

REPORT TO:	Scrutiny & Overview Committee 20 January 2022
SUBJECT:	<i>2022-23 BUDGET AND THREE YEAR MEDIUM TERM FINANCIAL STRATEGY – CORPORATE, RESOURCES AND ASSISTANT CHIEF EXECUTIVE AREAS</i>
LEAD OFFICER:	<i>Elaine Jackson, Interim Assistant Chief Executive Richard Ennis, Interim Corporate Director of Resources and S151 Officer</i>
CABINET MEMBER:	<i>Councillor Callton Young</i>
PUBLIC/EXEMPT:	PUBLIC

COUNCIL PRIORITIES 2020-2024

The Assistant Chief Executive and Resources departments play a critical role in supporting the organisation to deliver against all of the Council's priorities, which the 2022/23 budget and medium term financial strategy are designed to support:

- *We will live within our means, balance the books and provide value for money for our residents.*
- *We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.*
- *We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy. And to keep our streets clean and safe. To ensure we get full benefit from every pound we spend, other services in these areas will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.*

ORIGIN OF ITEM:	At the meeting of the Scrutiny and Overview Committee on 7 December 2021, it was agreed that as part of its Budget Scrutiny process the Committee and its Sub-Committees would take a deep dive on specific budget areas for their meetings in January/February 2022. This item is focused on the Assistant Chief Executive and Resources directorates, as well as corporate items within the 2022/23 budget and medium term financial strategy.
BRIEF FOR THE COMMITTEE:	The Scrutiny and Overview Committee is asked to review the information provided and question officers with a view to, as part of the wider budget scrutiny process, forming conclusions on the deliverability and sustainability of the 2022-23 budget, as well as ensuring there is an understanding of the key risks.

1. EXECUTIVE SUMMARY

- 1.1. On 6 December 2021, Cabinet received a report on the 2022/23 budget and three year medium term financial strategy.
- 1.2. That report set out the route to producing a balanced budget for the Council for 2022/23 and the Medium Term Financial Strategy through to 2024/25, including the further savings required during this time. A second MTFS and 2022/23 budget paper will be taken to Cabinet on 24 January 2022 with two further reports in February with the second of these on 21 February balancing the 2022/23 budget, with a recommendation to full Council on 28 February for budget and tax setting purposes.
- 1.3. The Council is making progress and needs to ensure that this is sustainable through continuing to ensure it has sufficient skills and capacity to deliver what will be a significant improvement and savings programme. Feedback from the Scrutiny Chairs has indicated that this is a particular area of interest for scrutiny under this item.
- 1.4. Included with the Cabinet report was a growth and savings schedule. An extract of this is attached as an appendix to this report, showing the proposals that fall under the following areas as requested by the committee:
 - Corporate items
 - Assistant Chief Executive's directorate
 - Resources directorate

2. DIRECTORATE SUMMARIES

- 2.1. This section provides a summary of the services provided within the Assistant Chief Executive and Resources directorates. This follows the structural changes agreed by Council during 2021/22.

Assistant Chief Executive's Directorate

- 2.2. The Assistant Chief Executive's directorate was created as part of the organisational redesign of the Council. It brings together a number of functions designed to support transformation and improvement across the whole organisation and act as "the engine room for the delivery of the Croydon Renewal Improvement Plan".
- 2.3. Within the directorate is the HR service, providing support, advice and guidance to staff and managers, as well as the organisations HR policies and procedures to ensure a fair, efficient and effective organisation.
- 2.4. The directorate provides the business insight and performance function, working with services across the Council to provide data analysis, forecasting and statutory returns. The corporate programme management

office is also located in the directorate, providing oversight and assurance reporting against various programmes and projects. There is particular focus on identifying opportunities for improvement, with new corporate performance reports launched in 2021.

