

HERTFORDSHIRE COUNTY COUNCIL

RESOURCES AND PERFORMANCE CABINET PANEL

FRIDAY 5 JULY 2019 AT 10:00AM

**HERTFORDSHIRE COUNTY COUNCIL RESOURCES AND PERFORMANCE MONITOR
QUARTER 4 (Q4), 2018-19**

Agenda Item

No:

3

Report of the Director of Resources

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Executive Member: Ralph Sangster Resources and Performance

1. Purpose of Report

1.1 To present the Resources and Performance Report for the fourth quarter of the financial year, 2018-19 to the Resources and Performance Cabinet Panel.

2. Summary

2.1 This report provides context and commentary on key areas of Hertfordshire County Council performance for the Resources and Performance portfolio.

3. Recommendations

3.1 The Resources and Performance Cabinet Panel is invited:

- a) To comment on the recommendations on any performance, project, contract and risk or audit matter outlined in this report.
- b) To identify further actions to address any performance concerns raised in the performance monitor

4. Background

4.1 The report provides an executive summary and a report highlighting key performance issues for each service area, ordered as follows:

- | | |
|--------------------|------------------------------------|
| 1) Human Resources | 5) Improvement & Technology |
| 2) Finance | 6) Democratic & Statutory Services |
| 3) Assurance | 7) Community Engagement |
| 4) Property | |

5. Financial Implications

5.1 There are no direct financial implications associated with this report.

6. Equalities Implications

6.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equalities implications of the decision that they are taking.

5.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.

5.3 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

5.4 No EqIA was undertaken for this report because the Hertfordshire County Council Quarterly Performance Report only provides historic performance information for the last quarter (Q4 2018/19). The report does not impact on equalities or affect any of the protected characteristics which would require an EqIA to be completed.

1. Human Resources

Agency spend has increased in Resources this quarter, this is largely due to increased support required in Finance to cover year end. Agency spend in Herts Business Services has continued to fall and is at its lowest quarterly figure for two years. Sickness levels in Resources have continued to reduce from an average of 4.5 days per year in Q3 to 4.1 days in Q4.

Voluntary turnover has continued to reduce in Resources down to 10.8% in Q4; this is lower than the overall Council rate of 12.9%.

2. Finance

Data for Balance Sheet Reconciliations is not available this quarter as work continues on year-end closure and this supersedes the normal quarterly processes.

Quarterly budget monitor movements were lower in Quarter 4 than when compared to the average in previous years. This downward variance is largely due to improvements in the overspend positions for Children's and Adult Care Services and an increase in the underspend for Central Items due to additional grant income. Performance for Budget holder completion rates for Resources has increased this quarter and is now slightly above the overall Council %. However, it was still lower than the benchmark values set in the first two quarters of the year

3. Assurance

The delivery of the Council audit plan was almost at target level for 2018/19 and it is expected that the two outstanding projects at review stage will be completed in time for the performance target to be met by early April. Performance for the total number of billable days exceeded target level in 2018/19 and was in excess of the 2017/18 end of year figure.

The number of reported fraud referrals was higher in 2018/19 than the previous year. This was due in part to additional Shared Anti-Fraud Service (SAFS) resources that were dedicated to Adult Care Services last year; this included extensive fraud awareness/preventions sessions and various roadshows and surgeries. SAFS has carried over 73 live cases into 2019/20 which is 31 more than the previous year.

4. Property

Income for Abel Smith House, the Hertfordshire Development Centre and the Rural Estates has exceeded their end of year targets, despite the challenging commercial environments affecting each of them.

All internal preventative property maintenance continues to be performed to the required timescales since the transition of the Hard Facilities Management team to Council Property team.

5. Improvement and Technology

Performance for the availability of IT systems requiring the highest levels of availability has increased this quarter and reached 100%. All other categories also achieved 100%.

The way Cyber Security reports are compiled continues to be refined so as to provide more accurate stats. In total, there were just over 90,000 cyber-attacks on County Council systems this quarter and all attempts were successfully repelled.

6. Legal, Democratic and Statutory Services

All Freedom of Information requests and Subject Access requests have met their timescales this quarter, hitting their 100% targets.

The income for the Registration Service was 115% of controllable expenditure for the whole of 2018/19.

The timeliness of inquest services has improved to an average of 23 days for 370 inquests in 2018/19.

7. Community Engagement (Customer Service, Communications)

The Customer Service Centre saw positive results this quarter. Mystery Shopping saw an increase in performance and is close to reaching target level. Average Call Wait Time was less than 20 seconds despite including seasonal weather peak periods for highways, social care and secondary school allocations.

