

Appendix A10

2020/21 Q2 –

CORPORATE RESOURCES

Key Activities Q2

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 remained at around 60 seconds during quarter two with almost 90 per cent of calls being resolved at the first point of contact. Average answer time was highest in August where it peaked at 74 seconds - outside the target of 60 seconds. August normally sees a peak for staff taking annual leave but this was exacerbated this year by many staff delaying their annual leave from earlier in the year by necessity, due to their involvement in the Covid-19 response.

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.

The BIG action plan which identifies activities which contribute to the development of the culture of the Council has been refreshed and agreed by the council's Corporate Management Team. The action plan's themes are Communicating, Business Processes and procedures, Right Tools for the Job and Continuous Personal Development. Activities are focussed on new ways of working including embedding agile principles and cross organisational working, increased digitalisation, improved use of workforce data for future planning.

People Performance Management (PPM). During the coronavirus pandemic a revised template was designed and circulated for use by managers and staff which contained links to relevant well-being support services and information for staff and managers particularly around remote working.

The Manager's Essentials course is now in every line manager's learning pathway. It is also sent as a link in a welcome to management email which is sent to all new managers in the organisation. To date, 37 managers have completed the whole course.

A new catalogue of courses has also been added to the Leadership and Management pathway entitled the Future of Work which looks at remote working and management of remote workers.

We are currently thinking about how we can acknowledge the huge efforts made by staff during the pandemic and we are not planning on having an annual awards ceremony in the same format this year. We are going to hold a discussion with all staff due to celebrate long service of 25/40 years so that we can seek their views as to how we can acknowledge this in light of the current restrictions.

Some essential face to face training has resumed following Covid-19 Safe risk assessment at Westridge and Thompson House. The 'virtual' training offer continues to be enhanced all the time in the current climate.

The Local Government Association (LGA) Commercial Skills 4-day course planned for the Spring 2020 was postponed. The LGA have since adapted the content as an online course which they will be offering to us as virtual modules from October 2020. In the meantime, the council was invited to take part in an LGA pilot around support for councils rebuilding sustainable income coming out of Covid-19. Our 'Commercial Conversation' took place on Friday 18 September 2020 focussing on particular commercial challenges and opportunities in Adult Social Care with an expert panel to provide help and suggestions.

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

The council's external vacancy web pages have been refreshed including outlining our employment offer. On-line training resources have been developed via the learning hub along with a refresh of internal web page recruitment guidance to support recruiting managers.

Work on the learning hub has been completed and staff have been using this during lock down. A toolkit for managers was launched as part of this.

The "Offer on a Page" work was also completed and has been uploaded to iwight.com as part of our recruitment and retention project. This will enable prospective candidates to gain an insight into the benefits of working for the Isle of Wight Council.

The appointment of a fixed term recruitment specialist has seen significant improvements being made in the delivery of successful recruitment campaigns through social media and other recruitment channels now available.

Ensure Equality & Diversity is embedded in all Council business and activity

Officers will Undertake Equality Impact Assessments for any decisions impacting on the community or staff.

All staff are expected to complete an on-line learning module through the council's learning management system which assists with education as to how to behave and operate in a non-discriminatory manner.

Policies relating to Equality and Diversity issues are reviewed by the Strategic Equality and Diversity Board supported by the Staff Equality and Diversity Group. The Lead Officer for Equality and Diversity supports the delivery of agreed action plans to ensure that they are compliant and fit for purpose.

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

During August 2020, payment of housing benefit and local council tax support (LCTS) new applications were made in 14.2 days and 13.61 days respectively with 100 per cent of these paid on time. Changes in circumstances to ongoing claims were processed on average in 4.46 days ensuring that claimants received the correct entitlement and monies due.

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

An update was presented to Audit Committee on 28 September 2020. The current property investment strategy is now under review and will be revised following the outcome of the Public Works Load Board (PWLB) consultation which is due to be released later this year.

