Appendix A9 Q2 – CORPORATE RESOURCES

Key Activities

Refresh and implement our Council's digital transformation strategy to take into account aspirations for One Public Service, to transform the way the council does, built from the resident/user perspective, as a central pillar in transforming the way the council does business and improving decision making

Focus has moved to delivering the updated council website, project team is in place and discovery phase work due for completion in December 19. This work has included extensive consultation both with end users and internal services. Feedback from this consultation will be analysed during 2 workshops scheduled for December with the of defining certain high level frameworks to be designed and for work to commence in January 2020.

Internally ICT will complete their rollout of Windows 10/Office 365 in January 2019

Ensure the council's planned expenditure is ultimately no greater than its expected income and that it has a sound approach to financial decision making.

The budget strategy was approved at full council in February 2019. This included a detailed savings plan for 2019/20 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 £1.1m which has improved the council's financial resilience and enabled the opportunity to smooth out the council's necessary savings over a longer period.

Deliver the savings plan necessary to achieve an annual balanced budget

The current position at the end of quarter two is that the council is forecasting an overall pressure against the revenue budget of £1.0m against a total budget of £150.3m (0.7%). The capital programme indicates a forecast outturn of £24.6m against a total budget of £35.8m with slippage in spending of £10.8m now due to take place in future years. There is also a forecast underspend of £0.3m. See separate appendices for a more detailed revenue and capital budget monitor.

Continually review further options for efficiency savings, expenditure reductions and income growth, including a review of tax revenues as part of the budget management process.

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 average speed of answer has been maintained at 59 seconds for August and September with more than 90% of calls being resolved at the first point of contact. There was a blip in performance in July resulting from a bout of sickness within the contact centre which saw the average speed of answer drop to 70 seconds, however the team still answered 23647 calls resolving 89% at the first point of contact. Training has been provided to help centre staff so that they are able to provide additional resilience to the contact centre team at peak times.

The team have also been promoting the use of CRM and provided a second session of digital training to colleagues across the council, to improve the quality of information we hold, which will allow us to understand where processes have failed and when customers have been dissatisfied with the service

that they have received. Recording these learning outcomes will in turn enable the service areas to learn from any mistakes and improve the customer's experience.

Continue to build upon the success of "Believe in Great" (BIG) organisational development plan delivered in partnership with staff to drive culture change and to encourage staff to be ambitious, innovative, creative and action oriented in the planning and delivery of activities for and on behalf of the community.

Just over 1,400 staff are now equipped with new ICT kit to support the agile working ambitions of the council. The agile change team continue to support service in adapting to the use of new ways of working.

People Performance Management (PPM) discussions are now taking place. Pulse survey results show a 15% rise in the number of staff who feel that this is a valuable opportunity to set objectives for the year.

The Managers' Conference took place in October; focusing on support for managers to further embed the agile programme, with a workshop on new Office 365 tools, support for new initiatives and behaviour management.

The Leadership Forum and Growing Leaders networks have been held on the corporate theme of Commercialisation. During these sessions the BIG ideas staff suggestion scheme was developed and launched by our two graduate trainees.

We continue to over achieve the Government's target on apprenticeships.

Work to ensure the council is recognised as a good employer and a great place to work, recognising the value of staff to the organisation

Recruitment processes and systems *- A refreshed recruitment policy has now been published and work is underway to update manager's guidance.*

Engagement with services who regularly hire agency staff has been undertaken to gain customer insight in the problems and challenges faced by them in respect of supply availability, quality and current commissioning arrangements (particularly for specialist roles), the human resource service team are now compiling an options paper to determine how best to undertake remedial action in this respect. The service is currently awaiting the outcome of a capital bid submission for a new e-recruitment system (Nov 2019). A mini review of current recruitment processes has been undertaken including:-

- *revision of the recruitment advertising request proforma,*
- *development of new recruitment guidance via Wightnet,*
- *an offer of assistance with vacancies from the HR Support team.*

HR are currently trialling updated processes with a couple of recruiting managers prior to wider role out.