- 2.5. Whilst engagement with voluntary sector partners happens across many service areas, the directorate hosts a small policy and partnership team, with responsibility for VCS engagement and the Community Fund as well as Local Strategic Partnership and corporate policy and strategy.
- 2.6. The directorate also coordinates our Equality, diversity and inclusion activities, which have been strengthened over the last year with the new Internal Control Board. Additional dedicated staff are also planned. Support is provided to all services to ensure that the Council meets statutory requirements and our Public Sector Equality Duty.
- 2.7. Key corporate activities are also managed within the directorate, including elections and electoral registration, emergency planning and business continuity, communications, organisational development and support to the Leader and Cabinet.
- 2.8. The new Digital and Resident Access division forms part of the directorate. As well as providing the Council's core ICT and digital services, the division draws together the front line and telephony resident access into the Council (including registrars and bereavement), with the aim to review and rationalise access and aligning it with the corporate digital platform. The division also draws together the customer intelligence functions: complaints, information management, data management, FOI and SAR's, providing stronger analysis of the data to identify improvement opportunities.
- 2.9. The Statutory Director of Public Health and the public health team are located within the Assistant Chief Executive's directorate. This enables the role to have the broadest strategic reach for its influence and direction, and ensure that public health is a corporate activity, not limited to certain service areas.

Resource Directorate

- 2.10. The Resources directorate provides a number of fundamental services including finance, legal, commercial and property services and the internal control environment for the Council. There has been significant work to strengthen our internal controls over the last year, and further improvements through the continued delivery of the Croydon Renewal Improvement Plan. There is particular focus on the financial recovery aspects of the renewal plans within the Resources directorate.
- 2.11. Within the directorate are two statutory officers – the S151 Chief Finance Officer and the Monitoring Officer. The Monitoring Officer also leads the

legal, democratic and scrutiny functions and therefore provides a critical service to support Councillors and Council decision making.

- 2.12. Finance is a critical function within this directorate, including accountancy and treasury management functions and the accounts payable functions and systems. The revenues and benefits team is also part of this directorate, with a key role in income and debt collection.
- 2.13. As part of our internal control structures, the insurance, risk, anti-fraud and internal audit services are within the Resources directorate. Regular reports are provided to the Corporate Management Team with updates and compliance assessments against these key areas.
- 2.14. The new division of Commercial Investment and Capital was created as part of the new structure within the Resources directorate. The services manage asset sales and the planning and delivery of the Council's capital programme for its infrastructure and schools expenditure (not the HRA) as well as the Council's estates, facilities and asset management service.

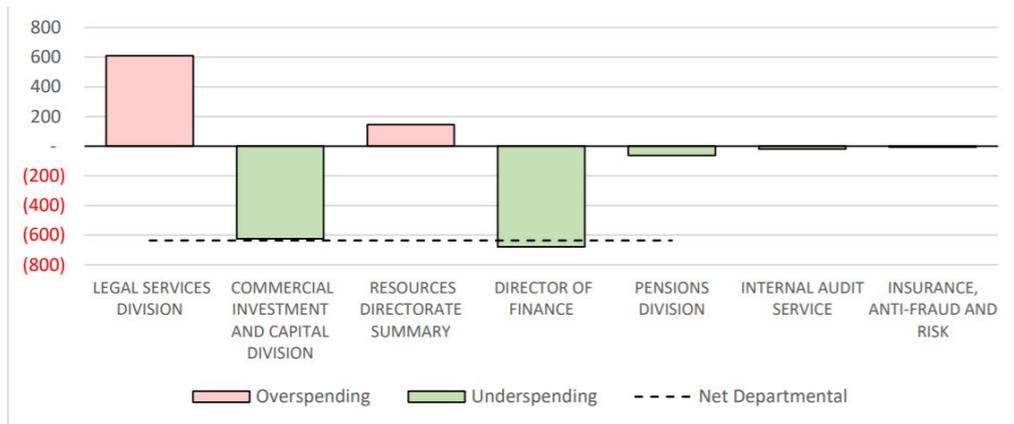
3. MONTH 7 FINANCIAL PERFORMANCE

- 3.1. The latest financial forecasts were reported to Cabinet on 6 December 2021. An extract of the report, covering the Assistant Chief Executive and Resources directorate, as well as corporate items is provided below. The Month 8 monitor will be reported to Cabinet on 24 January 2022.
- 3.2. This demonstrates that all areas are forecasting an under spend against the approved budget. However, there were adverse changes from month 6 to month 7.

