

Appendix 2 - 2022/23 Q3

STRATEGIC FINANCE, TRANSFORMATIONAL CHANGE AND CORPORATE RESOURCES

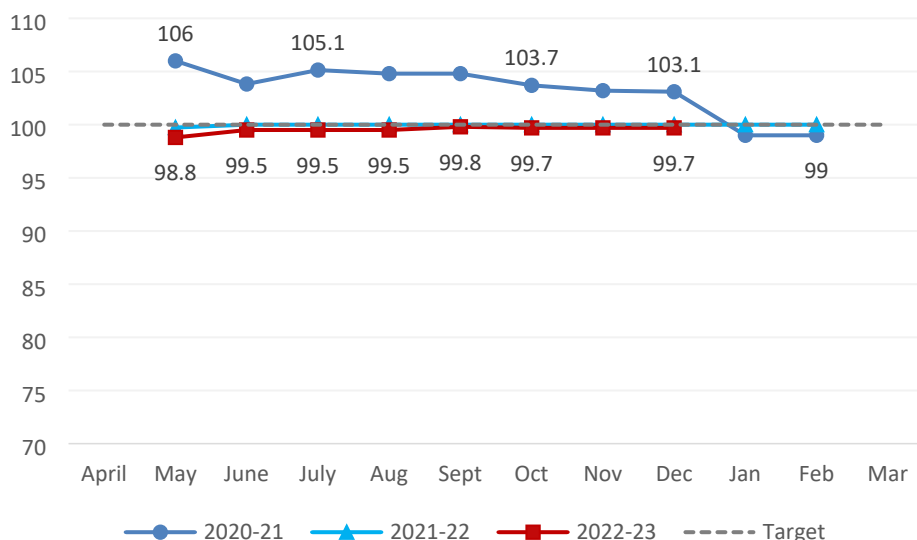
Cabinet Member: Councillor Chris Jarman

Portfolio Responsibilities:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Finance • Business Centre • Benefits and Grants • Audit • Treasury Management | <ul style="list-style-type: none"> • Transformational Change • Property and Asset Management • Commercial Property Investments • Leasing • Business Intelligence |
|---|---|