Our employment offer - *A significant amount of work has been undertaken to improve the council's current website recruitment pages and a dedicated site for adult social care careers is now live. These improvements aim to better set out the council's employment offer. Work is also underway to review the benefits package available to new and existing employees with the aim of re-branding and re-launch. 'Our Employment Offer' on a page document has been developed. Work is now continuing with Communications, Learning & Development and ICT Teams on details to sit behind each section for both internal (current employees) and external (potential new recruits).*

Workforce planning - *This is currently a lower priority than other two workstreams but work is underway to develop talent management and succession planning arrangements for the council. It is intended to have toolkits available for managers and staff to be in place by Quarter 4 2019/20*

Ensure the timely delivery of benefits and support payments to vulnerable people

During September payment of housing benefit and local council tax support (LCTS) new applications were made in 13.35 days and 17.68 days respectively. The gathering of information to process LCTS claims unfortunately takes longer as evidence has to be gathered from the Department for Work and Pensions (DWP). Changes in entitlement to ongoing claims were made in an average of 6.37 days, ensuring that monies were paid to vulnerable residents as quickly as possible.

September is always a busy month in the team, as the holiday season closes and claimants' income changes. As such claimants are making best use of the online portal with more than 80% of changes being reported by this means which will ensure that a change in entitlement is processed automatically thereby ensuring any increase in entitlement is processed for the next payment run. In July the team enabled the review of claims to be made via the portal. Again the claimant can input their financial details online and the data will be automatically verified which speeds up the process and again ensures that the correct entitlement is paid. The automation of some of the processing is allowing the benefits team to spend time verifying earnings and pensions and in September the DWP advised that the verification work the benefit team was undertaking was excellent as 99% of checks being made were completed within the 14 day performance indicator. As such the team's performance when compared to other authorities across the country sits within the upper quartile and ensures the information on claims is accurate and up to date thereby maximising entitlement.

The local council tax support (LCTS) scheme consultation closed in September and the new 20/21 scheme, to be agreed at full council in November, proposes a change to a banded scheme which will make the scheme much easier for claimants to understand and will reduce the need for the verification of documentation in support of the claim.

Ensure the effective commercial management of the council's property estate and investment strategy, to maximise the income they generate for the council

New priority – update on progress to success will be available in quarter three.

Secure the long-term future of the assets of Ryde and Ventnor harbours.

Delegated decision was taken on 15 November 2019 by the Deputy Leader and Cabinet Member for Resources recommending the following actions:-

1.Ryde Town Council to be dealt with as special purchasers for Ryde Harbour

2.Offer management of Ventnor Harbour to a 3rd party through the open market at no cost to the council. (this work will commence following transfer of Ryde Harbour)
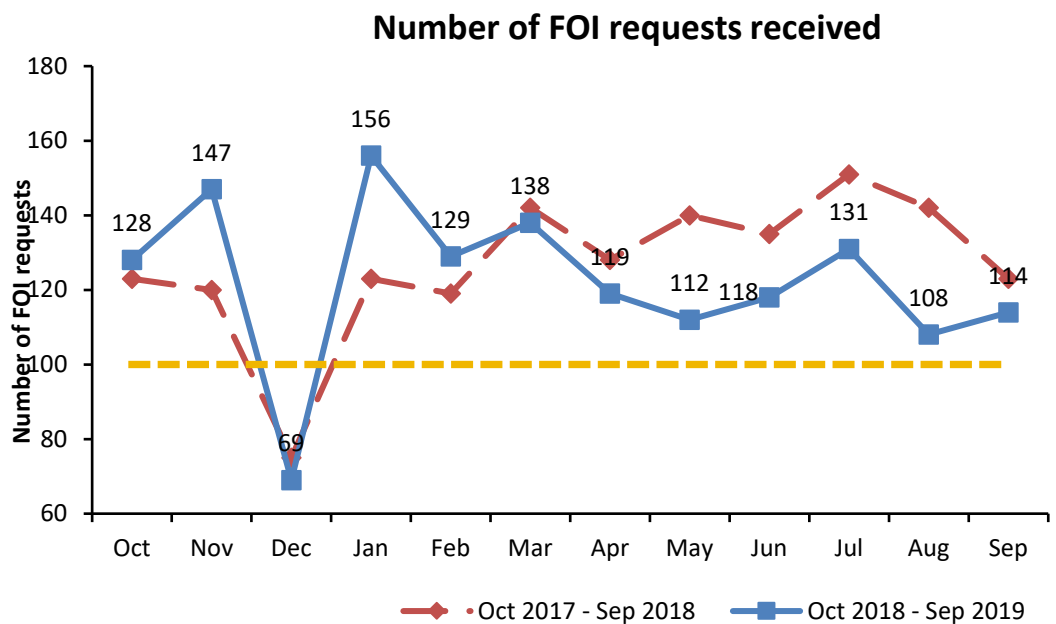
Short term measures

