



## **Portfolio Holder Performance Report**

### **Quarter 2 2019/20**

#### **Councillor Sophie Meudec**

Shared Revenues Partnership – Revenues

Shared Revenues Partnership – Benefits

Legal and Democratic Services

Human Resources

This report contains:

- Performance Indicators, quarter 2 figures for 2019-20, targets and an explanation for any indicators out of target.
- Corporate Activities and a risk grading for each activity.

## Portfolio Holder Performance Report for 2019/20

Month	PI Ref	PI Description	Target	Actual	Officer Comment	Unit Comment
<b>Portfolio Holder: Sophie Meudec</b> <b>Responsible Officer: Helen Pluck</b> <span style="float: right;"><b>Service Area: Human Resources</b></span>						
Sep	LI 023	Number of working days lost due to sickness absence per FTE(cumulative)	3	1.58	Reduction of number of working days lost due to sickness can be attributed to employees with long term absences returning to work and effective management of sickness absence.	
Sep	LI 384 6mthly	% of Apprenticeship posts that are currently occupied	80	76.5	One vacancy not filled and re-advertised, recruiting to other vacancies.	
Sep	LI 459 6mthly	Apprenticeship levy spend (%) 6mthly	50	42.69	This reflects a higher proportion of apprentices currently undertaking lower level qualifications at present.	

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<b>Responsible Officer: John Chance</b>						<b>Service Area: SRP Benefits</b>
Sep	LI 016	Speed of processing: average time for processing new claims (Days)	24	15.75	New claims are being managed within target.	
Sep	LI 017	Speed of processing: average time for processing notifications of changes of circumstances (Days)	7	6.05	Changes of Circumstances are being managed within target.	
Sep	LI 193	LA error (%)	0.48	0.26	The level of error is significantly below the threshold cap at the present time. This suggests that IBC will be entitled to claim the additional subsidy 'incentive' reward for minimising error.	
Sep	LI 206	Financial accuracy of Benefit processing (%)	98	98.19	Financial Accuracy exceeds targeted percentage.	
Sep	NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (Days)	10	6.69	All claim activity is being managed within target.	

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<b>Responsible Officer: John Chance</b>						<b>Service Area: SRP Revenues</b>
Sep	LI 012 cumul	Proportion of Council Tax collected (% - cumulative)	53.4	53.31	Down on target by £70,000, however up on collection as at the same point in 2018/19. Frequent changes to liability are creating more debt to be collected in the final quarter of the year. The value of debt to be collected in February and March has increased by £575,000 compared to the profiled debt at the start of the year.	
Sep	LI 013	% of non-domestic rates collected in current financial year (cumulative)	57	58.33	Currently above target.	
Sep	LI 352	SRP: % of HB Overpayments collected	80	123.05	Target exceeded. Currently the value of overpayments collected exceeds the value created. Target to be reviewed for 2020/21	

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<b>Responsible Officer: Shirley Jarlett</b>						<b>Service Area: Legal &amp; Democratic Services</b>
Sep	LI 001	% of Freedom of Information requests responded to within 20 working days	95	95.6	this relates to FOI's requests received between April - August 2019.	
Sep	LI 205	% of local land searches completed within 7 working days	99	100	Team are working hard to maintain this level	
Sep	LI 525	% of matters (not including possessions and prosecutions) are commenced within 10 working days on receipt of full instructions	95	79.63	This is reflective of the period falling over the holiday period, and the increase in work coming into the team. This is being addressed going forward to bring this in line with the target.	
Sep	LI 526	% of prosecutions commenced with 20 working days of receipt of full instructions	95	77.78	there has been a slight reduction in these due to this quarter covering the holiday period	
Sep	LI 527	% of possession matters commenced within 20 working days of receipt of full instructions	95	100	this is reflective of the fact that there has been 3 possessions over this period	
Sep	LI 528	% of DSARs responded to within 1 month	85	85.8	All DSAR's received since September have been completed.	

# CORPORATE PLAN DELIVERY

## PRIORITY 1: A Strong Ipswich Economy

### Develop a new approach to apprenticeships within the Council

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
Reviewing the potential for creation of apprentice roles, using the apprentice levy, to support succession planning.	Train to leave. Recruitment.	A	<p>To support the People Strategy, HR is working with service areas to increase the number of new apprenticeship opportunities, including higher level apprenticeships to help recruit to hard to fill vacancies. HR will also maximise the use of the apprenticeship levy by providing apprenticeship development opportunities within each area and assist to identify training needs. Op's managers are encouraged to consider establishing an apprentice post if there is a service need or a vacant post to fill.</p> <p>Attendance at job fairs to actively engage and raise awareness of apprenticeship opportunities within IBC.</p> <p>Activity will continue into 2019/20</p>	Christine Spittlehouse	Helen Pluck
[Completion Due: 2019/20]					