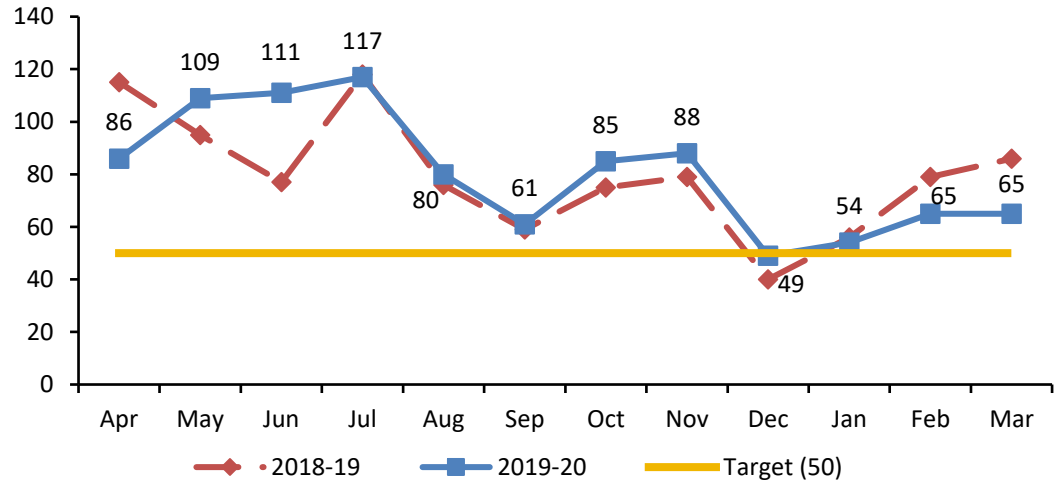
Secure the long-term future of the assets of Ryde and Ventnor harbours

Ryde Town Council bid submitted for Ryde Harbour and evaluation completed. IWC queries on this bid were answered by Ryde Town Council on 27 July 2020. A report to members will be produced with recommendation based on the evaluation by October 2020

Dialogue has taken place with Ventnor Town Council regarding taking over Ventnor Harbour. A new two-year contract is in place for seaweed removal until March 2022

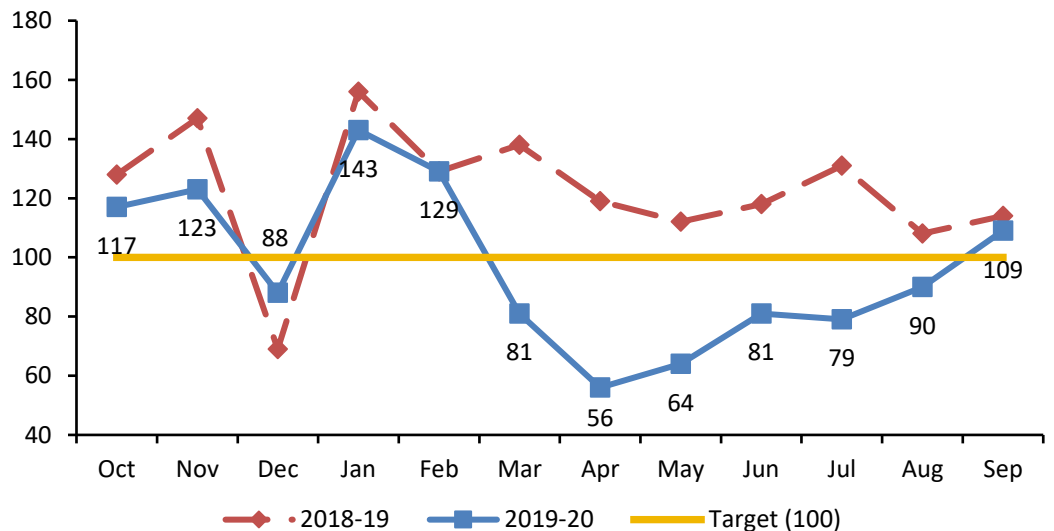
Short term measures

Number of stage 1 complaints received about council services (Monthly figure)