Number of stage 1 complaints received about council services (Rolling 12 months)

Number of complaints

Values (Oct 2018 - Sep 2019): October 75, November 79, December 40, January 56, February 79, March 86, April 109, May 111, June 117, July 80, August 61, September 85

Legend:
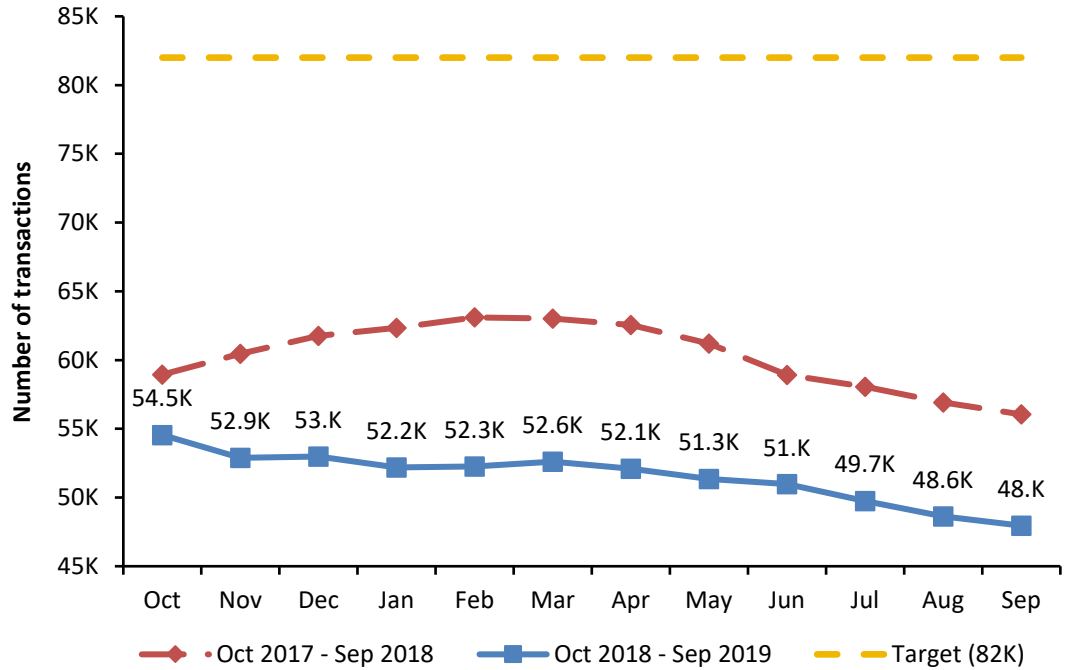- Oct 2017 - Sep 2018
- Oct 2018 - Sep 2019
- Target (50)
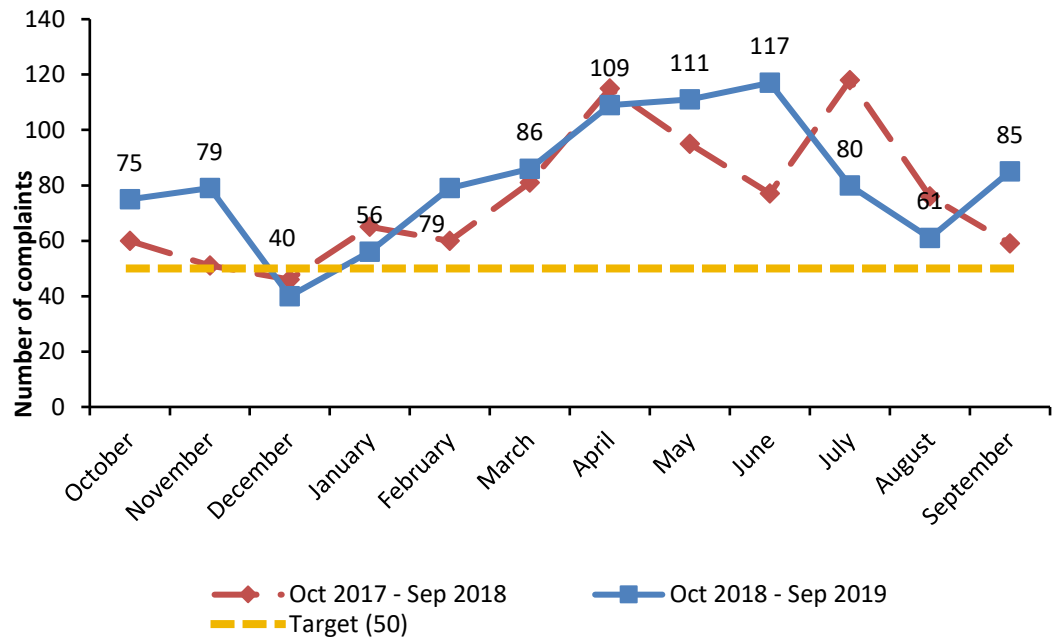
In the first two quarters of 2019/20 (Apr-Sep) 563 complaints have been received. This is marginally higher than the 540 received in the corresponding period last year.

