

Q4 Performance Report - 2019/20

Resource & Performance Select Committee




Headline messages

Resources & Performance Select Committee

Of the 19 indicators included in the report:

- 03 are **red**
- 04 are **amber**
- 06 are **green**
- 06 - setting a RAG rating is not currently deemed possible by the service or is in development
- The following indicators are **red** this quarter:
 - HROD03 Percentage of staff under 30 [**red** in Q3]
 - HROD07 Apprenticeship levy 12 months forecast spend (excluding schools) [**red** in Q3]
 - Health & Safety 04 Percentage of incidents reviewed [**red** in Q3]
- HROD02 Voluntary turnover moved from **amber** in Q3 to **green** in Q4


Service Delivery Measures – Q4 2019/20

| <div> <div>Organisation</div>  </div> | Indicator | 2019/20 Full year target | Latest Result (available at Q4 19/20) | Latest Target (available at Q4 19/20) | RAG | Previous Result | Latest vs Previous result | Result this time last year | Latest vs this time last year |
|---|---|-----------------------------------|--|--|-------|---------------------------|---------------------------|----------------------------|-------------------------------|
| | HROD 01 - Number of employees | 6301 (FTE) (5% reduction p.a.) | 6446 (Mar 20) | 6301 (Mar 20) | Amber | 6379 (Dec 19) | ✗ | 6633 (Mar 19) | ✓ |
| | HROD 02 - Voluntary turnover | 13% | 10.92% (Mar 20) | 13% (Mar 20) | Green | 13.23% (Dec 19) | ✓ | 10.67% (Mar 19) | ✗ |
| | HROD 03 - Percentage of staff under 30 | 16% | 12.40% (Mar 20) | 16% (Mar 20) | Red | 12.18% (Dec 19) | ✓ | 11.86% (Mar 19) | ✓ |
| | HROD 04 – Sickness* | 6.25 days (FTE) | 6.65 (Mar 20) | 6.25 (Mar 20) | Amber | 6.63 (Dec 19) | ✗ | 6.36 (Mar 19) | ✗ |
| | HROD 05 - Off payroll workers as % of workforce | 5% | 5.58% (Mar 20) | 5% (Mar 20) | Amber | 5.25% (Dec 19) | ✗ | 5.45% (Mar 19) | ✗ |
| | HROD 06 - Apprenticeships as % of workforce | 2.3% (192) | 1.90% (Mar 20) | 2.3% (Mar 20) | Amber | 1.58% (Dec 19) | ✓ | 1.70% (Mar 19) | ✓ |
| | HROD 07 - Apprenticeship levy 12 months forecast spend (excluding schools) * * First funds due to expire in May 2020 | 100% | 77.46% (Mar 20) | 100% (Mar 20) | Red | 81.03% (Dec 19) | ✗ | N/A | |

*Sickness report at Q4 does not include the COVID-19 statistics. These are recorded and stored under a new absence management coding system on SAP, created in mid March, in response to the Coronavirus outbreak. The creation of this new absence coding provides accessibility to real time data, used on a daily basis by the HR Insight & Intelligence team to support workforce planning, ensuring the Council can continue to maintain and deliver vital services, protecting vulnerable and other Surrey residents during this global crisis. This data is also used by HR Business Partners to liaise with Services with the aim to support affected members of staff, and put interventions in place where required. **Reports on the Covid-19 absences are shared with CLT on a daily basis**, and shows all instances recorded under 3 official categories:

- a) Self isolating but working
- b) Self isolating and unable to work
- c) COVID-19 tested positive

Service Delivery Measures – Q4 2019/20

| Organisation  | Indicator | 2019/20 Full year target | Latest Result <small>(available at Q3 19/20)</small> | Latest Target <small>(available at Q3 19/20)</small> | RAG | Previous Result | Latest vs Previous result | Result this time last year | Latest vs this time last year |
|---|--|----------------------------------|---|---|--------------|--------------------------|---------------------------|----------------------------|-------------------------------|
| | Customer 01 – ASC referrals to preventative services | No target* | 618 (Mar 20) | N/A (When) | Green | 509 (Dec 19) | ✓ | 607 (Mar 19) | ✓ |
| | Customer 02– Contact centre first time resolution | 80% | 83% (Mar 20) | 80% (Dec 19) | Green | 82% (Dec 19) | ✓ | 80% (Mar 19) | ✓ |
| | Customer 03 – Contact centre satisfaction rate | 90% | 95.6% (Mar 20) | 90% (Dec 19) | Green | 94.9% (Dec 19) | ✓ | 94.5% (Mar 19) | - |
| | Customer 04– Successful online completion rate | No target (refining target**) | 50.2% (Mar 20) | N/A (When) | N/A | 52.9% (Dec 19) | - | New | New |
| | RS 01 - Satisfaction with the way the council runs things (Residents Survey) | 52-54%*** | 52.8% (Mar 20) | 52-54% (Mar 20) | Green | 54% (Dec 19) | ✓ | 53% (Dec 18) | ✓ |
| | RS 02 - Satisfaction that the Council offers good value for money (Residents Survey) | 34-36%*** | 35.2% (Mar 20) | 34 -36% (Mar 20) | Green | 38% (Dec 19) | ✓ | 35% (Dec 18) | ✓ |

*measure under review

**we are currently looking at industry standard to establish a meaningful target for this measure

***target set within a range as all surveys are subject to a margin of error based on the sample size and demographic surveyed. Target based on historic trend.