# CORPORATE PLAN DELIVERY

## PRIORITY 4: A Healthy Community

### Proactively support safeguarding of children and vulnerable adults through our own systems and links with key partners

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
Human Resources - ensured that the Council is carrying out responsibilities for safeguarding the welfare of children, young people and vulnerable adults in line with policy and other service areas within the Council.  [Completion Due: 2019/20]	Non-reduction in risk to children/vulnerable people Non-referral resulting in adverse publicity IBC safeguarding processes not followed resulting in unacceptable behaviours to undertake appropriate employment	A	IBC's safeguarding responsibilities are reviewed annually by the Suffolk Safeguarding Children Board, and the Suffolk Safeguarding Adults Board. Safeguarding training content has been updated to include reference to Gangs and County Lines. Training sessions have been delivered to services which need specifically tailored sessions for example responders within ESC and more planned as required. Induction checklists are under review to ensure they reflect current best practice.	Christine Spittlehouse	Helen Pluck

# CORPORATE PLAN DELIVERY

## PRIORITY 5: Quality Homes for All

### Manage the transition to Universal Credit as it affects our tenants

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
Supporting the transition to Universal Credit which will be implemented from May 2018.	Unknown quantities - speed of transfer, speed of change, government policy.	G	The Council, in particular Tenancy Services, SRP, Housing Options, Customer Services and Comms and Marketing continue to support and improve the UC experience for Ipswich residents by ensuring we adapt our services to emerging trends i.e. reviewing Alternative Payments Arrangements, upskilling officers to work with UC recipients, supporting Private Landlords and supporting residents.	Martin King Amy Mayes	Ian Blofield John Chance Justin Jupp
[Completion Due: 2019/20]	Cannot plan for a natural migration.  Increase in arrears and associated workload if not managed.		<p>Demand for Personal Budgeting Support and Assisted Digital Support has been significantly less than predicted at the beginning of the financial year (PBS is at 32% of the forecast position and ADS activity is at 43% of the forecast.</p> <p>(Tenancy Services) Continuing to offer a triage service for tenants recently joined UC, which has had a positive impact on arrears. Currently managing 1,161 cases and the average debt of the cases in arrears remains under £500 (£482.57). 204 alternative payment arrangements in place. This compares to 464 cases at the same point in 2018, average debt £463.64. We continue to have positive working relationships with Ipswich JCP and have a dedicated special point of contact, which is proving particularly useful for complex cases and vulnerable tenants. Improvements to the Landlord Portal have been made so we can now easily identify new claim verifications from change in circumstances.</p> <p>Benefits and Business Support: The Pilot scheme for a Managed Migration of up to 10,000 customers to UC commenced in Harrogate on 25th July 2019. The pilot, which is due to run until December 2019, offers customers a voluntary transfer on to the pilot programme rather than require their migration compulsorily. The outcome of the pilot will be reported to Parliament in October 2020.</p>		



# CORPORATE PLAN DELIVERY

## PRIORITY 7: An Efficient and Effective Council

### Deliver the "big ticket" savings and income targets and seek additional ways to cut costs and generate income

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
Increase the take-up of Ebilling  [Completion Due: 2020/21]	Lack of customer apatite for such a low frequency contact. Minimal savings opportunity	G	Q2 Update - Take-up now at 4.03%. up 1.03% on Qtr1. Some informal feedback suggests a number of people are not interested in switching to ebilling for 1 bill per year. A meeting is scheduled for the 18/10/2019 with Communication and Marketing in order to commence the design of the 2021/22 annual billing take-up campaign. This is the only time we contact every household.	Andrew Wilcock	John Chance

### Increase our online offering, joining up different systems so customers only have to "tell us once" and encouraging cheaper and more efficient interactions with the Council

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
SRP Revenues - Increase the use of SMS  [Completion Due: March 2020]	Need the most up to date phone number for the customer Incurring costs Northgate functionality	G	Implementation of the SMS functionality into Overpayments is on hold as the system fix from Northgate is still outstanding	Andrew Wilcock	John Chance