Number of FOI requests received (Rolling 12 months)

Number of FOI requests received

Number of FOI requests

Values (Oct 2018 - Sep 2019): Oct 128, Nov 147, Dec 69, Jan 156, Feb 129, Mar 138, Apr 119, May 112, Jun 118, Jul 131, Aug 108, Sep 114

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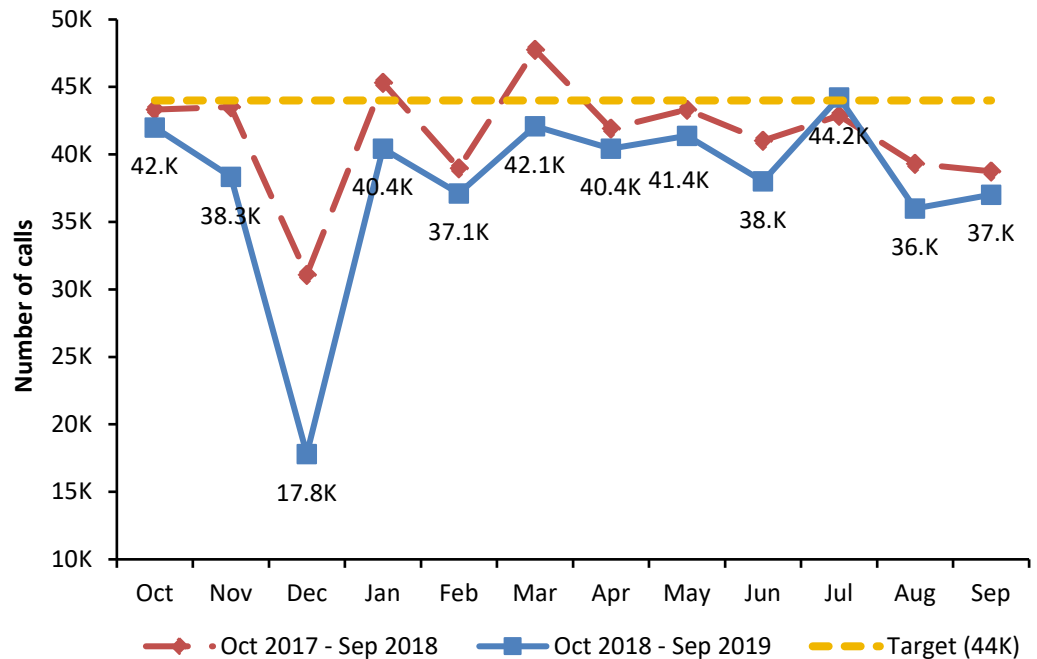- Oct 2017 - Sep 2018
- Oct 2018 - Sep 2019

In the first 2 quarters of 2019/20, 702 FOI requests have been received. This compares favourably with the corresponding period in 2018/19 when 819 were received. Reductions in FOI requests reflects well on the amount of information that is provided online via iow.gov.uk or through social media

