

Appendix 2 - 2022/23 Q4

STRATEGIC FINANCE, TRANSFORMATIONAL CHANGE AND CORPORATE RESOURCES

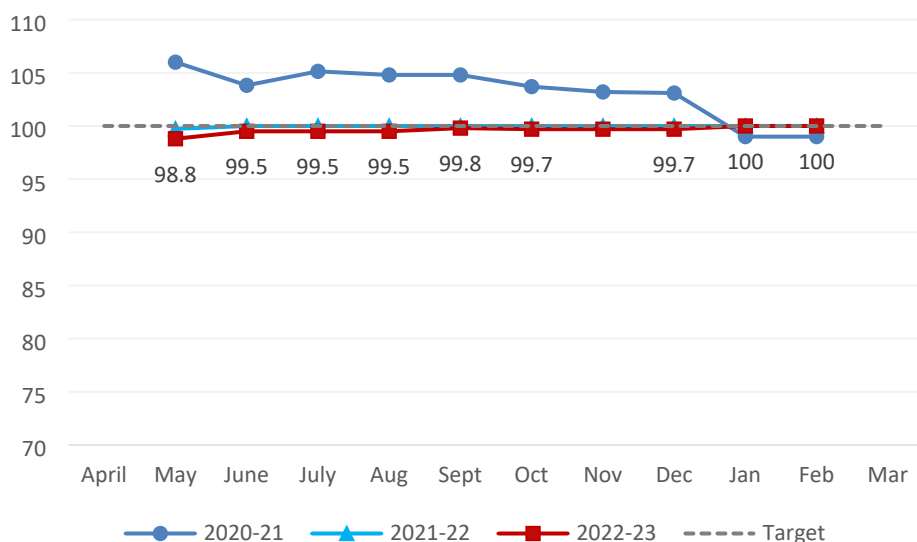
Cabinet Member: Councillor Chris Jarman

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: February 2023

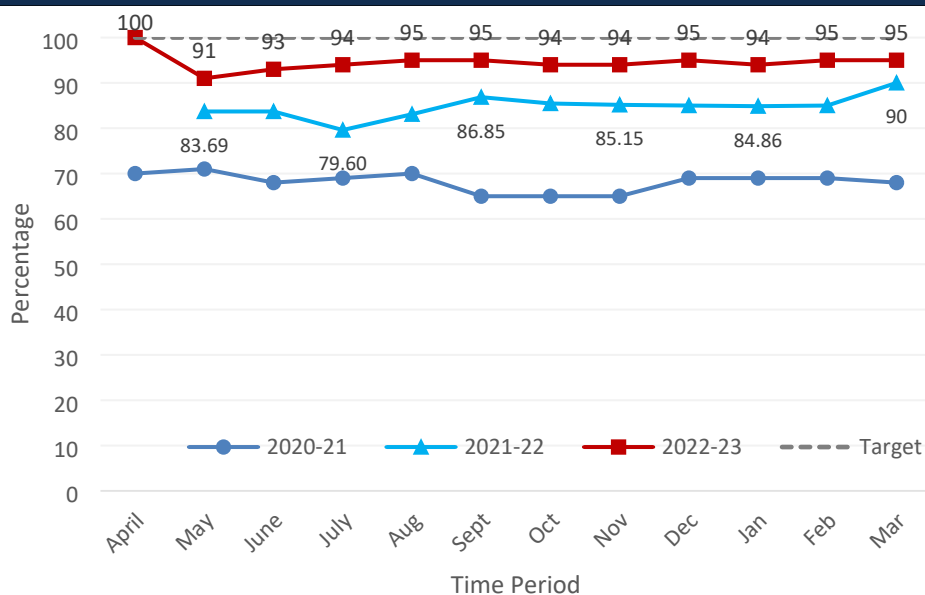
GREEN

Previous Status: December 2022

GREEN

- Data provided by the Council Financial Service.
- The position for quarter 4 is not yet available due to the process of the year end closure of the accounts. The outturn position will be reported alongside quarter 1 2023/24.
- 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: February 2023