Data has not been recorded during Covid-19 response. Update will be included in future reports

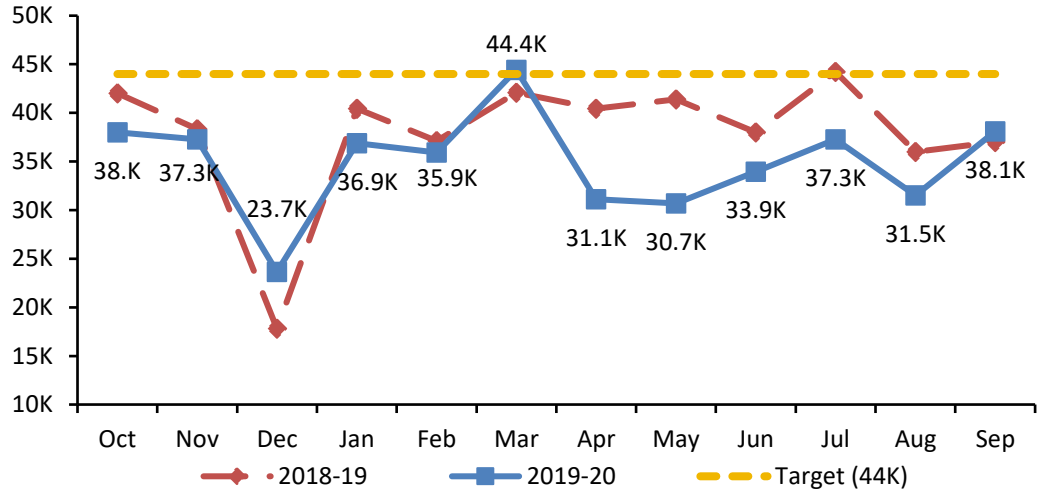
Number of FOI requests received (Monthly figure)



Of the 109 requests received in September, Corporate Services received 34, Neighbourhoods received 26, Children's Services received 16, Regeneration received 11, Adult Social Care and Community Well-being received 7, Strategy received 5, Fire and Rescue received 4, Finance received 2, Outside Bodies and Public Health both received 1. A further 2 requests were received but the service was not recorded.

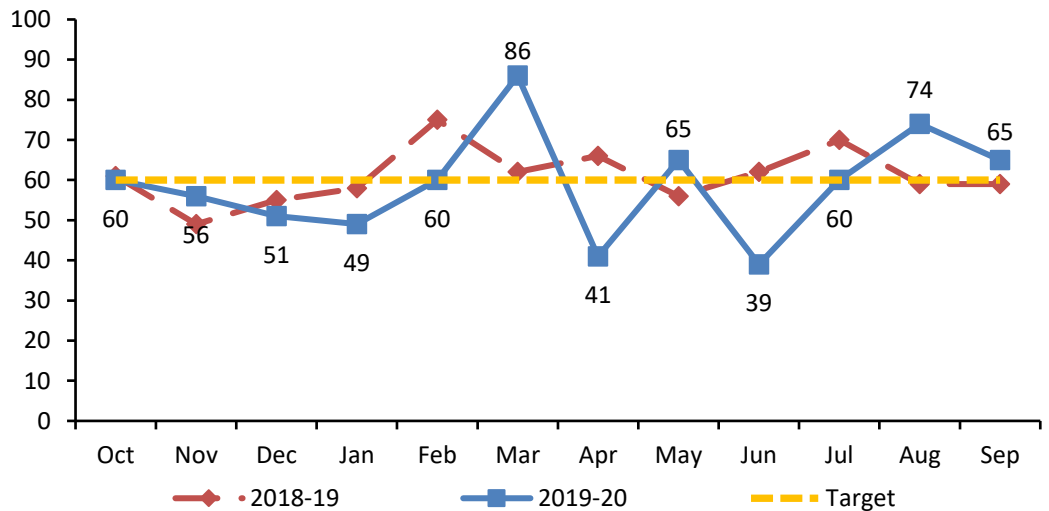
In the first half of 2020/21 (April-June), 479 FOI requests have been received. This compares favourably with the corresponding period in 2019/20 when 702 were received. Reductions in FOI requests reflects well on the amount of information that is provided online via iow.gov.uk or through social media.