Corporate Health & Safety Measures – Q4 2019/20

Organisation



| Indicator | 2019/20 Full year target | Latest Result (Q4 19/20) | Latest Target (Q4 19/20) | RAG | Previous Result (Q3 19/20) | Latest vs Previous result | Result this time last year (Q3 18/19) | Latest vs this time last year |
|---|--------------------------|-----------------------------|-----------------------------|-----|-------------------------------|---------------------------|--|-------------------------------|
| Health & Safety 01 – Total number of H&S incidents | No target | 1476 | No target | n/a | 1,792 | ✗ | 1,225 | ✗ |
| Health & Safety 02 – Number of employee incidents | No target | 254 | No target | n/a | 446 | ✗ | 324 | ✗ |
| Health & Safety 03 – Number of “others” injured | No target | 535 | No target | n/a | 808 | ✗ | 713 | ✗ |
| Health & Safety 04 – Percentage of incidents reviewed | 100% | 93% | 95% | Red | 89% (1594) | ✗ | 97% (1192) | ✗ |
| Health & Safety 05a – RIDDOR* Reports (*Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) | No target | 8 | No target | n/a | 6 | ✗ | 3 | ✗ |
| Health & Safety 05b – Employee Injury Lost Time | No target | 74 | No target | n/a | 83 | ✗ | 87 | ✗ |

Finance



- The Council has delivered an overall surplus of £0.2m for 2019/20, which is an improvement of £2.6m from Q3, where a deficit of £2.4m was reported.

| Directorate | Outturn £m | Budget £m | Variance £m |
|--|---------------|--------------|----------------|
| Children, Families, Learning & Culture (CFLC) | 244.7 | 243.4 | 1.3 |
| Public Health | 30.0 | 30.2 | (0.2) |
| Adult Social Care (ASC) | 362.6 | 364.0 | (1.4) |
| Environment, Transport & Infrastructure (ETI) | 129.2 | 129.0 | 0.2 |
| Community Protection (CP) | 33.7 | 34.5 | (0.8) |
| Resources (Res) | 70.2 | 71.2 | (1.0) |
| Transformation, Partnership & Prosperity (TPP) | 15.3 | 14.7 | 0.6 |
| Central Income & Expenditure (CIE) | (896.4) | (887.1) | (9.4) |
| Directorate position | (10.7) | 0.0 | (10.7) |
| Carry Forward Reserve | 3.0 | | 3.0 |
| Investment in the DB&I project | 0.5 | | 0.5 |
| Support the Coroner service | 0.5 | | 0.5 |
| CFLC family safeguarding pressures | 1.4 | | 1.4 |
| Increase to the 20/21 Contingency | 2.5 | | 2.5 |
| Contribution to the GF Reserve | 2.6 | | 2.6 |
| Outturn (surplus) / deficit | (0.2) | 0.0 | (0.2) |

Transformation



PEOPLE PORTFOLIO – MARCH 2020

Status:



Accommodation with Care and Support



Adult Social Care Practice Improvement



Adult Social Care Market Management



Adult Mental Health



Adults with Learning Disabilities and Autism



Domestic Abuse



Family Resilience



Health and Social Care Integration

Libraries and Cultural Services



Preparing for Adulthood



SEND



Working Differently with Communities



Key Achievements/Good news stories

- SEND: while significant challenges remain, there has been a step change in partnership working and confidence in the programme, recognised by improving metrics and the health check review.
- Practice Improvement: updated milestone plan developed with programme stakeholders for 2020/21 delivery.
- Learning Disabilities and Autism: permanent management structure in place, mobilising the reviews workstream.
- Outcome models: work commenced on priority programme outcome models, requirement for strategic outcome data identified

Items for escalation/decision

- COVID-19 impact assessments are being carried out for all of the programmes
- Initial high level assessments have been flagged for Practice Improvement, Adults with Learning Disabilities and Autism, SEND, Libraries, Accommodation with Care and Support, and Emotional Wellbeing & Mental Health which are highest profile and make the most significant contribution to overall transformation objectives

Key activities for next period

- All programmes are undertaking full COVID-19 impact assessments and developing options, proposals and plans
- Both Accommodation with Care and Support and Emotional Wellbeing and Mental Health were expecting to launch tenders early April – both will be delayed
- Phase 1 of Libraries Co-design was due to begin – this is now being re-planned and a proposal developed

Key risks/issues

- Learning Disabilities and Autism Issue: Whilst there has been significant progress stabilising the service and dedicated support to drive recruitment and induction of high quality staff is in place, it is expected to be several more months until there will be the capacity the reviews that are expected to achieve the programme outcomes.
- SEND Risk: The impact of the strategy will be limited if the Operational Improvement is not achieved
- COVID-19 risk: portfolio objectives (improved resident outcomes and financial sustainability) for 2020/21 are at risk pending the full COVID-19 implications