In Communications, the number of email bulletin subscribers increased in Q4 and as expected, Average Multi-Media Score recovered in January following the traditional December dip.

Highlight Report

[For the key to colours and arrows see p23](#)

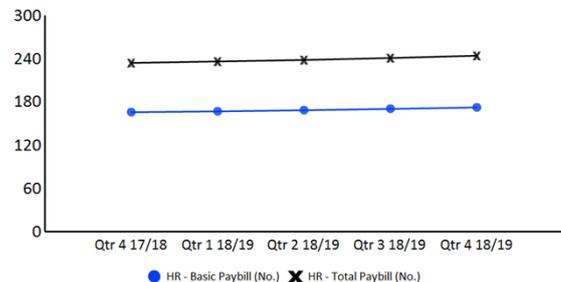
1 Human Resources

1.1 Service Performance

1.1.1 HR Pay bill (RP30 and RP134)



No	Performance	Data
Target	↓	↑



£244m

Total

Up from £241m

£172.3m

Basic

Up from £170.4m

The rolling annual total pay bill (excluding agency spend) has increased by £3m from £241.0m in Q3 (year to November 2018) to £244.0m (year to February 2019). This represents a 1.2% increase (the increase from Q2 to Q3 was 1.1%).

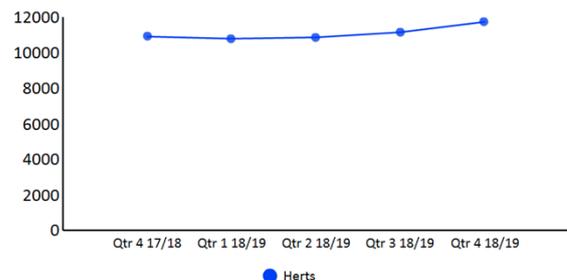
The rolling annual basic pay bill for the Council has also increased by 1.1% from £170.4m in Q3 (year to November 2018) to £172.3m in Q4. This is due to planned pay increases for a range of staff including centrally employed Teachers, Fire & Rescue staff, Herts Music Service staff and those on Soulbury and Youth terms and conditions paid in November. Also, following the lifting of a recruitment freeze in Adult Care Services, additional permanent qualified staff have been recruited which has increased their basic pay bill. The increase in total pay bill is due to employer on costs rising as a result of basic pay and additional market forces payments for staff across Children's Services.

In Q1 2019/20, the total pay bill will include annual pay increases for National Joint Council (NJC) and NHS staff along with other scheduled market forces payments for April.

1.1.2 Agency Spend (RP13)



No	Performance	Data
Target	(Good to be low) ↓	↑



£11.7m

Annual Spend

Performance has decreased from £11.1m last quarter

Agency spend in Q4, based on a 12 month rolling year to February 2019, has shown a third consecutive quarterly increase following a steady decline since Q2 in 2015-16. At its lowest in Q2 2018/19 it was £10.86m; it increased by 2.7% (£288,948) to £11.15m in Q3 and has risen a further 5.2% (£584,193) to £11.73m in Q4. Agency spend as a percentage of the total pay bill has also increased from 4.4% to 4.6%.

Agency spend for Resources (excluding Hertfordshire Business Services (HBS) and Library and Heritage Services (LHS), has increased by £96,096 (8.2%) from £1,165,492 to £1,261,588 when compared to the rolling year to the end of November 2018, reported in Q3. This is partially due to Q3 2017/18 having a lower spend than Q4 2018/19, but there has been a £62,000 increase between Q3 and Q4 2018/19 due to additional Finance support required at year end and a number of professional roles being covered by agency staff due to family leave.

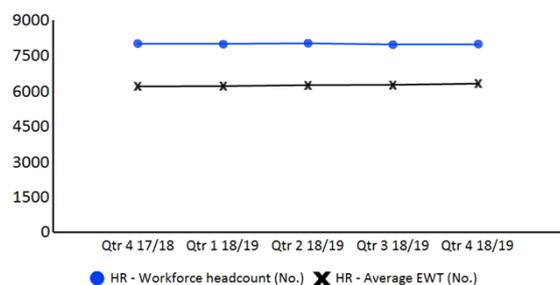
Agency spend for Resources (including HBS and LHS) has increased this quarter, by £91,937 (6.0%), from £1,540,687 to £1,632,624. Agency spend reduced again in HBS (reducing by -£6,558 to £364,488) and increased in LHS from £4,150 to £6,549.

Agency spend in HBS has continued to fall and is at its lowest quarterly figure for two years, reducing from a peak of £451,316 in February 2018. With the introduction of annualised hours in the warehouse, the reliance on temporary staff during peak periods will reduce and further savings will be realised.