Number of calls made to the contact centre per month (Monthly figure)



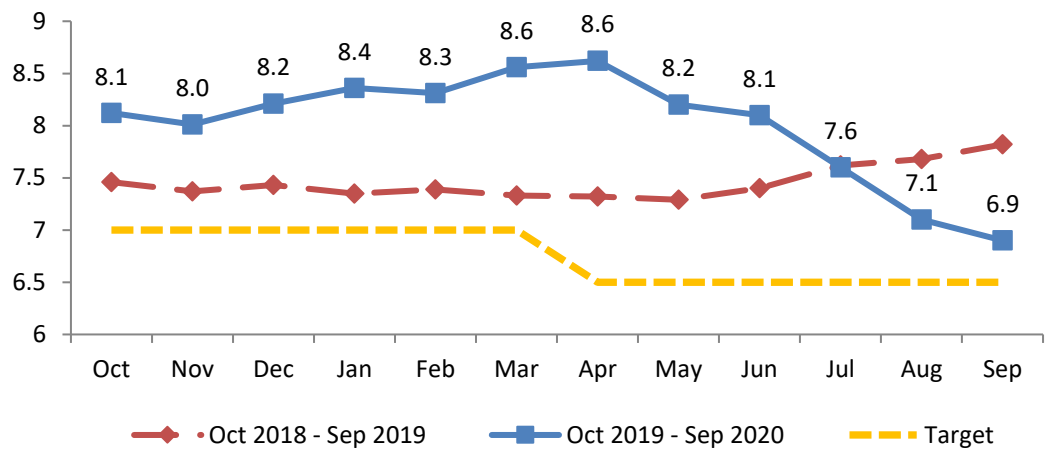
The number of calls received over the first half of 2020-21 have been lower than in previous years. However, this will partly be due to the number of outgoing calls being made by the council to vulnerable residents during the coronavirus pandemic. The number of incoming calls peaked (as expected) during March 2020 which is the time of year that council tax bills are sent out but is anticipated that the advent of the Covid-19 situation also had a contributory factor to this increase.

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



Answering times have remained low for the last year as a whole with only March showing any significant deviation which was due to the annual billing process for council tax and non-domestic rates as well as initial enquiries regarding Covid-19. Answering times were also higher than usual during August 2020.

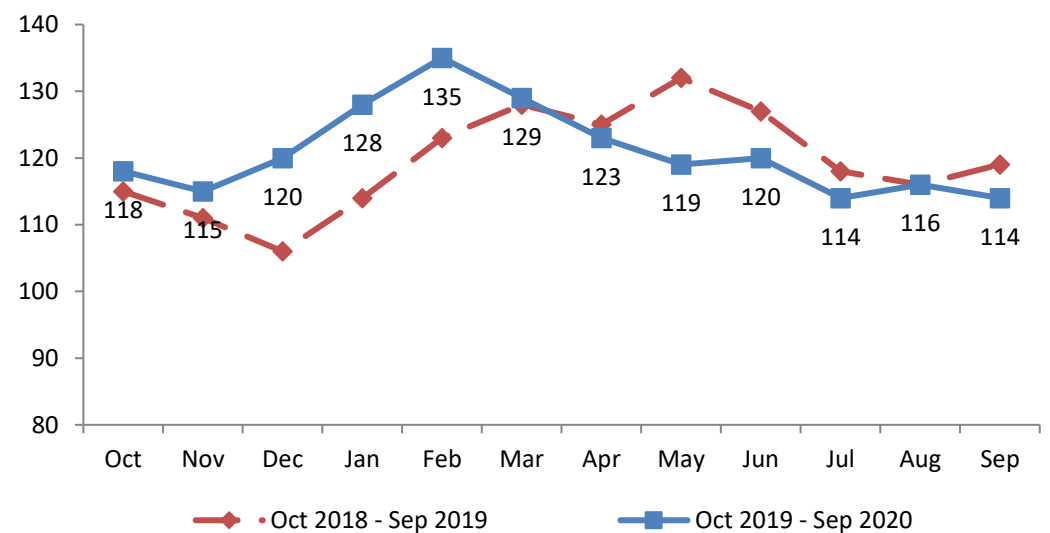
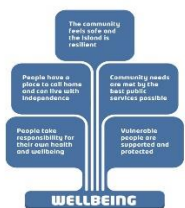
Average number of days lost due to sickness per permanent employee (excluding schools) (Rolling 12 months)



