

# 2021/22 Q3

## STRATEGIC FINANCE, TRANSFORMATIONAL CHANGE AND CORPORATE RESOURCES

**Cabinet Member:** Councillor Chris Jarman

**Portfolio Responsibilities:**

- Housing Benefit
- Council Tax/Business Rates
- Finance
- Internal Audit
- Property Management
- Strategic Asset Management
- Commercial Property Portfolio
- Human Resources
- Legal
- Elections & Land Charges
- Democratic Services
- Business Centre
- Learning and Development
- Procurement and Contract Management
- Business Intelligence

**Service Updates - Key Aspirations and Ongoing Business**

A full review of the council's current Believe in Great (BIG) Action plan has been completed so that it reflects the feedback from the latest staff survey, direction established by the organisational development strategy as well as being appropriately aligned to the council's new corporate plan, and priority areas for development have commenced.

A refreshed people and organisational development strategy have now been completed. This strategy also integrates the BIG Agenda cultural change programme, and all delivery plans are incorporated into the BIG Action plan for monitoring and review each quarter.

A refreshed attendance and wellbeing strategy is in place that builds upon the learning and improvements made to date. The focus will continue to be based around a positive working environment that recognises and proactively responds to issues and concerns.

A recruitment systems and processes project is now in place for which the key aim is to complete a review of current systems and processes to ensure they are as efficient and effective as is possible. As well as being more creative in our methods, we will actively promote both our values and employment offer.

Learning from the pandemic situation has informed future thinking and planning for further accommodation rationalisation and better utilisation of existing buildings. The current focus of attention is to secure vacation of the Thompson House site to allow for redevelopment.

The Islehelp partnership continues to be in place and a gradual return to the availability of face to face customer services is being undertaken. The council's procurement strategy is currently under review to enhance our approach to social value, environmental sustainability and "Think Local". The next quarter will see this strategy being finalised and presented to Cabinet for decision in due course. To encourage and stimulate the Island's economy, our contract standing orders require contracts of under £25,000 to be awarded locally where value for money can be demonstrated.

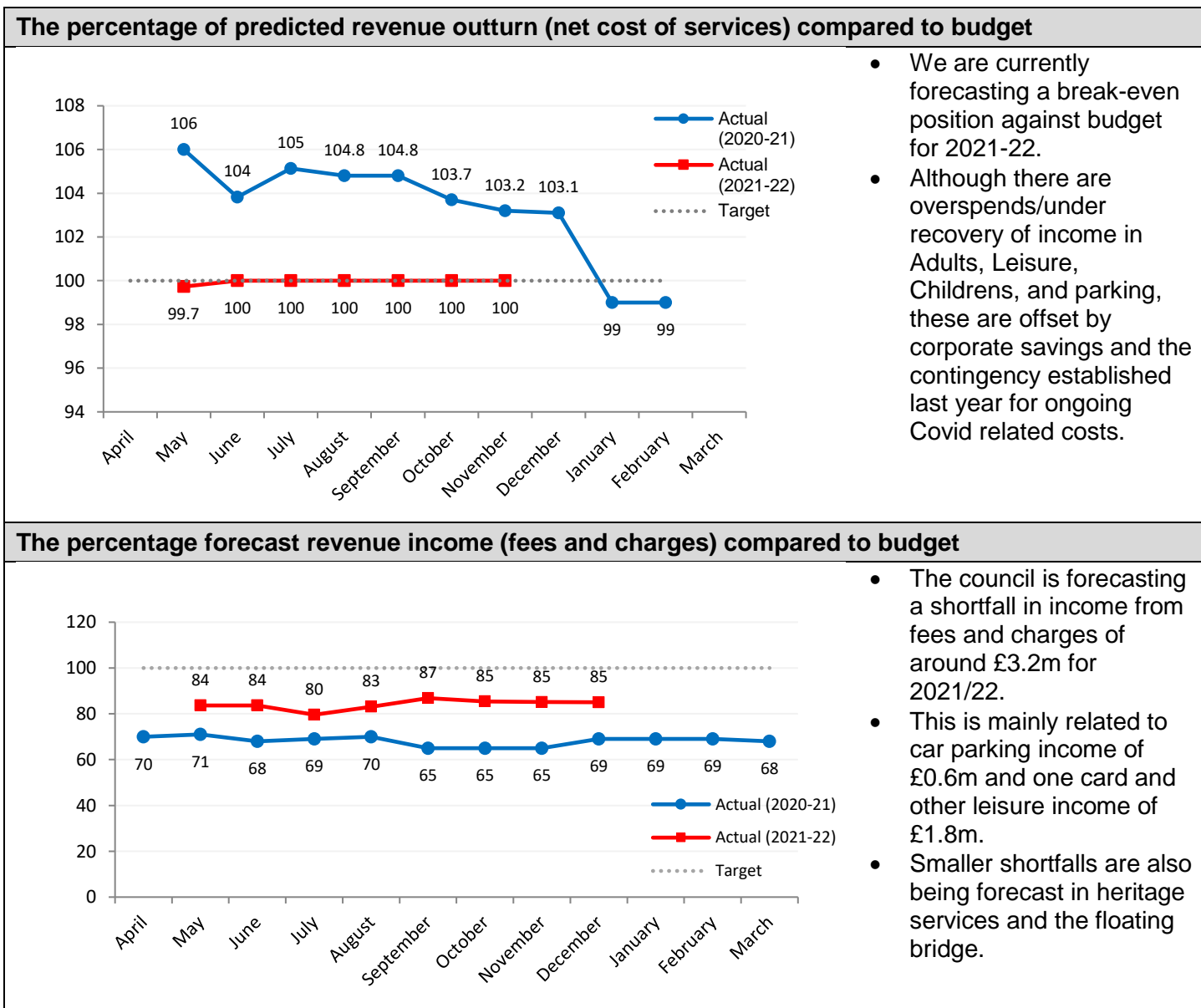
We are currently taking stock of the deployment of Salix funding, and working to identify further prospects, priorities, and funding to help ensure all council facilities are using green energy or onsite renewable generation where possible by March 2024.