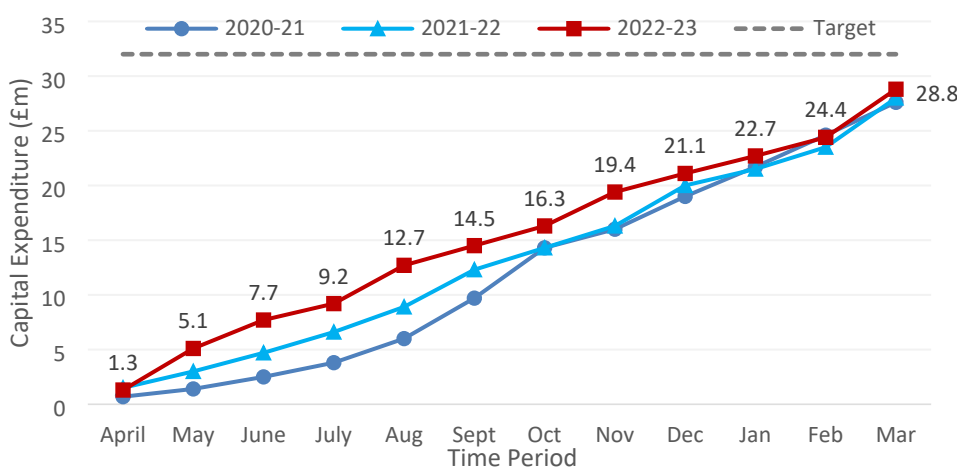
AMBER

Previous Status: December 2022

AMBER

- Data provided by the Council Financial Service.
- The position for quarter four is not yet available due to the process of the year end closure of the accounts. The outturn position will be reported alongside quarter 1 2023/24.
- As at the end of quarter three 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: February 2023

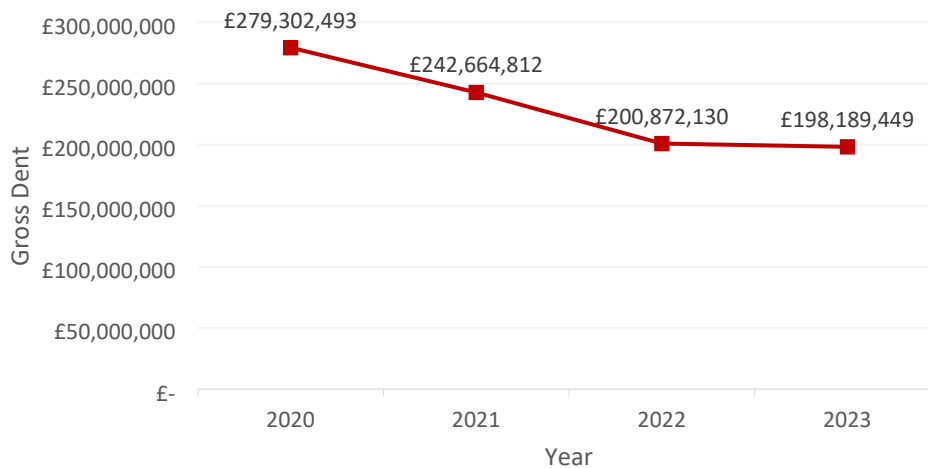
GREEN

Previous Status: December 2022

GREEN

- Data provided by the Council Financial Service.
- The position for quarter 4 is not yet available due to the process of the year end closure of the accounts. The outturn position will be reported alongside quarter 1 2023/24.