The outturn at the end of September 2020 of 6.9 days shows a continuing decrease from peak levels of 8.6 days in March and April 2020 which could in part be due to the majority of staff being able to work from home during the coronavirus pandemic. Other key staff sickness indicators for the last 12 months all continue to show decreases:

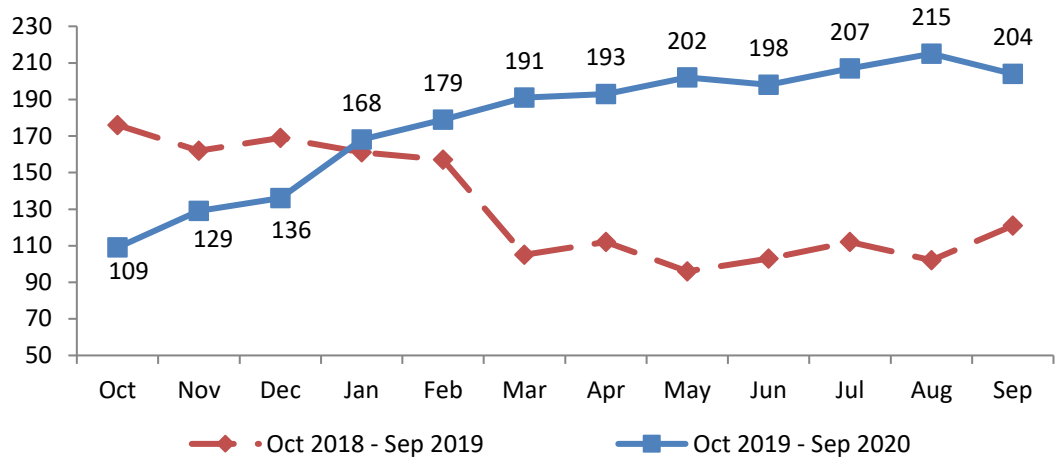
- 28 or more continuous calendar days absence 142 (2019 level – 167)
- Four or more periods of absence 24 (2019 level – 61)
- 14 or more days absence 253 (2019 level – 261)

Number of absences citing stress as a reason for absence



The number of absences that cite stress as a reason remains at a lower level than at the same point last year (September 2020 – 114 compared with September 2019 – 119) . 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.

Number of reported incidents of violence and aggression to staff (Rolling 12 months)



Incidents of violence and aggression have increased gradually over the last nine 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

Insufficient staffing capacity and skills			Assigned to: Director of Corporate Services		
Inherent score	Target score	Current score	Previous scores		
			Jun 20	Mar 20 (pre-pandemic response)	Feb 20
16 RED	8 AMBER	9 AMBER	9 AMBER	6 GREEN	6 GREEN
Risk increasing					

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		
			Jun 20	Mar 20 (pre-pandemic response)	Feb 20
16 RED	6 GREEN	6 GREEN	6 GREEN	7 AMBER	7 AMBER
Risk decreasing					