Performance Measures

Percentage of predicted revenue outturn compared to budget



Aim: Revenue Outturn is below 100 percent

UN Sustainable Development Goal: 8

Most Recent Status:
December 2022

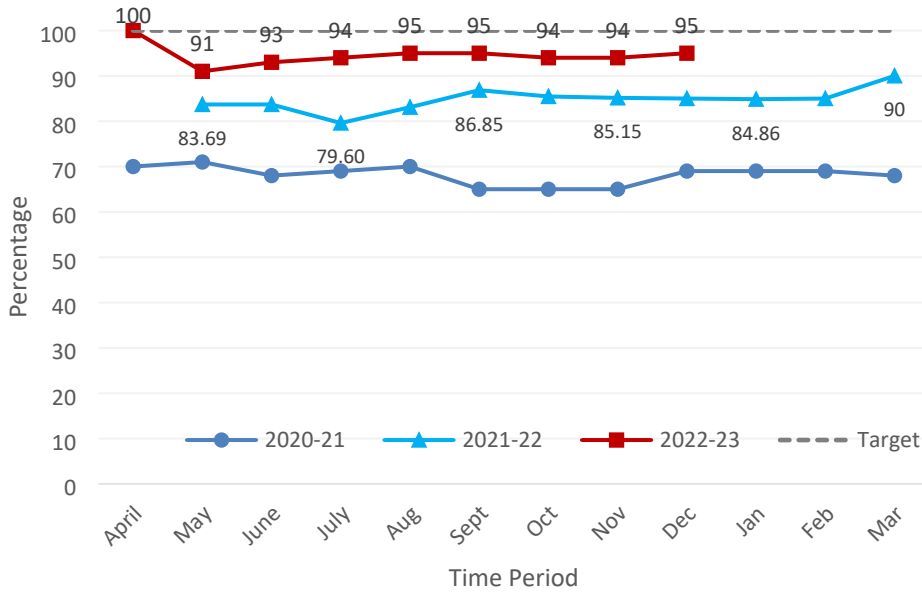
GREEN

Previous Status:
September 2022

GREEN

- As at the end of quarter three we are forecasting a balanced budget. However, this includes several significant pressures relating to adults & children’s social care, leisure income and energy costs.
- Some of the pressures outlined above have already been offset from savings in treasury management and concessionary fares to leave a total net forecast pressure of £5.4m
- We are planning to utilise the corporate and Covid contingencies as previously agreed offset this net pressure to reach a balanced position at year end.

Percentage of forecast revenue income (fees & charges) compared to budget



Aim: Revenue income is above 100 percent

UN Sustainable Development Goal: 8

Most Recent Status: December 2022

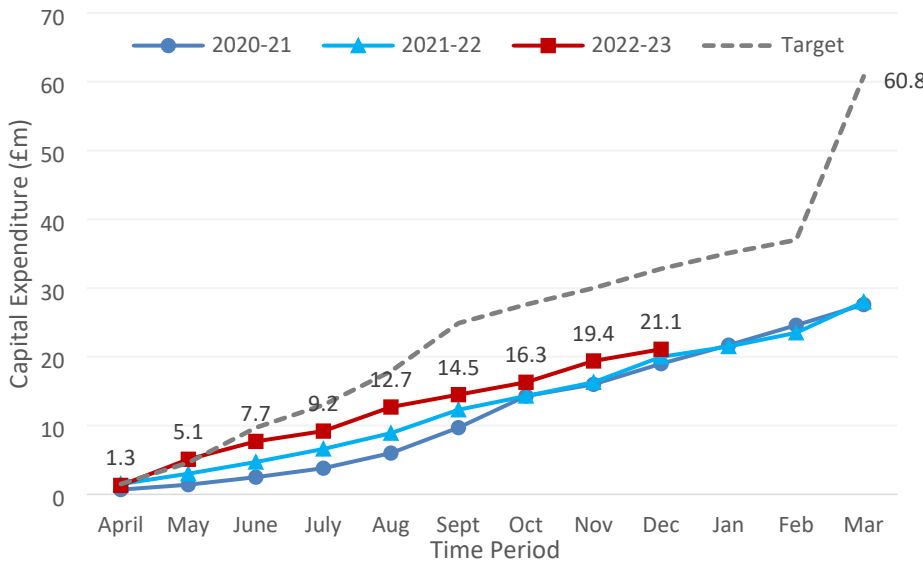
AMBER

Previous Status: September 2022

RED

- Fees and charges are forecast to be under achieved by approx. £1m in 2022/23.
- This is due to the slow post Covid recovery of leisure income especially one card subscriptions, as well as other smaller shortfalls from the floating bridge and heritage services
- This pressure forms part of the overall pressure as contained in the previous chart and will therefore be offset using the Covid Contingency to enable a balanced budget to be achieved at year end