## Performance Measures

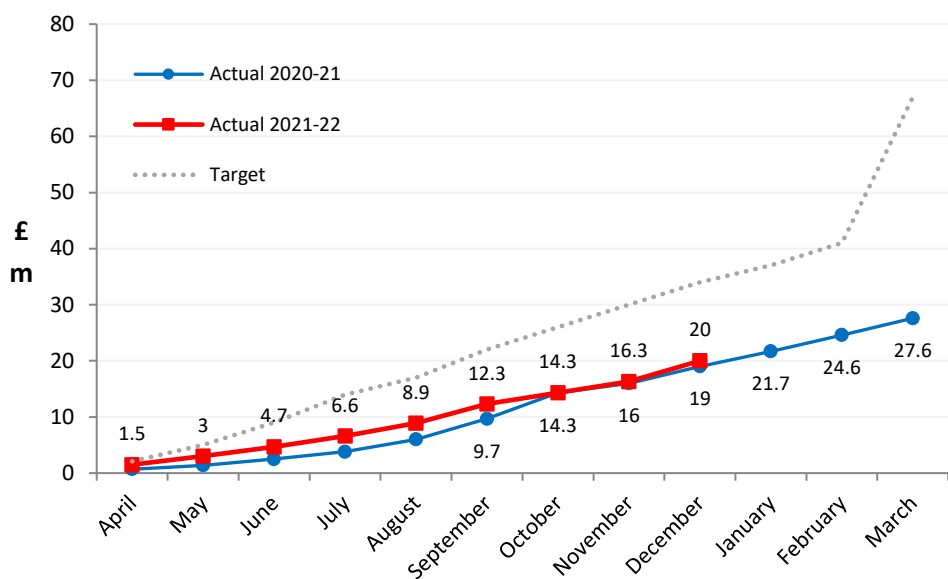
Please note that annual measures will only be reported in Quarter 4. For this portfolio, this will include:

- Level of income generation through the delivery of identified commercial and investment initiatives
- Number of local supplier tender awards
- Total value of gross business rates payable
- Number of Band D equivalent properties
- Reducing debt and interest payments

The exception to this will be annual measures that are updated during a year where it would be more sensible to bring in that change.

