

GROWTH, ENVIRONMENT AND RESOURCES SCRUTINY COMMITTEE	AGENDA ITEM No. 7
7 NOVEMBER 2018	PUBLIC REPORT

Report of:	Peter Carpenter, Acting Corporate Director for Resources	
Cabinet Member(s) responsible:	Cabinet Member for Resources	
Contact Officer(s):	Peter Carpenter, Acting Corporate Director for Resources Mandy Pullen - Assistant Director - HR and Organisational Development	Tel.01733 - 452520

PORTFOLIO PROGRESS REPORT FOR THE CABINET MEMBER FOR RESOURCES

RECOMMENDATIONS	
FROM: Peter Carpenter, Acting Corporate Director for Resources	Deadline date: N/A
<p>It is recommended that the Growth, Environment and Resources Scrutiny Committee:</p> <p>1. Note the report.</p>	

1. ORIGIN OF REPORT

1.1 This report is being presented by the Cabinet Member for Resources at the request of the Growth, Environment and Resources Scrutiny Committee.

2. PURPOSE AND REASON FOR REPORT

2.1 This report is provided to update the Scrutiny Committee on the progress of items under the responsibility of the Cabinet Member for Resources.

2.2 This report is for the Growth, Environment and Resources Scrutiny Committee to consider under its Terms of Reference Part 3, Section 4 - Overview Scrutiny Functions, paragraph No. 2.1 Functions determined by Council:

- 9. Strategic Financial Planning
- 10. Partnerships and Shared Services
- 11. Digital Services and Information Management

2.3 This report sets out delivery in the Resources portfolio over the past year - these link to Corporate Priorities.

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	N/A
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4. BACKGROUND AND KEY ISSUES

4.1 This report forms the annual progress report of the Cabinet Member for Resources and is

structured around each of those elements he is responsible for:

- Finance;
- Customer Services and Shared Transactional Services;
- Procurement;
- Business Support;
- ICT and Business Transformation;
- Human Resources;
- Property.

4.2 **Finance** have spent a significant amount of time this year evaluating the councils budget position, implementing a quarterly budgeting process in order to action change more quickly, and launched the “Stand up for Peterborough campaign. This has included:

- Moving from a Medium Term Financial Strategy that was underpinned by the use of one off resources to a more sustainable approach;
- The reduction of the capital programme to a level that is deliverable within the resources that the Council has available to it;
- Ensuring that options are deliverable.

This work has included interactions with Council Officers, Members, Partners and Stakeholders. Key milestones in the past year have included:

- Delivery of Phase 1 of the 2018/19 to 2020/21 MTFS in December 2017;
- Delivery of Phase 2 of 2018/19 MTFS in March 2018;
- Delivery of the 2018/19 Treasury Management Strategy and Asset Investment Strategy
- Delivery of Tranche 1 of the 2019/20 MTFS in July 2018;
- Presentation of the Stage 2 Budget to Cabinet and the Public for Consultation on the 15th October.

The 2017/18 outturn was reported to Cabinet in June. This moved from an overspend position in August 2017 to a Revenue underspend position of £6.9m. The Council spent £80m through its Capital Programme.

The 2016/17 statement of accounts were closed with an unqualified audit opinion and were approved at the July Audit Committee. This is 2 months earlier than in previous years. The Council also closed Combined Authority Accounts to the same timetable.

Projects delivered during the last year have included:

- Development of an updated Fletton Quay and Office Accommodation plan;
- Delivery of the Financial aspects of the Joint Housing work with Medesham Homes;
- The closure of the Cash office on the 14th March with minimal customer impact; and
- Supporting the Combined Authority by providing a range of financial support services.

We have also begun work with Cambridgeshire County Council to set up the arrangements under which “Shared Services” would work including:

- Work to move forward the convergence of ICT systems across both Councils over time in order to deliver efficiencies and savings in the future;
- The establishment of financial protocols for sharing services. These have passed through approval governance processes in both Councils;
- Agreement of Shared Service finance and other joint working templates to ensure services are compared on a like for like basis.