	Month 7 Forecast variance	Month 6 Forecast variance from previous month	Change
	£000	£000	£000
Resources	(636)	(848)	212
Assistant Chief Executive	(121)	(210)	89
Corporate items and funding	(3,451)	(3,451)	-

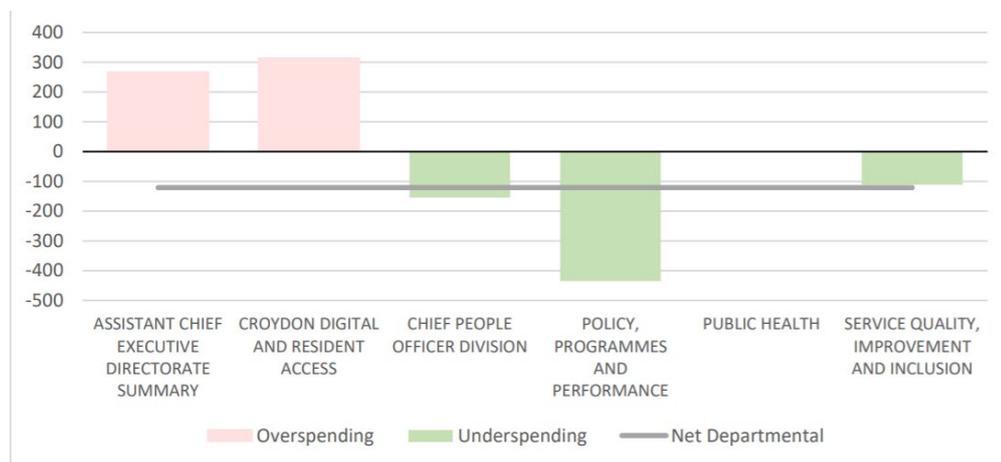
- 3.3. The forecast underspend within Resources was driven by higher collection of court cost income in relation to Revenue & Benefits activities and various staffing related underspends.

Divisional forecast within Resources Directorate



3.4. The forecast underspend within the Assistant Chief Executive's directorate was driven by various staffing related underspends.

Divisional forecast within Assistant Chief Executive's Directorate



3.5. All savings in the 2021/22 approved budget within the Assistant Chief Executive and Resources directorate are on track to be delivered, or have already been delivered in full. However, £1,000,000 fees and charges review within the corporate items was identified as at risk in month 7. This was due to the overall impact of Covid on demand for chargeable items. This is creating pressure in a number of service areas, and as a result the increase in fees and charges is not achieving the anticipated income levels.

3.6. A £400,000 risk was identified within Resources directorate in relation to insurance and risk. This risk is in relation to schools income pressure, which the service is seeking to mitigate through a reduction in premiums and claims. The following risks were also identified, but were unquantified at month 7:

- Resources
 - Legal recharges – risk that recharges income does not match the expenditure forecast within services, resulting in a shortfall