Value of cumulative capital expenditure compared to profiled budget



Aim: Capital expenditure is within/under budget

UN Sustainable Development Goal: 8

Most Recent Status: December 2022

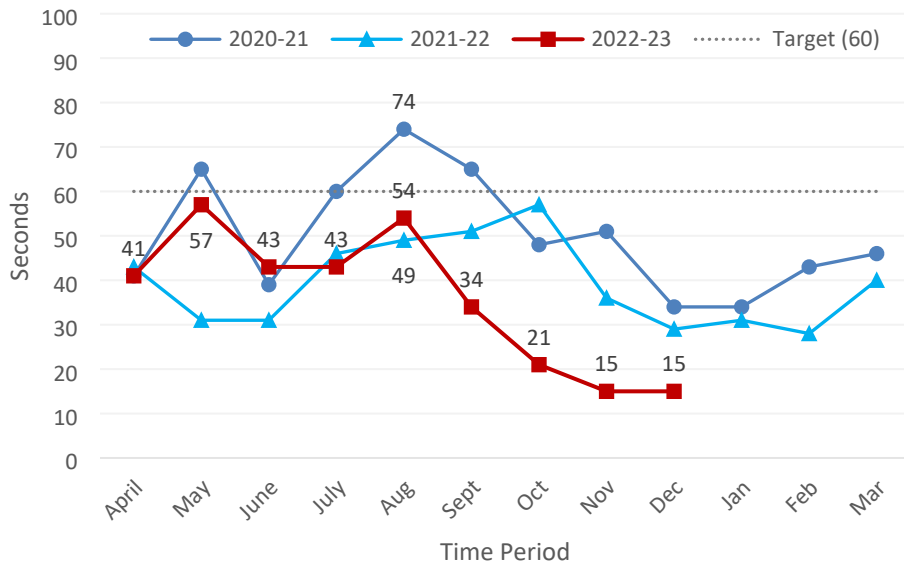
GREEN

Previous Status: September 2022

GREEN

- We are currently forecasting net slippage of around £12m from this year’s capital programme although around £8m of this is related to the housing elements of the programme which are still in the early stages of development. This will be reprofiled into future years.

Average time to answer calls to the contact centre



Aim: Calls are answered within 60 seconds

UN Sustainable Development Goal: 16

Most Recent Status: December 2022

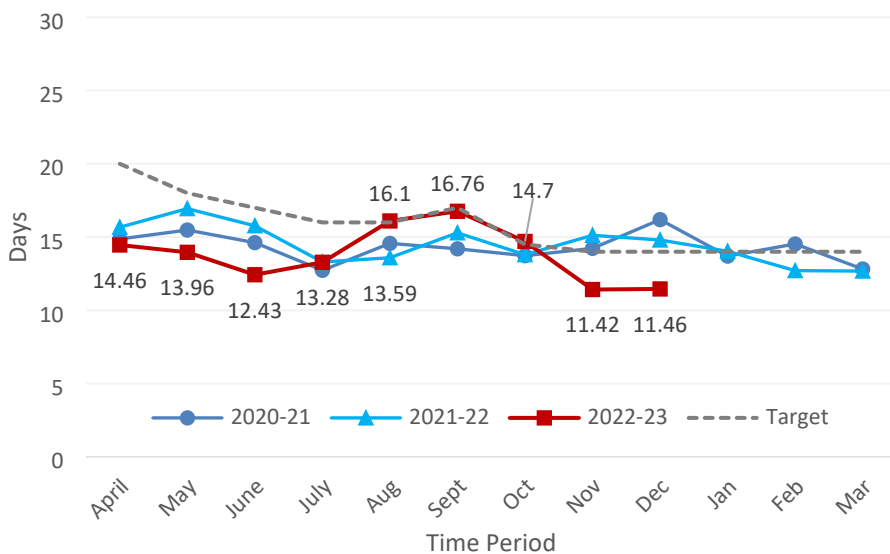
GREEN

Previous Status: September 2022

GREEN

- The average time to answer calls to the contact centre has continued to fall over quarter 3, reaching an all-time low of 15 seconds in November and December.
- Trends indicate there will be a slight increase in call volume as we move into quarter 4, albeit response times are anticipated to remain below the target of 60 seconds, as has been the case since August 2020.