4.3 There have been a number of initiatives that have been delivered through our **Customer Service and Shared Transactional Services** to the benefit of the Public. These include:

- The commencement of Universal Credit full service on the 15th November;

- Providing the first 'Bailiff Payment and Advice' surgery to support customers in debt. Eleven customers with multiple Council Tax debts supported as a result avoiding further bailiff contact;
- The closure of the Cash Office on the 14 March 2018 . Every customer using the Cash Office was advised of the closure from December 2017 and other communications channels used to inform of the change and alternatives to payment have included the use of the website, posters/banners and social media. Cash Office staff also alerted customers about other payment options available. 6 months after the closure of the Cash Office there has been no reduction in income as a result of the closure with more customers now making payments online and via automated telephone lines. Cash payments can still be made for many services at post offices and payzone outlets;
- First large council tax liability court hearings of the 2018/19 year were held in the late summer. Numbers remain similar to last year and collection rates for council tax and business rates remain on target;
- The location of the teams within Customer Services has now been agreed following the opening of Sand Martin House and the vacation of Bayard Place. The call centre will move to the ground floor of the Town Hall and the reception and Face to Face teams will operate out of 2 units at the front of the the Town Hall next to the new DWP Offices and across from the Cross Keys Homes Customer Centre. This is due to take place in early March 2019. Central complaints have moved to Sand Martin House with the ASC and CSC contact teams;
- The call centre team dealt effectively with calls in respect of the bulky waste free trial that took place at the start of the year. All available slots to the trial end date on the 09/03 were taken by 18 January. When comparing the number of bulky waste calls answered (for any reason) on Jan 17 and Jan 18, there were on average 31 more calls answered per day in Jan 18;
- The garden waste collection service for sign ups commenced on 03/04/18. At the 14 May, 16,690 customers have signed up with the majority online (53%) or via auto renewal/direct debit (26%). By the end of May over 18,700 customers have been signed up of which the call centre were responsible for 3,500, or 19%. Overall Customer Services had signed up 5,970 or 32% of the total indicating that the expected channel shift had not been fully realised especially with more auto renewals in place this year.
- On the performance front:
 - Customer satisfaction surveys were completed across the call centre and reception teams and overall 98% of customers are either satisfied or very satisfied with the quality of service they received. This is an excellent result and confirms the overall level of service delivered as shown by the customer service excellence accreditation retention;
 - The customer services team was successful in retaining its Customer Service Excellence accreditation following a review on the 12 July 2018. This is the 10th year in a row that the team has held the accreditation. Press releases were issued by both PCC and Serco comms teams to publicise this success;
 - The Peterborough-Serco Strategic Partnership Local taxation team were highly commended in the 'Most Improved Team of the Year' category at the Institute of Revenues, Rating and Valuation (IRRV) annual awards ceremony in October 2018.

4.4 The **Procurement team** have continued to provide a range of procurement support to Council Departments to assist and ensure that value is driven out of the £260m of contracts that the Council manages on behalf of itself its stakeholders and partners. Key highlights include:

- Procuring the goods and services for Sand Martin House;

- Being successful in being chosen to provide a Procurement Service for the Combined Authority;
- Run a training session for local businesses on how to use the Council's eSourcing systems in collaboration with the Chamber of Commerce;
- Work continues on implementing Category Management (design of new service, development of tools and techniques) at the Council in order to gain greater efficiencies from Procurement.

On the Performance Front, the team were:

- Runners Up in the CIPS/SM Awards in the category of Relationship Management (Winners Jaguar);
- Finalists in National Procurement GO Awards for Best Procurement Team.

4.5 **Business Support** continue to support the business to ensure it can deliver services to Customers. This has included work on the move to Sand Martin House. Highlights have included:

- Change Champion Network – the campaign to get the network noticed and encouragement of the Change Champions to get onboard with change projects has paid off. As the move to Sand Martin House got closer the network became more active, and proactive, proving its value to the programme and PCC;
- Business Support and the Central Support Unit have worked with teams across the Partnership to arrange redirection of post, mail collection and delivery times in preparation for move to Sand Martin House. This has included the move to the use of only Second Class post.

The Team have secured new training opportunities with Cross Keys and Sue Ryder extending the reach to more digitally excluded people.

Paper payslips continue to be reduced by Payroll and these should fall to less than c. 150 by the end of September.

4.6 As with other services, a key driver for the year for **ICT and Business Transformation** has been the facilitation of the Office move to Sand Martin House. This has gone very smoothly, with Staff having now transferred and the Server Room to be moved in the Autumn. The continuity of Service delivery has been aided by:

- Launching the #AskOscer initiative that has brought IT professionals onto the floors where people are working to help enable them to utilise their IT equipment and facilitate people going agile;
- Dealing with an additional 300 contacts to the helpdesk due to the move to Sand Martin House.

A number of meetings have been held with the County Council on the Client side to identify and move to closer alignment of financial systems and processes. All core systems will form part of this review.

A new IT Strategy was launched at Cabinet in July. This included the alignment of systems with the County Council and the move back from Google to Microsoft.