- Unreconciled holding accounts for BIDS, HR staff loans and p-cards – risk that holding accounts do not reconcile, and some balances transfer as pressures in to forecasts
 - Revenues and benefits income – risk that income streams reduce from current trend forecast
 - Potential for commercial tenants not being able to make their rent payments on our investment properties or more of our commercial properties remaining vacant. This is being kept under review
 - Assistant Chief Executive
 - Croydon Digital Service- risk of increased contract costs
- 3.7. No other financial risks were identified in the month 7 report. The risks were offset by a number of opportunities:
- Court cost income could increase above current forecast (£200k)
 - Higher digital advertising income (£250k)
 - Covid grant (£7,799k)
- 3.8. Members will be aware of the significant increase in demand for Democratic Services since March 2020 that has led to the service being unable to meet its minimum statutory requirements since December 2020. This unaddressed growth in demand has culminated in the Council having to formally seek mutual aid from other Local Authorities in December 2021 to ensure that Council and Committee requirements are met. The LGA is undertaking a peer review of the service, expected to report at the end January 2022, that will identify options for the Council to right size the service in response to the pressures on the service and the change in governance model to a directly elected Mayor. It is anticipated that those recommendations will require additional growth in the base budget for the service from 2022/23.

4. SAVINGS AND GROWTH PROPOSALS

- 4.1. A full schedule of savings and growth proposals was included with the 2022-23 budget and medium term financial strategy report to Cabinet on 6 December 2021. A further refresh to the MTFs and the 2022/23 budget will be taken to Cabinet on 24 January 2022.
- 4.2. An extract of this schedule is attached in appendix 1 to this report. This outlines the savings and growth proposals within the Assistant Chief Executive and Resources directorates, as well as corporate proposals.
- 4.3. A brief summary is also provided demonstrating how the savings will be delivered, or for growth items, why these are required and unable to be managed from existing budgets.
- 4.4. The proposals in the appendix are all in relation to the Council's revenue budget. However, given the key role of these directorates in support

transformation and improvement across the whole organisation, there are other funding streams that will provide additional capacity above the revenue budgets.

- 4.5. Capital budgets are utilised where new assets are created. The Commercial Investment and Capital division has significant capital budgets, including both expenditure and capital receipts. Croydon Digital Service also utilises capital expenditure where new digital assets are being developed.
- 4.6. The Council has also made provision to charge some transformation costs against capital receipts. This transformation funding must meet the requirements set out by Government, in particular it must be costs that result in ongoing revenue savings, and be approved by Council. It is anticipated that the transformation funding will be sought to provide additional capacity within the Assistant Chief Executive and Resources directorates to support change projects across the organisation.
- 4.7. There a wide range of projects planned that will improve services for residents and staff. These include:
 - New telephony system
 - FOI/SARs processes
 - CRM/My Account
 - Finance and HR systems
 - Adults and Children's social care payment systems
 - Registrars
- 4.8. Further details are provided in appendix 2. These projects are all expected to meet the criteria for capital or transformation funding.

5. EQUALITY CONSIDERATIONS

- 5.1. All savings proposals will be required to complete Equality Impact Assessments in accordance with the Council's equality policies and procedures.

CONTACT OFFICER: Gavin Handford, Director of Policy, Programmes & performance

APPENDICES TO THIS REPORT

Appendix 1: Extract of growth and savings schedule

Appendix 2: Improvement work

BACKGROUND DOCUMENTS: None *[only previously published Cabinet reports]*

Appendix 1: Growth and savings schedule extract

22/23 MTFS title	22/23 MTFS description	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Brief summary of how savings will be achieved / why growth is required
22/23 RES SAV 01	Legal Services-Council Wide Savings (external legal spend & counsel fees)		(130)			Reducing demand for legal services across the Council e.g through training and upskilling Creating capacity and improve capability across our in-house teams. Reviewing what work can be brought back in-house without increasing in-house resources.
22/23 RES SAV 02	Savings from the Legal Business Team		(65)			Improve CM system and processes
22/23 RES SAV 03	Mid-Triennial Review of Pension Contributions	(3,400)	640			Implementing the recommendation of the Pensions Committee. The review has confirmed the pension scheme is performing very well.
22/23 RES SAV 04	Savings from Review and Re-Tendering the Insurance Contract		(100)			Anticipated saving from reviewing the specification for the contract and undertaking a competitive tender process, given current market conditions.