### Seek to reduce reliance on government grants

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
SRP Revenues - Collection of Council Tax - collect current and previous year's Council Tax arrears  [Completion Due: Ongoing]		G	Q1 Council Tax collection: 27.57% (£20m). This is 0.08% up on Q1 2018/19. Council Tax arrears have reduced by 21.35% (£1.3M) Q2- Update Council Tax collection: 53.31% (£39m). This is 0.10% up on Q1 2018/19. Council Tax arrears have reduced by 23.34% (£1.4M)	Andrew Wilcock	John Chance
SRP Benefits & Business Support - Maximise Income from Subsidy. Keep Local Authority Error below 0.48%. Financial Accuracy of Benefit Processing – > 98%  [Completion Due: Complete]		G	Q2 YTD 2019-20 New claims 15.84 days Changes of circumstances 5.05 days Financial accuracy 98.19% Local Authority Error 0.26%	Amy Mayes	John Chance

# CORPORATE PLAN DELIVERY

<p>SRP Revenues - Collect current and previous year's Non-Domestic Rates arrears</p> <p>[Completion Due: Ongoing]</p>	<p>G</p>	<p>Q1 Council Tax collection: 58.33% (£30m). This is 0.65% up on Q1 2018/19. Council Tax arrears have reduced by 3.53% (£33k)</p> <p>Q2 - Update. Council Tax collection: 30.34% (17m). This is 0.11% up on Q1 2018/19. Council Tax arrears have reduced by 11.66% (£199k)</p>	<p>Andrew Wilcock</p>	<p>John Chance</p>
<p>SRP Revenues - Collection of Housing Benefit Overpayments - collect overpaid Housing Benefit where there is no longer a live claim</p> <p>[Completion Due: March 2019]</p>	<p>G</p>	<p>Q1 Overpayments collection: 152.8% During qtr1 the value of overpayments collected has exceeded the value created. We have collected £179k compared to £154k for Q1 2018/19. Q2 - Update Overpayments collection: 123.05% The total amount collected as at the end of Q2 was £1.03m</p>	<p>Andrew Wilcock</p>	<p>John Chance</p>

## Develop our employees to ensure they are customer-focused, proactive and have a can do approach

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
<p>Human Resources - Develop a Learning &amp; Development Framework - to include career progression, apprenticeships, continued development of skills and competencies for managers</p> <p>[Completion Due: 2019/20]</p>	<p>Staff may seek other external opportunities due to an increase in transferable skill if the strategy is delivered which may have an effect on workforce plans.</p> <p>If the strategy is not delivered, it may result in an increase staff turnover, as employees may seek development opportunities elsewhere.</p> <p>If not delivered, workforce may not have the skills to effectively complete the role that they are employed for.</p>	<p>A</p>	<p>To support the People Strategy, a learning and development framework has been produced and progress is being made. The Corporate Induction has been reviewed and implemented. The following training has been delivered: sessions which support employee wellbeing e.g. Men's Health Awareness toolbox talks; Performance Appraisal Training for appraising managers and employees; service-specific training (Customer Service training); and bespoke team development.</p>	<p>Christine Spittlehouse</p>	<p>Helen Pluck</p>
<p>Human Resources - Employee Assistance Programme</p> <p>[Completion Due: complete]</p>	<p>If the programme does not deliver, employees may not have access to the appropriate assistance and may result in increased absence and under performance.</p>	<p>G</p>	<p>The Employee Assistance Programme supports the People Strategy Well-Being goal and the Time to Change Pledge. The implementation of this programme is complete. Some of the programmes content may be influenced by some of the ongoing Wellbeing work.</p>	<p>Christine Spittlehouse</p>	<p>Helen Pluck</p>

# CORPORATE PLAN DELIVERY

## Develop and implement a People Strategy and workforce development plan so we develop, retain and attract talented people

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
<p>Implementation of the People Strategy with action plan</p> <p>[Completion Due: 2019/20]</p>	<p>Failure to develop the People Strategy will impact on the Council's workforce planning.</p>	A	<p>Strategy is now being delivered and action plans are being produced to support strategy goals. Progress has been made in relation to the six goals within the strategy which includes national pay award implemented, Time to Change Pledge, Mental Health First Aiders, updated automated recruitment process. Ongoing activity includes providing NHS Health checks for employees; weight management and smoking cessation programmes; promoting World Mental Health Day, and progressing the Time to Change Employer's Pledge Action Plan.</p>	<p>Christine Spittlehouse</p>	<p>Helen Pluck</p>

## Modernise our finance and HR ICT systems to ensure that they support modern working practices

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
<p>Human Resources - HR system implementation</p> <p>To develop other modules within the system, to provide a comprehensive HRIS system across the Council</p> <p>[Completion Due: complete]</p>	<p>Lack of resources required for system upgrades.</p>	G	<p>Ongoing work will continue on the system to ensure it meets the needs of the business and maximise efficiency opportunities that can be delivered via the system.</p>	<p>Christine Spittlehouse</p>	<p>Helen Pluck</p>