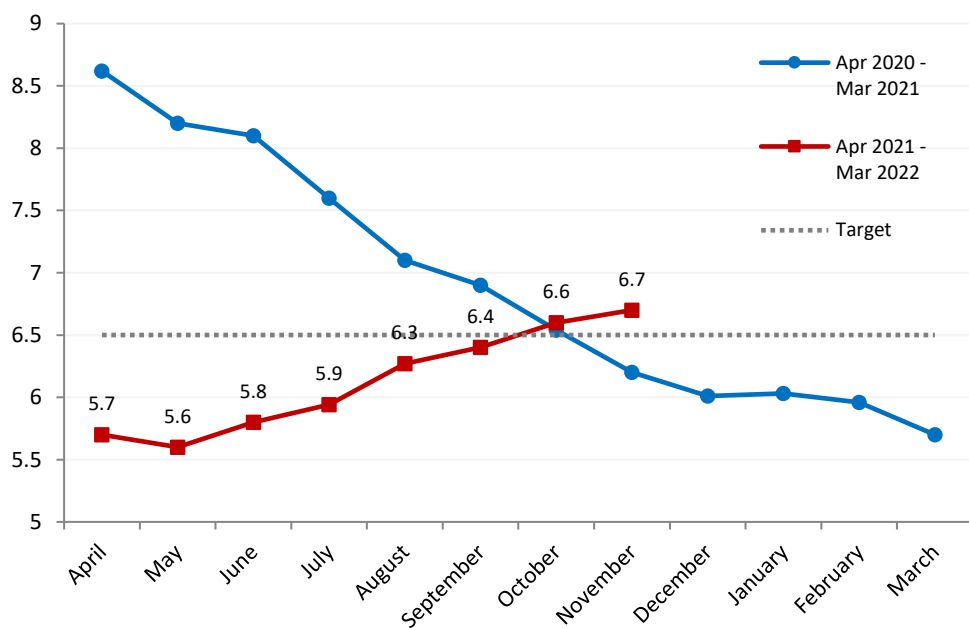


**The value of cumulative capital expenditure compared to profiled budget**



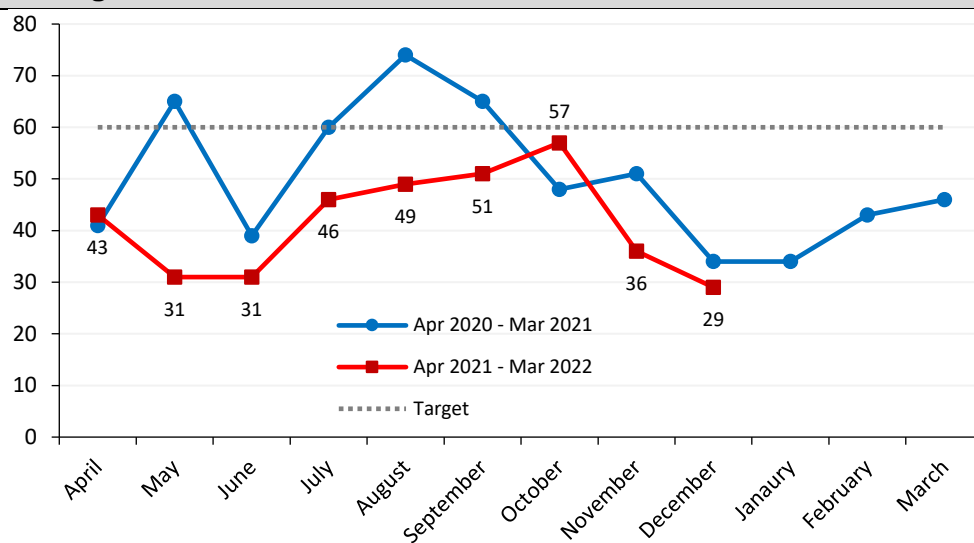
- Whilst some major projects (Newport junctions/Schools condition and PSBP works/Branstone Farm) have already been procured and are forecast to deliver according to plan, other projects remain on hold pending a review of the programme by the new administration.
- This, and delays associated with supply of materials and contractors, is likely to result in significant slippage at year end.