22/23 MTFS title	22/23 MTFS description	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Brief summary of how savings will be achieved / why growth is required
22/23 RES SAV 05	Discretionary Charitable Business Rate Relief			(114)		Removing the discretionary 20% additional discount to voluntary and community sector organisations for business rates. Note that registered charities receive statutory 80% reduction. Organisations will be advised in writing when final decisions are communicated for 2022/23 awards.
22/23 RES SAV 07	Finance staffing review			(125)	(125)	A potential restructure of the Finance team could see £250k of savings delivered over two years. This is to be developed.
22/23 RES SAV 08	Contracts Savings		(53)			
22/23 RES SAV 09	Procurement team changes in sustainable communities (1FTE reduction)		(53)			Restructure of the service has been completed, with resultant savings.
22/23 RES SAV 10	Procurement team changes in adults and children's (1FTE reduction)		(61)			Restructure of the service has been completed, with resultant savings.
22/23 RES SAV 12	Digital billboards income		30	(70)	(80)	The Council has contracted with a digital advertising company to install digital billboards in various locations. The Council will

22/23 MTFS title	22/23 MTFS description	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Brief summary of how savings will be achieved / why growth is required
						receive income from these assets.
22/23 RES SAV 13	Increase CDS capitalisation	(510)				Structural review of CDS budget to capitalise (applying CIPFA guidance) all expenditure that creates/extends life of hardware and software assets
22/23 RES SAV 14	Mobile phone reductions	(8)	(30)			Stricter policy on allocation of mobile devices and SIMs (aiming for zero, permitting only by exception) and new contract with lower support fees and no minimums
22/23 RES SAV 15	CDS staffing reduction		(97)			Already achieved through deletion of vacancies and merger of posts
22/23 RES SAV 16	HR Whole service redesign - L&OD (moving to ACE)		(50)	85		Savings delivered through a new commissioning model and whole service redesign
22/23 RES SAV 17	HR Whole service redesign		(210)	200		Four vacant posts and adjustments to teacher's pensions contributions have completed the delivery of savings due for 2022/23. The interim CPO has started the whole service redesign process, based on a HR

22/23 MTFS title	22/23 MTFS description	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Brief summary of how savings will be achieved / why growth is required
						maturity index rapid assessment
22/23 RES SAV 18	Reduction growth - replacement for RES GRO 10		(207)	207		All HR growth items have been revoked enabling this savings to be delivered
22/23 RES SAV 19	Restructure Technical Support & Development Teams			(30)		
22/23 PLA SAV 24	Reduction in postage costs		(25)			As the Council continues to provide more access opportunities through digital channels, there is a resultant reduction in postage costs. The pandemic has seen a particular shift as services adapted during lockdowns.
22/23 PLA SAV 25	Review and release of additional space in BWH		(388)	(1,039)		The changing working patterns mean that the Council can review the office space it requires. Releasing office space within the BWH building offers significant opportunity for rental income. Project team is in place.
Res Sav 40	ICT Savings		(20)			
TBC	Saving through online engagement and consultation		(20)			Covid restrictions have required greater use of online and digital

22/23 MTFS title	22/23 MTFS description	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Brief summary of how savings will be achieved / why growth is required
						engagement methods, with resulting cost savings
TBC	Public Health refocusing		(780)	(465)		A review of public health budgets has enabled the Council to reduce some expenditure within the general revenue fund.
22/23 COR SAV 01	Changes to Council Tax base		(2,721)	(97)	(3,062)	This reflects updated forecasts for the number of households in the borough, and therefore the Council Tax base.
22/23 COR SAV 02	Social Care precept -1% Council Tax increase		(1,981)	(2,040)	(2,102)	The local government finance settlement confirmed Councils will be able to add a 1% Council Tax precept to support social care costs.
22/23 COR SAV 03	1.99% Council Tax increase		(141)	(2,348)	(6,910)	The local government finance settlement confirmed the ability for Councils to increase the base Council Tax rates in their area.
22/23 COR SAV 04	Collection fund surplus/deficit – Council Tax		(2,940)	2,940	(2,504)	This reflects updated forecasts for the collection fund.
22/23 COR SAV 05	Local Council Tax Reduction Scheme Support review – subject to final decision making post-consultation		(5,700)			This has been subject to separate reports to Cabinet and Scrutiny & Overview Committee.