Transformation



PLACE PORTFOLIO – MARCH 2020

Status:



Rethinking Transport



Community Protection and Fire



RAG status provided for programmes in delivery phase only

Key Achievements/Good news stories

- Business travel pilot behavioural insights supplier confirmed and scoping phase underway. Engagement event with business representatives successful
- Public sector travel pilot funding agreed and supplier commissioning started to deliver an organisational travel plan for SCC in line with Moving Closer to Residents timelines
- Successful senior leadership session reviewing potential connection between greener futures and rethinking transport programmes to ensure programme alignment and impact is maximised
- Preparation for the go live of the community protection model continues with selection processes continuing and relations with the trades unions becoming more positive

Items for escalation/decision

- None

Key activities for next period

- Working to develop business cases, project plans and mobilisation of all programmes which are in early design phases, including Greener Futures, Rethinking Waste, Countryside, Restructuring Environment, Transport and Infrastructure and Improving our infrastructure assets
- Rethinking transport new governance to be established and all workstreams finalised
- Agree strategic principles to inform Local Transport Plan refresh and commence procurement process
- Implementation of the community protection model go live
- Additional community protection and fire programme resources are in place, and new web content will go live

Key risks/issues

- COVID-19 response will deflect resources from all programmes in the portfolio
- The Fire inspection scheduled for June is now in question – clarity is awaited.
- Fire dispute continues, however the process of Community Protection transition continues
- Evolving requirements have meant a lack of clarity on overall scope of some of the emerging programmes

Transformation



ORGANISATION PORTFOLIO – MARCH 2020

Status:



Moving Closer to Residents



Agile



Digital



Entrepreneur



Property



Digital and Business Insights



Key Achievements/Good news stories

- Digital budget review completed
- Digital benefits analysis underway on all projects
- Agile budget review underway
- Windows 10 deployment adapted to meet COVID-19 needs
- Moving Closer to Residents change management and engagement team ramped up
- Property Programme Management recruitment started
- Commercialisation project resource identified
- Moving Closer to Residents revised programme approved and communicated

Key activities for next period

- Initiate and implement new Agile & Digital board
- Finalise financial year budget rollovers
- Present Moving Closer to Residents Project Initiation Document and budget to board
- Commence Moving Closer to Residents team engagement
- Identify key risks and opportunities between Digital and Business Insights and other programmes (dependency mapping)
- Digital projects will continue remotely
- Initiate Commercialisation work

Items for escalation/decision

- Moving Closer to Residents acquisition of Midas House carries too much risk due to COVID-19.
- Home-based working for Digital and Agile projects

Key risks/issues

- COVID-19 takes priority over Agile workstreams
- Midas House purchase risk – speed of exchange, cost of moving tenants, willingness of tenants to move, availability of supply chain
- Moving Closer to Residents team engagement changes shape – cannot do planned team by team interviews

| Risk | Current Strategic Risk | Risk Description |
|------|---|--|
| | COVID-19 | Failure of the organisation to effectively respond to COVID-19 results in severe and prolonged service disruption and loss of trust in the organisation. |
| | Financial Resilience | Failure to develop sustainable medium term financial plans leads to increased levels of external censure and reactive service reductions. |
| | Delivery of Savings Plans | Failure to deliver savings plan lowers the council's financial resilience and leads to reactive service reductions. |
| | Transformation | Failure to deliver the intended outcomes of the council's Transformation Programme leads to inability to generate service improvements. |
| | Location and ways of working change | The volume and pace of change leads to disruption to service operations and users, and/or failure to deliver savings plans. |
| | Partnership Working | Ineffective partnership working and lack of community resilience leads to inability to generate planned outcomes. |
| | Children's Safeguarding (Ofsted rating) | Failure to transform the provision of children's services leads to children being left in harmful situations and damaged reputation |
| | Provider Market | Lack of availability of provider market leads to inability to maintain services. |
| | SEND | Lack of transformation of SEND services at scale and pace required leads to inability to control the council's budget. |
| | Workforce | Insufficient capability and competency leads to reduction in staff capacity and resilience. |

Risk

Embedding a new Risk Management Approach & Culture

- Risk management consultants Gallagher Bassett carried out a Baseline Review of the Council's Strategic Risk Management arrangements at the end of 2019. The overall finding was:

The council demonstrates a fundamental commitment to embrace risk management as an essential management practice and embed it within the organisational culture.

- A number of recommendations were made which we have broadly characterised as **operational (processes, risk register)** and **strategic (RM Strategy & Framework)**
- We are currently in the process of procuring a Strategic Risk partner to support the implementation of the recommendations with the aim of:

Raising the profile, impact and effectiveness of the council's approach to risk management and ensuring clear policies are in place, are adequately resourced and have full engagement across the Council.

- In time, risk management will look and feel differently and will involve a real change of culture.

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