Average speed of processing new benefit claims



Aim: Average speed of processing is below target

UN Sustainable Development Goal: 1

Most Recent Status: December 2022

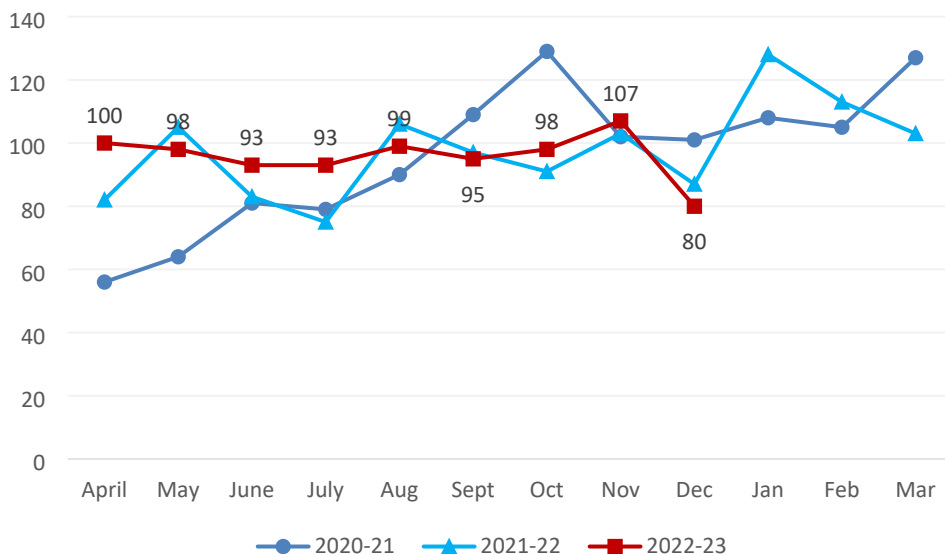
GREEN

Previous Status: September 2022

GREEN

- As the tourist season closed the benefits team saw a 17 percent increase in new applications being made for housing benefit and local council tax support (262 claims) and a 7 percent increase in changes to claims (3643 changes).
- The team processed new applications within 14 days and changes within 5 days of the final piece of information being provided.
- As at the end of November £188k of the £221k funding for discretionary housing payments had been allocated. The team are monitoring the fund closely to ensure the most vulnerable residents are supported and can remain in their homes.