22/23 MTFS title	22/23 MTFS description	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Brief summary of how savings will be achieved / why growth is required
22/23 COR SAV 06	Streamline corporate business processes			(250)	(250)	Will require transformation funding, business case to be developed. Entails applying user-centred digital-first service redesign methods to streamline and automate high volume internal processes, saving officer time in corporate centre and (in aggregate) across whole council
22/23 COR SAV 07	Workforce digital capability			(500)	(1,000)	Will require transformation funding, business case to be developed. Entails training whole council workforce to fully get the benefit of Microsoft Office 365 and other tools to collaborate more efficiently and reduce meetings and emails, saving significant officer time in aggregate and enabling pooled resource
22/23 COR SAV 08	Digital resident self service			(750)	(750)	Will require transformation funding, business case to be developed. Entails digital service redesign of high volume transactional services across the council

22/23 MTFS title	22/23 MTFS description	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Brief summary of how savings will be achieved / why growth is required
						which currently are processed offline/manually resulting in delays, high contact and inefficient use of officer time. Savings from reduction of officer time and contact/failure demand
22/23 COR SAV 09	Rationalisation of software applications and contracts		(750)			Review of all software and tech service contracts to drive out savings through combination of: consolidation (migrating to smaller number of systems e.g. rebuilding in low code), contract renegotiation, reduction of usage, and termination where not aligned to statutory services/corporate priority
22/23 COR SAV 10	Change in levies from other bodies		(155)	4	29	Statutory levy payments Council is required to make
22/23 COR SAV 11	New Homes Bonus		(2,427)	(1,768)		Grant funding allocated to all Local Authorities based on new homes delivered within the borough
22/23 COR SAV 12	Interest receivable / payable		(4,414)	593	593	Budget realignment to reflect actual costs of paying interest on external loans. Future growth based on

22/23 MTFS title	22/23 MTFS description	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Brief summary of how savings will be achieved / why growth is required
						borrowing projections on capital programme and capitalisation direction
22/23 COR SAV 13	Review of all contracts and commissioned services		(2,072)			A corporate review of all contracts has been undertaken and this has identified those opportunities to reduce expenditure, which forms the workplan for the newly restructured commissioning and procurement functions.
TBC	Implementation of new senior structures		(500)			Savings a result of senior management restructure
TBC	Implementation of new structures through layers and spans review				(500)	Future planned Council restructures.
TBC	Negotiate changes to the balance of funding between health and social care		(11,000)			Additional NHS contribution towards appropriate social care costs.
TBC	Increase in fees and charges		(1,000)	(1,000)		Increase in income due to uplifts in statutory and discretionary fees and charges
22/23 RES GRO 01	Staff Resourcing in Democratic services and scrutiny	51				The volume of activity within this service area has resulted in service levels reducing. Additional resources are required.