Reducing debt and interest payments



Aim: Total gross debt is reduced

UN Sustainable Development Goal: 8

Most Recent Status: March 2023

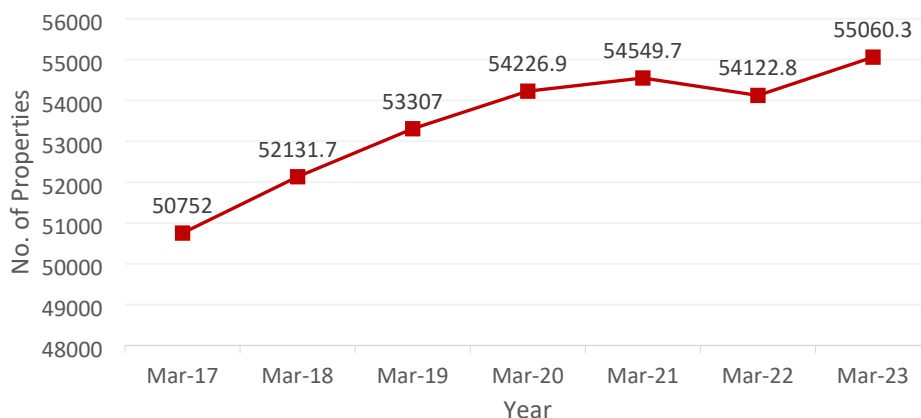
Monitoring Measure Only

Previous Status: March 2022

Monitoring Measure Only

- Data provided by the Council Financial Service.
- As of 31 March 2022, the Total Gross Debt was £200.8 million.
- Over the financial year to 31 March 2023 this reduced by £2.6 million to £198.2 million.
- This is comprised of a reduction of £12.6 million in long-term debt (over 1 year) and an increase of £10 million in short-term debt.

Number of band D equivalent properties



Aim: Not Applicable

UN Sustainable Development Goal: 11

Most Recent Status: March 2023

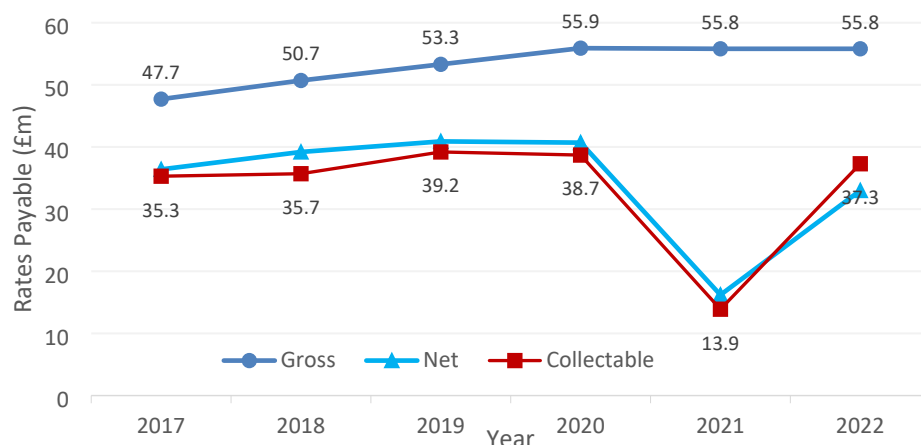
Monitoring Measure Only

Previous Status: March 2022

Monitoring Measure Only

- Data provided by the Council Financial Service.
- The increase in band D equivalents of 937 (1.7 percent) is driven by a 456 increase in the actual chargeable dwellings and a 258 reduction in the band D equivalents for local council tax support. Changes are generally due to movements in banding, discounts, and exemptions on classification.