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Number of transactions completed self-service online (Rolling 12 months) *[WELLBEING diagram: The community feels safe and the Island is resilient; People have a place to call home and can live with independence; Community needs are met by the best public services possible; People take responsibility for their own health and wellbeing; Vulnerable people are supported and protected — WELLBEING]*	**Number of transactions** Oct 54.5K, Nov 52.9K, Dec 53.K, Jan 52.2K, Feb 52.3K, Mar 52.6K, Apr 52.1K, May 51.3K, Jun 51.K, Jul 49.7K, Aug 48.6K, Sep 48.K Legend: Oct 2017 - Sep 2018 / Oct 2018 - Sep 2019 / Target (82K) Number of transactions has remained relatively stable since November 2018, well below target and good performance maintained.
Number of calls made to the contact centre per month (Rolling 12 months) *[WELLBEING diagram: The community feels safe and the Island is resilient; People have a place to call home and can live with independence; Community needs are met by the best public services possible; People take responsibility for their own health and wellbeing; Vulnerable people are supported and protected — WELLBEING]*	**Number of calls** Oct 42.K, Nov 38.3K, Dec 17.8K, Jan 40.4K, Feb 37.1K, Mar 42.1K, Apr 40.4K, May 41.4K, Jun 38.K, Jul 44.2K, Aug 36.K, Sep 37.K Legend: Oct 2017 - Sep 2018 / Oct 2018 - Sep 2019 / Target (44K) The number of calls received over the second quarter are in line with previous years and no activities being undertaken by the council have caused a spike within the period. However, it is notable that during 2019/20 so far there were consistently fewer calls received in the contact centre month on month than during 2018/19 (the exception being in July 2019 where 44,225 calls were received compared with 42,873.

Average time to answer calls in the contact centre (in seconds) (Rolling 12 months)	
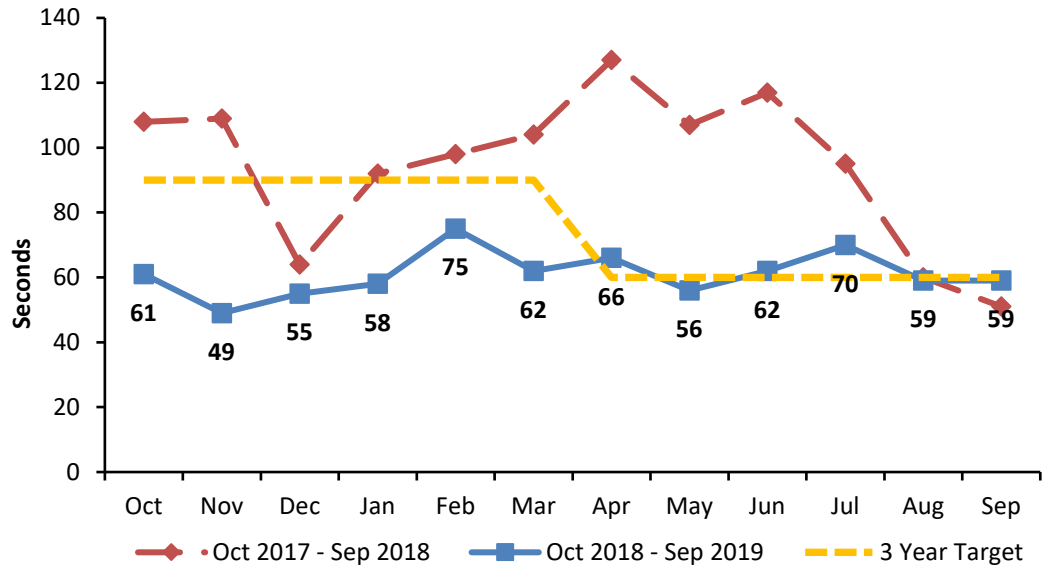
Answering times have remained low for the last year as a whole with only February 2019 showing any significant deviation which was due to the annual billing process for council tax and non-domestic rates. Performance is being maintained due to the additional resources that have been directed into the call centre and through coordinated working across council tax, housing benefit and the contact centre teams. The average answering time has been under one minute in 3 of the last 5 months.