22/23 MTFS title	22/23 MTFS description	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Brief summary of how savings will be achieved / why growth is required
22/23 RES GRO 02	Complaints Recharge Growth		290			Correction to historic error wherein recharging model ceased but funds were not allocated
22/23 RES GRO 03	Insurance Fund Growth				400	
22/23 RES GRO 05	Bereavement service growth		28			Shortfall in budget for Croydon University Hospital provision of Public Mortuary
22/23 RES GRO 06	Reversal of 21/22 CDS Saving		325	255		Budget correction
22/23 RES GRO 08	Establishing an Elected Mayor's Office		330			Benchmarking data demonstrates that an elected Mayor requires additional support due to the increase in contact and case work from residents
22/23 RES GRO 09	Registrars Income shortfall		300			Budget correction to income 'stretch' target that has never been achieved and was based on income from services that are now provided by central, not local, government
22/23 RES GRO 10	Ongoing PPE Costs		325			
TBC	Additional Mayoral Election Costs		240	(180)		Additional budget is required to support the dual election. A lower saving is included the following year – with the residual budget forming a

22/23 MTFS title	22/23 MTFS description	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Brief summary of how savings will be achieved / why growth is required
						reserve for future election costs
22/23 COR GRO 01	Minimum revenue provision reprofiling		2,543	(430)	468	Recalculation of statutory provision of MRP based on revised borrowing requirement
22/23 COR GRO 02	Corporate contract inflation provision		4,333	2,610	7,877	Provision for increases in inflationary costs
22/23 COR GRO 03	Corporate pay award provision		(239)	(243)	3,720	Provision for increase in staff pay
22/23 COR GRO 05	Increase in Employers NI contributions		1,630			Announcement from Chancellor on increase in Employer NI from April 2022 by 1.25%

Appendix 2: Improvement Work

Service area	Issues	Action	Outcome
<p>Improvements to online services and the CRM (<i>replacing “My Account” with more user-friendly and effective digital services</i>)</p>	<p>Online service offer not as advanced as other local authorities Digital self-service levels lower as a result Residents struggle to access services</p>	<p><u>Already live:</u></p> <ul style="list-style-type: none"> • New website: fully accessible, responsive (works on any device), navigation structure and content overhauled • overhauled the contact the council form to create direct routes to online help where available, reducing emails to the contact centre by over 50% • Various new services for Covid response built during 2020-21 <p><u>Going live soon:</u></p> <ul style="list-style-type: none"> • A new and improved building control application process - December 2021 • CRM system for the CCTV and out of hours team - December 2021 • Love Clean Streets mobile app upgrade enabling end-to-end feedback to residents - January 2022 • CRM system for the main contact centre including red file (list of aggressive customers) and online waste services for residents - March 2022 	<p>Better resident / customer experiences</p> <p>From January:</p> <ul style="list-style-type: none"> • Residents will get feedback on street reports from the love clean streets app (from Veolia), reducing frustrations and repeat contacts <p>From March:</p> <ul style="list-style-type: none"> • No longer need to login to my account for many services, making these services much easier and quicker to use • This will support increased take-up and reduce failure demand. • Includes: waste services, building control, dropped kerb or reporting street cleaning issues. • Residents will receive email updates from the contact centre about issues they have raised

Service area	Issues	Action	Outcome
		<ul style="list-style-type: none"> • Clinical waste service - May 2022 • Integrating “contact the council” form with the new CRM - August 2022 <p><u>Longer term:</u></p> <ul style="list-style-type: none"> • Digitisation and redesign of c.400 forms on the website. Many forms remain in PDF/Word format, to be printed and posted. Some are ‘digital’ but only go to an email inbox for manual processing. Current digital forms don’t work on mobile, exclude people with disabilities, and are unreliable due to age of the software. As well as poor service to residents, this drives telephone contact instead. • Rationalisation of websites. Council has c. 35 additional websites, some of which are non-compliant with GDPR and accessibility legislation, and on duplicative technology. Content needs reviewing and merging into main site for as many of these as possible. 	<p>by phone (and also by email after contact form integration in August). Services will add status updates, so the contact centre (and where appropriate the resident) can see what is happening.</p> <ul style="list-style-type: none"> • Greater transparency and visibility of call responses, by service, and data analytics about what residents are seeking help with