Total value of gross business rates payable/£m



Aim: Not Applicable

UN Sustainable Development Goal: 8

Most Recent Status: March 2023

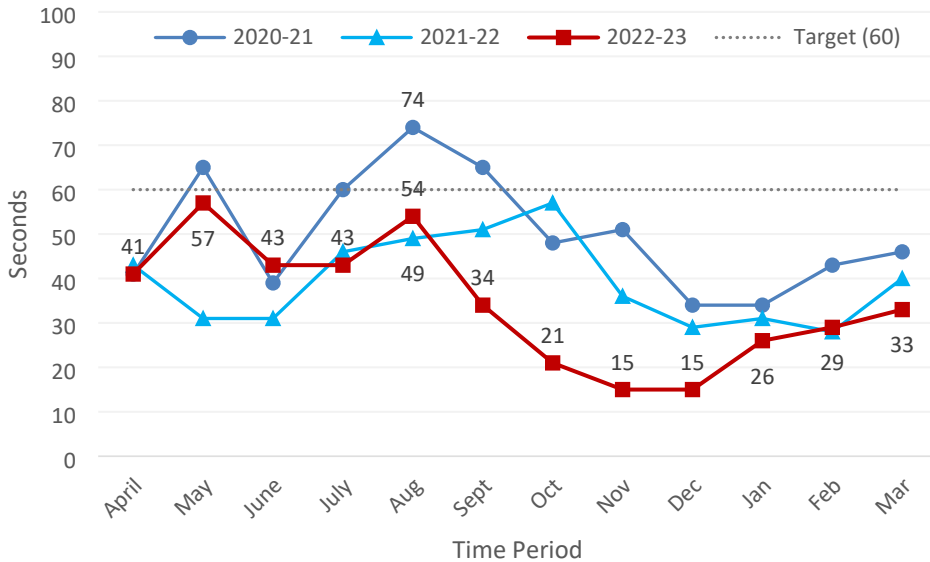
Monitoring Measure Only

Previous Status: March 2022

Monitoring Measure Only

- Data provided by the Council Financial Service.
- Business rates remained relatively stable between 2017/20. The substantial drop in 2021/22 on net business rates was due to one off exceptional relief in relation to COVID19. 2022/23 has seen a 68 percent increase in net rates payable as transitional reliefs tail off. Collectable rates improvement mirrors the net rates payable trend.

Average time to answer calls to the contact centre



Aim: Calls are answered within 60 seconds

UN Sustainable Development Goal: 16

Most Recent Status: March 2023

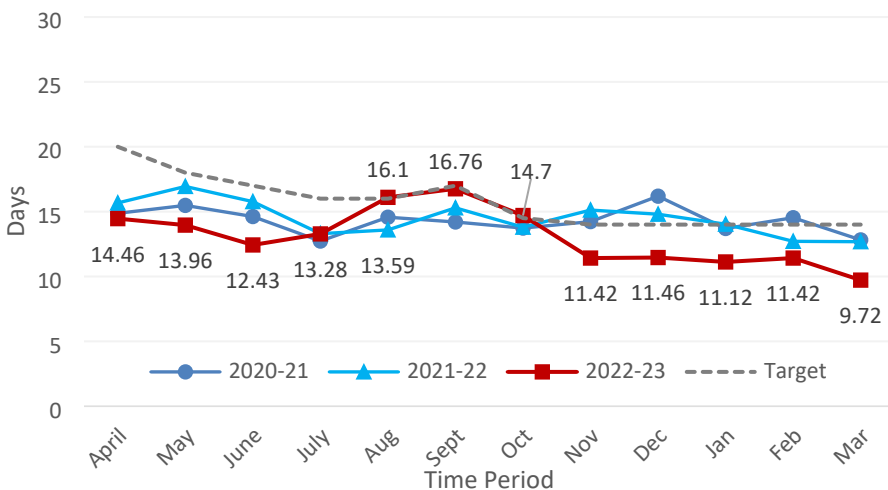
GREEN

Previous Status: December 2022

GREEN

- All telephony data is extracted directly from the Avaya Content Management System (CMS) supervisor system.
- The average time to answer calls to the contact centre rose over quarter 4, from a low of 15 seconds in December to 33 seconds in March.
- This increase is on-trend, thus indicating there will be a slight increase in call volume as we move through quarter 1, 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: March 2023