Other highlights during the year have included:

- A 21% reduction in helpdesk calls when comparing February 2018 to February 2017;
- The decommissioning of the Oracle Financials system;
- The rationalisation of the use of storage facilities to make the service more efficient and

- cost effective;
- The connection of Sand Martin House to CityFibre;
- The Digital inclusion team have had tremendous success with training in the Hindu community, So popular further events are being discussed;
- The facilitation of the closure of the Cash Office by the provision of alternative payment solutions.

4.7 **Human Resources** continue to support the Authority in this time of change including the move to Sand Martin House. Significant work has included:

- The support of 14 change programmes which cover service redesign; tupe transfers both into the organisation and external, sharing, where we can and the academisation programme which continues to require HR input as primary schools transfer to respective Trusts;
- Supporting two key corporate projects including the move to Sand Martin House and the feasibility study regarding potential sharing of wider Services across Cambridgeshire County Council and PCC. Current resource requirements are being considered to support these;
- Support has been provided to revise the Consultants and Interims Policy to take into account the HMRC regulatory requirements. This was shared with the Audit Committee for review;
- Sand Martin House/Agile working - Management events held by the Chief Executive provided a good update on the progress of the project and an opportunity to obtain thoughts, views and concerns from managers and their teams. HR have worked with management teams with regards to implementing a revised flexible working policy and guidance and have provided support with regards to implementing a revised draft car parking policy;
- 2018 Corporate Training Programme - as part of our closer working arrangements with Cambridgeshire County Council, HR have launched a comprehensive corporate learning and development offer for 2018/19 that supports the Council's new Agile way of working. This provision includes a range of face-to-face courses and a full catalogue of digital resources. Focus is now on revising a corporate e-learning induction module. The new booking system and digital learning platform is self service and accessible via desktop, chromebook or mobile phone;
- Apprenticeship Scheme - whilst there is work being undertaken around apprenticeships with examples of good practice, it is recognised that this needs to have greater focus. Work is underway in conjunction with City College Peterborough to create a robust framework around the Council's apprenticeship offering and use of the levy. This will include a marketing/communication campaign and include our maintained schools and also reach out to include our Corporate Parenting responsibilities around Looked After Children;
- Silver Award for Armed Forces for the Council - PCC has secured a silver award in the Ministry of Defence employer recognition scheme for the Armed Forces. Silver Award holders demonstrate support by employing at least 1 person from the armed forces and actively communicating and projecting a positive image of defence to their employees. The Council also supports reservists by providing the flexibility needed to fulfil their annual training and mobilisation commitments;
- **Staff Boost Week** - A health and wellbeing event, called Boost Week, took place during October 2018, and was very well received and attended. There was a variety of offerings made to staff relating to well-being matters from personalised massage to group sessions where individuals were able to participate in therapeutic activities. Many commented that they are looking forward to the next Boost week and have lots of ideas

to contribute to make it happen.

HR monthly Statistics data @ 28/09/2018 (sickness as of 31/08/2018)

Employment Relation Cases	Current position
Casework under HR Management	43
Cases Closed During the Month	12
Cases Opened During the Month	7
Sickness	7.33 days per employee (4.28%)
Headcount	1329

4.8 As with other Service areas - a key Focus of the **Property Team** has been the smooth transition of the organisation to Sand Martin House. This has included:

- Managing Customer requirements and signing off the “building” as ready to use
- Movement of Staff from other Office locations including the Town Hall, Bayard Place and Manor Drive to Sand Martin House and the decommissioning of those locations including the sale of Bayard Place;
- Refurbishment of the Town Hall South and occupation by the DWP in September 2018;
- Work on securing a tenant client for the vacated Town Hall North location.

Although significant in nature, the move to sand Martin House has only formed part of the team’s work. Other initiatives have included:

- Upgrades in the Rural Estate including a new Grain Store at Thorney and completion of Rent Reviews and upgrades for a number of Properties. An Open Farms initiative on the 9th and 10th June attracted 12,500 visitors;
- Facilitation, with Legal Services, of the completion of Community Asset Transfers. 22 of the 33 Community Centres are expected to transfer this financial year, with work carrying on with the final 11;
- In Period October 2017 to October 2018 we have seen the following significant disposals:
 - TSAM;
 - Bayard Place (for March 2019);
 - John Mansfield site;
- The service continues to deliver the Council’s Landlord and Tenant obligations across our Property Portfolio.

5. CONSULTATION

5.1 Not Applicable - this is an update report for information

6. IMPLICATIONS

6.1 There are no direct implications arising from this report. It is provided for information and comment.

7 BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

8. APPENDICES

8.1 There are no appendices to this Report