Service area	Issues	Action	Outcome
Registrars	<p>Covid created significant backlog in registrations</p> <p>Delays impact on benefit payments</p>	<p>Website changed so those with an urgent need can call the Contact Centre - some short notice appointments reserved for these cases</p> <p>Proactively contacting families to move appointments to maximise resources</p> <p>Residents with appointments within a week are being called and reminded of the date and time, to help minimise non-attendance.</p> <p>Removing and reallocating appointments where they are no longer required improving availability</p> <p>Option for mutual aid from Sutton if required</p>	<p>To date over 300 residents with appointments up to 19/1/22 have been contacted</p> <p>145 of these have been offered earlier appointments, which has freed up other spaces for new parents</p> <p>Backlog on track to be eliminated within 8 weeks</p>
Finance/HR systems	<p>Inaccurate Establishment Data</p> <p>Compliance issues with self-service processes</p> <p>Poor Absence Records</p> <p>Usability of the system</p> <p>Effort in Finance to Produce monthly financial reporting</p> <p>Ownership and usability of business processes</p> <p>Lack of strategic governance of My Resources</p> <p>Not exploiting the full potential / capabilities of Oracle</p>	<p>Now: next 3 months:</p> <ul style="list-style-type: none"> • Re-establish the governance at strategic level, including user group • Develop the negotiation strategy for Oracle Licence renewal • Confirm process ownership • Establishment Control <p>Next – 3-6 months</p> <ul style="list-style-type: none"> • Work with Oracle to review our implementation 	<p>Establishment data updated</p> <p>New establishment controls in place</p>

Service area	Issues	Action	Outcome
		<ul style="list-style-type: none"> • Develop a process to regularly review new features with process owners and update roadmap • Review My Resources support model and re-procure 3rd party support <p>Later – 6-9 months:</p> <ul style="list-style-type: none"> • Develop and refine the improvement roadmap and align system target operating model with organisational design outcomes 	
Member Enquiries	<p>Members and MPs dissatisfied with access to information, both in terms of being routinely briefed and the formal member enquiries SLA / process.</p> <p>Officers report they are struggling to meet the SLA, with a high proportion of enquiries better directed through more appropriate contact channels.</p>	<p>New system being piloted, informed by user experience</p> <p>Process review for Members enquiries</p> <p>Regular updates provided to all stakeholders</p>	<p>Allows Members to track progress</p> <p>Establishing dedicated staff to support enquiries process</p>
Telephony system	<p>Telephone system unreliable</p> <p>Residents unable to communicate with the Council</p>	<p>Replace outdated telephony system</p> <p>Tender process has been completed and contracted awarded to new supplier.</p>	<p>Telephony system is reliable and efficient</p>

Service area	Issues	Action	Outcome
		A telephony project team has been established and is finalising the project plan to introduce the new telephony solution at pace.	
FOI/SARs	<p>FOI and SAR backlog</p> <p>Performance against response time target is poor – need greater corporate ownership - Team chasing services constantly</p> <p>iCasework not optimised – manual steps required</p> <p>Process needs reviewing for FOI & SAR to publish more and improve efficiency</p> <p>High volumes that are beyond current resource – restricting proactive management</p>	<p>Recruit temporary Information manager for 3-6 months, during restructure</p> <p>Additional duties and roles to increase capacity and resilience</p>	<p>Backlog reduced</p> <p>New KPIs established and monitored for FOIs and SARs</p>
Social care payments system	<p>Historical overspending on social care and perceived lack of grip on managing finances in that area</p> <p>The Liquidlogic and ContrOCC systems were introduced in the in council’s social care departments to improve service efficiency and financial management.</p> <p>Further work to improve the quality of financial data, compliance, and speed of processing</p>	<p>Establish project governance structures</p> <p>Complete to-be process maps</p> <p>Develop PBCS (Myfinance) to auto calculate forecast</p> <p>Develop reconciliation report</p> <p>Finalise reporting</p> <p>Training for finance and budget holders</p>	<p>Better financial data, reporting and forecasting in relation to social care</p>