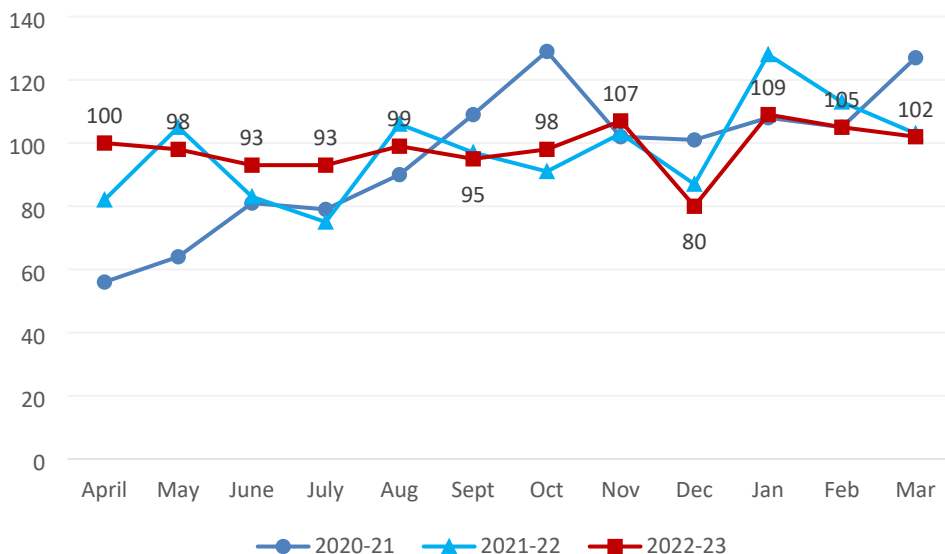
GREEN

Previous Status: December 2022

GREEN

- Data provided by the Council Benefits team.
- The team have managed to achieve the annual target of 16 days for processing of new claims.
- This includes an increase in changes and hardship applications being processed over quarter 4, as well as an increase in reviews.