Average number of days lost due to sickness per permanent employee (excluding schools) (Rolling 12 months)	
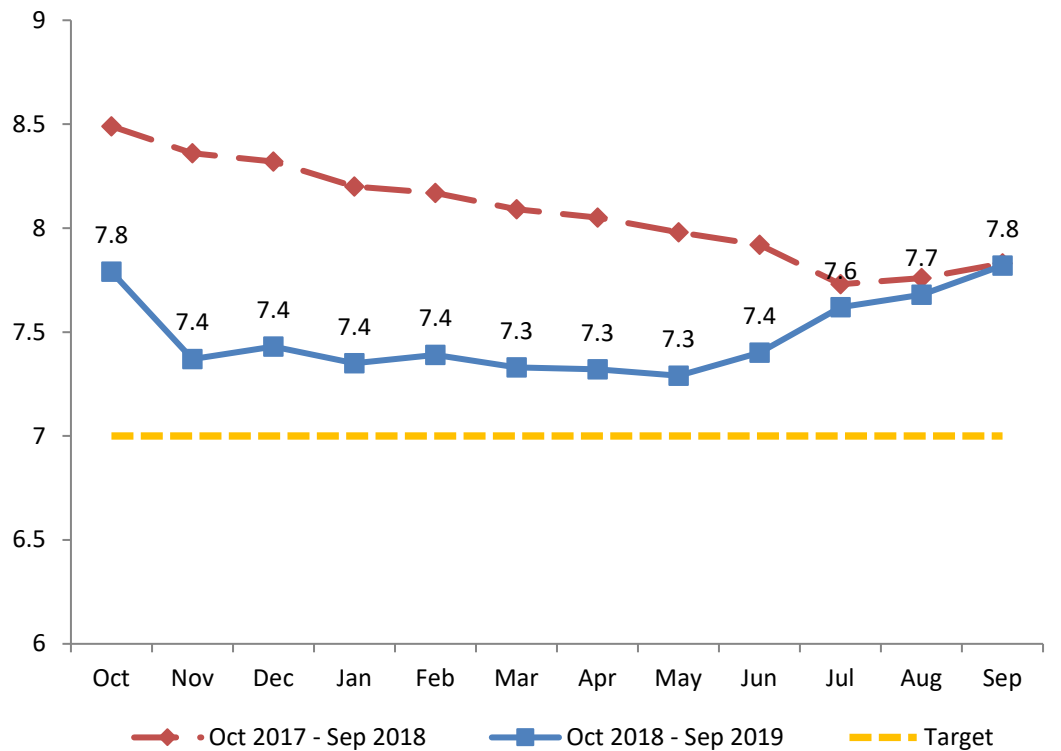
The outturn at the end of September 2019 of 7.82 days shows another very small increase in overall levels of sickness absence. Other key staff sickness indicators for the last 12 months all show increases:-

- 28 or more continuous calendar days absence 167 (2018 level – 108)
- 14 or more days absence 289 (2018 level – 236)
- 4 or more periods of absence 61 (2018 level – 55)

Number of absences citing stress as a reason for absence	
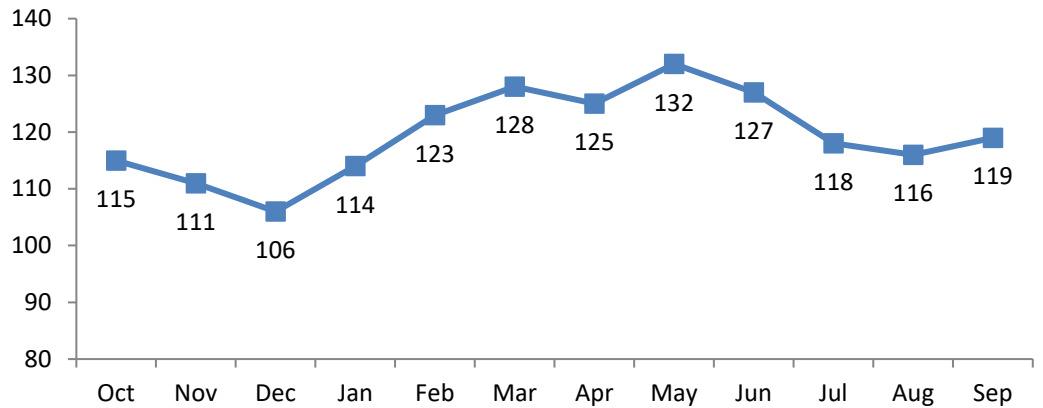
There has been a marginal upward trend in the number of absences that cite stress as a reason. There is a continued focus on mental health awareness and promotion of support options that are available to staff, including an internal network of training mental health first aiders.