Number of FOI requests received



Aim: Not applicable

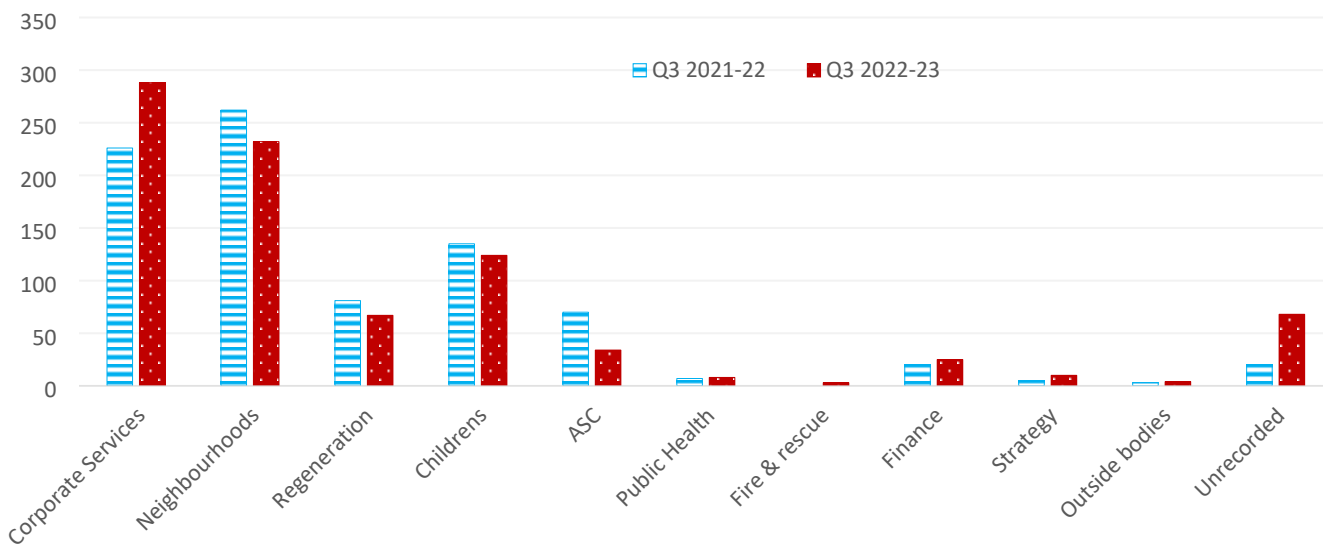
UN Sustainable Development Goal: 16

Most Recent Status: December 2022

Monitoring Measure Only

Previous Status: September 2022

Monitoring Measure Only



- The number of FOI requests received has remained relatively stable this year, ranging between 93 and 110, with the 80 received in December the single outlier.
- The highest number of requests received are consistently within Corporate services and Neighbourhoods. Corporate have received a total of 288 requests to date this year, compared to 226 in the same period last year. Neighbourhoods however has seen a drop from 262 to 232 for the same period.
- Public Health, Strategy and Outside Bodies continue to receive a low level of requests, and Fire and Rescue is yet to receive a request this year.
- On average for quarter 3, 90 percent of requests have been processed on time (October was 90 percent, November was 95 percent, and December was 86 percent)

Service Updates - Key Aspirations and Ongoing Business

The following activity supports UN Sustainability Goal 3:

As the tourist season closed the benefits team saw a 17 percent increase in new applications being made for housing benefit and local council tax support (262 claims) and a 7 percent increase in changes to claims (3643 changes). The team processed new applications within 14 days and changes within 5 days of the final piece of information being provided. As at the end of November £188,000 of the £221,000 funding for discretionary housing payments had been allocated. The team are monitoring the fund closely to ensure the most vulnerable residents are supported and can remain in their homes.

The following activity supports UN Sustainability Goal 8:

The aim to spend and invest as much council money on the island as is possible by engaging with the local business sector to make opportunities more accessible and seeking local quotes for contracts with a value of less than £25,000 is now included within the new procurement strategy which has been approved.

Following the appointment of the Chief Executive there will be a review our engagement with Leaders and Managers across the organisation to make sure it is timely and useful. Leaders in Adult Social Care and Housing have committed to front line staff having access to 3 hours protected development time a month as part of the Focus on the Front project and as part of a trial, handheld devices have been provided to frontline staff in the Neighbourhoods directorate, to enable them to access learning and development activities, which are essential to their roles.

A workshop for Children's Services is now planned for January 2023. This will then mean that all directorates have looked at their workforce information and begun to make plans for recruitment to key roles, succession planning and workforce development activity to ensure that service plans can be delivered by the right people with the right skills.

The agile change team have delivered sessions with staff across the organisation to help them to better use the Office 365 tools. From January there will be a daily message being sent to staff which includes easy to follow quick guides encouraging colleagues to review their communication methods both internally and externally.

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 |
| 16 RED | 5 GREEN | 5 GREEN |
| Previous scores | | |
| Sep 22 | Jul 22 | Mar 21 |
| 5 GREEN | 5 GREEN | 9 AMBER |
| No change to risk score | | |

| 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 |
| 16 RED | 9 AMBER | 9 AMBER |
| Previous scores | | |
| Sep 22 | Jul 22 | Mar 21 |
| 9 AMBER | 9 AMBER | 16 RED |
| No change to risk score | | |

| | | |
|--|---------------------|----------------------|
| Insufficient staffing capacity and skills | | |
| Assigned to: Director of Corporate Services | | |
| Inherent Score | Target Score | Current Score |
| 16 RED | 9 AMBER | 10 RED |
| Previous scores | | |
| Sep 22 | Jul 22 | Mar 22 |
| 10 RED | 10 RED | 9 AMBER |
| No change to risk score | | |

| | | |
|---|---------------------|----------------------|
| 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 |
| 16 RED | 6 GREEN | 6 GREEN |
| Previous scores | | |
| Sep 22 | Jul 22 | Mar 22 |
| 6 GREEN | 6 GREEN | 6 GREEN |
| Risk score is consistent | | |