**Average working days lost to sickness per employee**



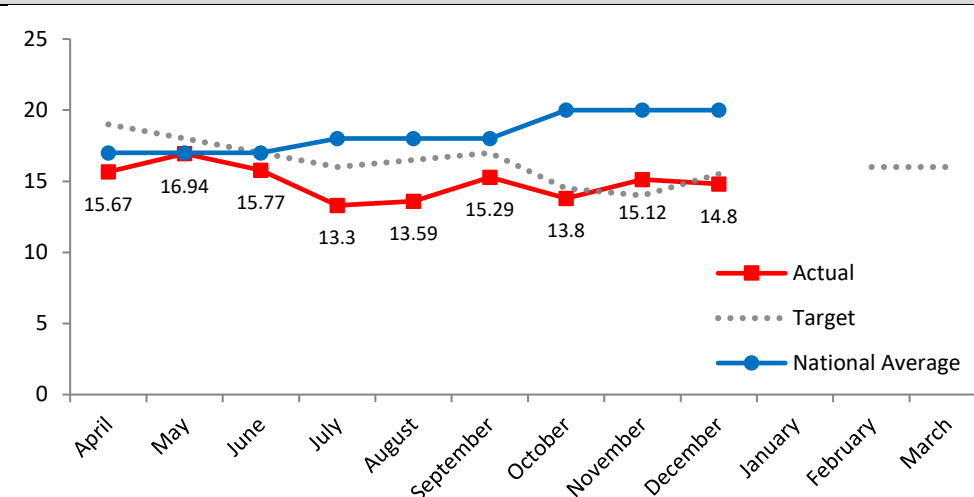
- The rolling 12-month sickness figures have been slowly increasing since an all-time low of an average of 5.6 working days lost in May 2021 but are still well below pre-pandemic levels. This suggests a positive influence of agile working policies being in place.
- The average working days lost to sickness for Quarter 3 was 6.6 days per employee, just above the target of 6.5 days.
- Pre-release statistics show that we are still below the average for all English unitary authorities which is 7.1 days.

**Average time to answer calls to the contact centre**



- The average time to answer calls increased to an average of 57 seconds in October 2021, in part due to annual leave and sickness absence, as was the case over the same period last year. However this has now dropped back down to a very fast level of 29 seconds in December
- The increase was less marked this year, and remained below the target level of 60 seconds

**Average speed of processing new benefit claims**



- Year to date performance stands at 14.94 days against the annual target of 14 days.
- We continue to process below the quarterly national average (20 days for Quarter one)

**Strategic Risks**

<b>Lack of financial resource and the ability to deliver the council's in-year budget strategy</b>		
Assigned to: Director of Finance and Section 151 Officer		
<b>Inherent Score</b>	<b>Target Score</b>	<b>Current Score</b>
16 RED	5 GREEN	9 AMBER
<b>Previous scores</b>		
<b>Sep 21</b>	<b>Jul 21</b>	<b>Feb 21</b>
12 RED	12 RED	12 RED
<b>Risk score is consistent</b>		

<b>Lack of financial resource and the ability to deliver the council's medium-term financial strategy</b>		
<b>Assigned to: Director of Finance and Section 151 Officer</b>		
<b>Inherent Score</b>	<b>Target Score</b>	<b>Current Score</b>
<b>16 RED</b>	<b>9 AMBER</b>	<b>16 RED</b>
<b>Previous scores</b>		
<b>Sep 21</b>	<b>Jul 21</b>	<b>Feb 21</b>
<b>16 RED</b>	<b>16 RED</b>	<b>16 RED</b>
<b>No change to risk score</b>		

<b>Insufficient staffing capacity and skills</b>		
<b>Assigned to: Director of Corporate Services</b>		
<b>Inherent Score</b>	<b>Target Score</b>	<b>Current Score</b>
<b>16 RED</b>	<b>9 AMBER</b>	<b>9 AMBER</b>
<b>Previous scores</b>		
<b>Sep 21</b>	<b>Jul 21</b>	<b>Feb 21</b>
<b>9 AMBER</b>	<b>9 AMBER</b>	<b>9 AMBER</b>
<b>No change to risk score</b>		

<b>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</b>		
<b>Assigned to: Director of Corporate Services</b>		
<b>Inherent Score</b>	<b>Target Score</b>	<b>Current Score</b>
<b>16 RED</b>	<b>6 GREEN</b>	<b>6 GREEN</b>
<b>Previous scores</b>		
<b>Sep 21</b>	<b>Jul 21</b>	<b>Feb 21</b>
<b>6 GREEN</b>	<b>6 GREEN</b>	<b>6 GREEN</b>
<b>No change to risk score</b>		