The level of sickness where stress is cited as the proimary reason has benn lower in quarter 2. There is a continual focus on mental health awareness and many support options are available to staff, including an internal network of training mental health first aiders.

Number of reported incidents of violence and aggression to staff (Rolling 12 months)	
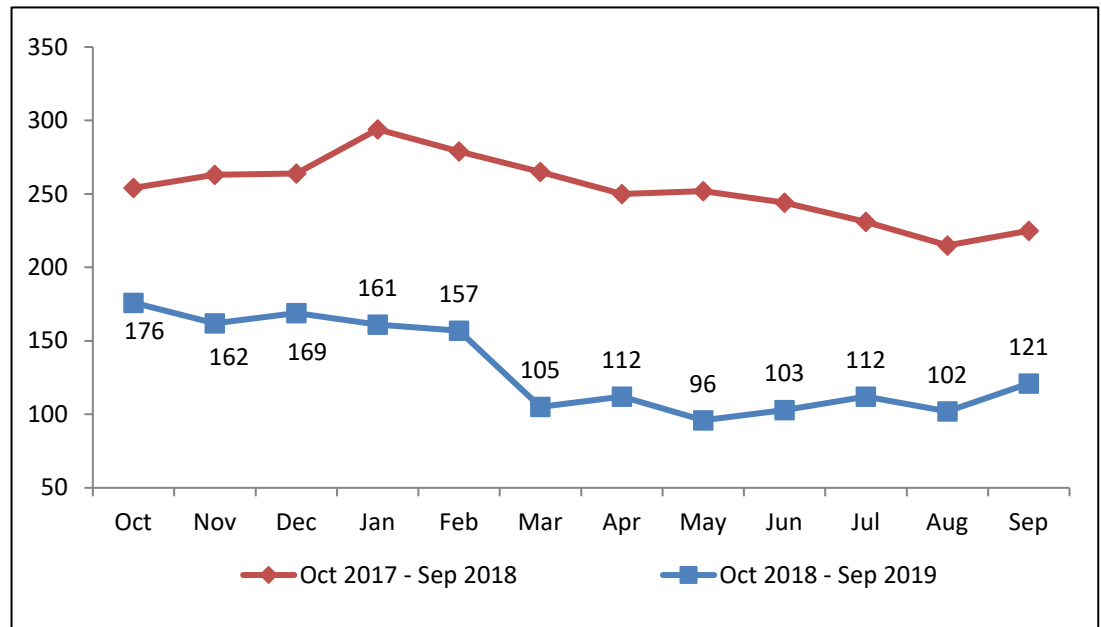
Incidents of violence and aggression overall remain at similar levels although a slight decline in recent months.

Continued monitoring takes place of all incidents and remedial action taken where appropriate to provide additional protection and support to staff who are subject to incidents.

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**		
			Sep 19	**Jul 19**	**May 19**
16 RED	**5 GREEN**	**8 AMBER**	**8 AMBER**	**3 GREEN**	**3 GREEN**
Risk score increasing					

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**		
			Sep 19	**Jul 19**	**May 19**
16 RED	**9 AMBER**	**13 RED**	**13 RED**	**13 RED**	**13 RED**
No Change to risk					

Insufficient staffing capacity and skills			Assigned to: Director of Corporate Services		
Inherent score	**Target score**	**Current score**	**Previous scores**		
			Sep 19	**Jul 19**	**May 19**
16 RED	**8 AMBER**	*6 GREEN*	**7 AMBER**	**8 AMBER**	**8 AMBER**
Risk score reduces					

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**		
			Sep 19	**Jul 19**	**May 19**
16 RED	**6 GREEN**	**7 AMBER**	**7 AMBER**	**8 AMBER**	**8 AMBER**
Risk score reduced					