More timely recruitment through increased efficiency in recruitment processes. • Securing the right people, in the right place, at the right time. 				
Regular monitoring, analysis and review of organisational health indicators	<ul style="list-style-type: none"> • Organisational Health indicators are reviewed by Cabinet every six months as part of the quarterly performance report. The last update having been provided to their meeting in June 2019. Overall there continues to be a downward trend in the number of days absence lost due to sickness although an emerging trend indicates that staff appear to be off work due to sickness less frequently than before but when off work due to illness that they are off for longer. This will be reviewed and monitored over the next reporting period to establish what, if any, remedial action can be initiated to address this emerging trend. • Attendance and wellbeing performance measures also continue to be monitored by service departments and oversight is maintained by the human resource service. Improvements can still be observed by this approach within departments albeit that there will always be seasonal peaks and troughs that are apparent, and which will continue to show certain departments such as adult social care and children's services as having higher levels of sickness due to the number of staff working directly with the public and measures taken to prevent vulnerable people from becoming unwell. A mental health first aiders networking group is in place who monitor and share information about key mental health issues and who provide assistance in the promotion of wellbeing. 				
Workforce planning	<ul style="list-style-type: none"> • A revised performance review process, designed in conjunction with managers has now been formally launched for 2019/20 period, 				

	supported by training for managers and underpinned by a range of guidance toolkits for both managers and staff. Short, mini staff surveys are to be undertaken throughout the year in order to measure the success or otherwise of the new approach.
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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	Target score	Current score	Previous scores		
			Mar 19	Feb 19	Dec 18
16 RED	6 GREEN	8 AMBER	8 AMBER	9 AMBER	9 AMBER
Mitigation					
Leadership and management development	<ul style="list-style-type: none"> The council's leadership and management learning and development programmes have now been refreshed for 2019/20 based on successes and learning gained from the activities delivered during 2018/19. Key focuses will be on commercialisation, digitalisation and agile working. In addition, there have been identified communication and engagement forums established for differing groups of managers that will assist with professional development, talent management as well as to encourage creative and innovative thinking in responding to council management challenges. 				
Workforce development programmes/ initiatives	<ul style="list-style-type: none"> Workforce learning and development core programmes have also been refreshed for 2019/20 based on successes and learning gained from the activities delivered during 2018/19. Key focuses will be on commercialisation, digitalisation and agile working 				
Delivery of the council's BIG Action Plan	<ul style="list-style-type: none"> Staff survey results and the subsequent analysis has been shared with staff and managers so that they are able to see what is working well and where there are improvements to be secured. A refreshed BIG Action Plan has been devised in response to the staff survey results and has been launched with staff as part of its implementation. There is a BIG Action Plan steering group in place that meet monthly to review progress and delivery plans. Success or otherwise of the action plan is also to be tested through quarterly, short staff surveys. The council's two graduates, appointed in November 2018, have been working on the development of a staff ideas scheme in support of the BIG action plan. Their newly designed approach is due to be launched in early June. There is continued roll out of the replacement IT equipment programme in which staff are being enabled to have the right tools for the job and which enables them to work more efficiently and from any location. Over 900 new laptops have now been deployed across the workforce to date. 				