Number of FOI requests received



Aim: Not applicable

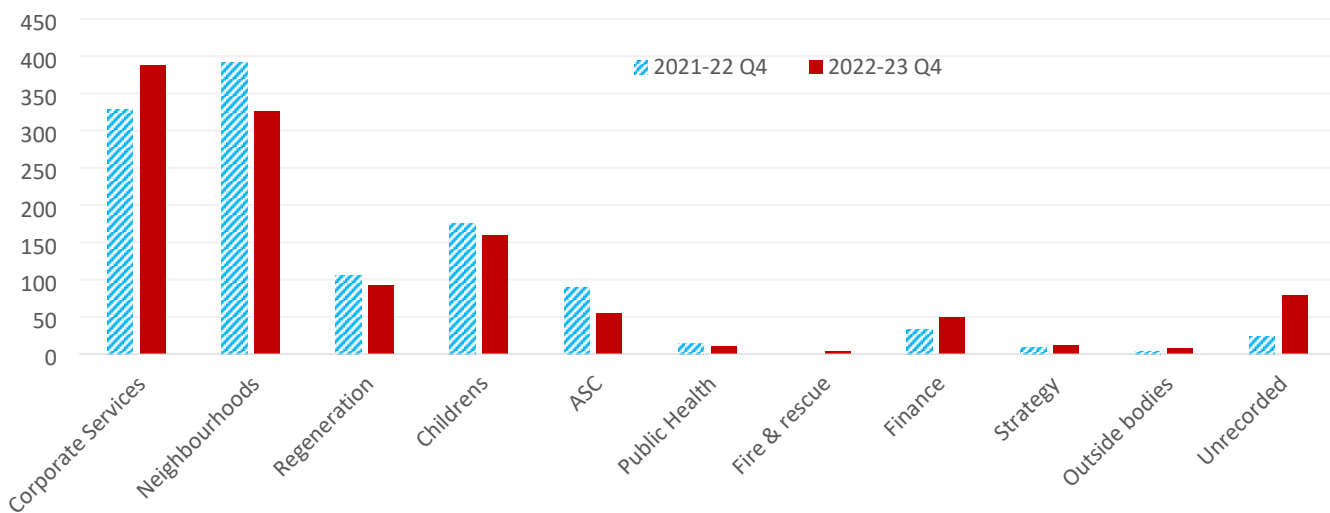
UN Sustainable Development Goal: 16

Most Recent Status: March 2023

Monitoring Measure Only

Previous Status: December 2022

Monitoring Measure Only



- The number of FOI requests logged in the Customer Resource Management (CRM) system has remained relatively stable over quarter 4, ranging between 109 and 102.
- The highest number of requests received are consistently within Corporate Services and Neighbourhoods directorates. Corporate Services have received a total of 387 requests to date this year, compared to 328 in the same period last year. Neighbourhoods however has seen a drop from 391 to 326 for the same period.
- Public Health, Strategy, Fire and Rescue, and Outside Bodies continue to receive a low level of requests.
- On average for quarter 4, 90.6 percent of requests have been processed on time (January was 86 percent, February was 93 percent, and March was 93 percent)

Service Updates - Key Aspirations and Ongoing Business

The following activity supports UN Sustainability Goal 3:

In response to the cost-of-living crisis, the Department of Business, Energy, and Industrial Strategy (BEIS) announced details of two new schemes to be implemented by local authorities. The Energy Bills Support Scheme Alternative Funding (EBSSAF) is aimed at providing support to households that are not eligible for the automatic Energy Bills Support Scheme (£400 payment already paid by energy suppliers) by way of providing an alternative one-off payment of £400. Households must be resident at the eligible property on the date they apply for the scheme, and it must be their sole or main residence. They must have a responsibility for paying energy and can only receive one

payment per eligible property. This scheme went live on 27 February and to date 450 applications have been received from park home and houseboat residents, self-funded care home residents and off-grid households. In addition, going live from 6 March, is the Alternative Fuel Payments Alternative Fund (AFPAF) which aims to support households that use fuels other than gas to heat their homes. This scheme provides a one-off payment of £200. Applications for both schemes are open until 31 May 2023.

The following activity supports UN Sustainability Goal 8:

A refreshed 2023 Leaders and Managers BIG Conversation programme is scheduled to take place quarterly. This is an opportunity for the Chief Executive to discuss key priorities with all leaders and managers across the organisation. The first session took place on 30 March and focused on engaging and interacting with residents and customers to reinforce the need to ensure transacting with the Council is simple, our communications are clear, written in plain English, and understood by members of the community.

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.

Following the workshop with Children's Services in January, all directorates are now underway with succession planning and development activity.

The business case to replace the existing recruitment system was not agreed as part of the budget setting in February, however a joint bid with Southampton and Portsmouth Councils to secure funding for automating HR appointment services has been successful. ICT colleagues will be attending a meeting in April to agree the next steps.

The Wellbeing Strategy and its actions are evaluated monthly by both Human Resources (HR) and the Health and Safety team. This includes reviewing absence levels and reasons for absence within the organisation. This information is included within the People Management paper that is prepared quarterly for the Corporate Management Team and provides the senior team with an overview of the health and wellbeing of staff.

The Agile Change team continue to deliver sessions with staff across the organisation to help them to better use the Office 365 tools. The team is now introducing both the 'Planner' and 'To Do' functionality as a means for colleagues to work more efficiently and to ensure they are using the tools to greatest effect.

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		
Dec 22	Sep 22	Jul 22
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		
Dec 22	Sep 22	Jul 22
9 AMBER	9 AMBER	9 AMBER
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	12 RED
Previous scores		
Dec 22	Sep 22	Jul 22
10 RED	10 RED	10 RED
Increase in 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	8 AMBER
Previous scores		
Dec 22	Sep 22	Jul 22
6 GREEN	6 GREEN	6 GREEN
Increase in risk score		