1.1.3 Headcount (RP15 and RP16)



No Target	Performance (Good to be low)	Data
	↓	↑



7,974
Headcount

Up from 7,969 last quarter

6,310
EWT

Up from 6,259 last quarter

Average headcount has remained steady, increasing by just 5 heads from 7969 in Q3 to 7974 in Q4 (a 0.06% increase).

Average Equivalent Whole Time (EWT) has increased by 51 from 6259 in Q3 to 6310 in Q4 (a 0.8% increase).

These small variations reflect stable levels of staffing.

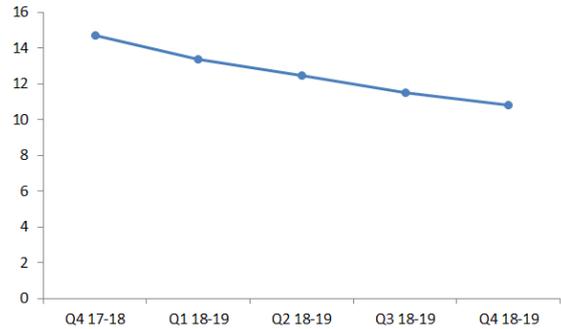
1.1.4 HR – Percentage of voluntary turnover (HRRES1)



G	Performance (Good to be low)	Data
	↑	↓

10.8%

Voluntary turnover has continued to reduce in Resources from 11.5% last quarter



Voluntary turnover has continued to reduce in Resources (excluding HBS and LHS) from 11.5% in Q3 to 10.8% in Q4. When including HBS and LHS it has also reduced, from 12.4% to 10.8%.

There were reductions in seven of the ten Service Areas since Q3, the most significant changes were a 7.2% reduction in Herts Business Services from 16.7% to 9.5%, a 4.3% reduction in Legal Services from 11.5% to 7.2% and a 2.6% reduction in Human Resources from 11.5% to 8.9%. Despite a small reduction of 1.3% since Q3, turnover remains highest in Community Engagement (22.7%).

Across Council Departments turnover has decreased from 13.4% to 12.9%. Turnover is based upon 12 month rolling average figures to the end of March 2019

1.1.5 Annual Sickness per employee (RP29)



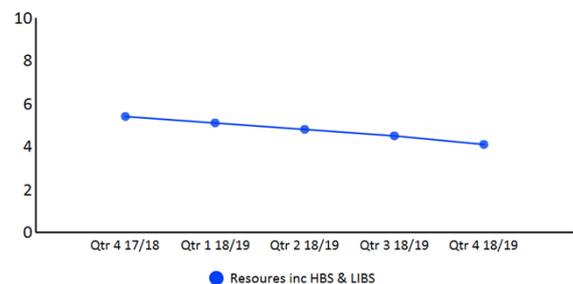
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G	Performance (Good to be low)	Data
	↑	↓

4.1

Days

Performance has improved from 4.5 last quarter



Sickness levels in Resources (including HBS and LHS) have continued to reduce from an average of 4.5 days per year in Q3 to 4.1 days in Q4. Resources figures excluding HBS and LHS have also reduced further from 3.7 days in Q3 to 3.0 days in Q4. Both averages compare very favourably with the Council Departments average of 7.3 days. Q4 sickness absence is based on a rolling year to the end of February 2019.

The majority of Service Areas had a reduction in sickness absence days between Q3 and Q4, notably Property down 1.8 days to 2.2 days, Assurance Services down 1.6 days to 4.8 days and Democratic & Statutory Services down 1.5 days to 4.3 days.

The only increases were in HBS (up 0.7 days to 7.4 days) and Finance (up 0.1 days to 3.4 days).

In the year to February 2019, 6,023 days in Resources (incl. LHS & HBS) were lost to sickness absence (6,469 days were reported in Q3). The top 3 reasons are as follows: 23% (1,376 days) were due to Muscular Skeletal complaints; 21% (1,259 days) were due to Stress/Depression/Anxiety/Mental Health and 10% (574 days) were due to Stomach/Digestive complaints. The remaining 46% are spread across 21 other sickness categories.

As at March 2019, Resources (including LHS and HBS) had 13 cases of absence over 20 days – 6 were in LHS, 4 were in HBS and 3 were in Resources. These cases make up 5.6% of the total number of long term absence cases across the Council. From April 2019 there is a new approach to Occupational Health provision which it is hoped will improve this important area of sickness absence management.

2 Finance

2.1 Service Performance

2.1.1 Quarterly Budget Monitor Movements (RP206)



2.213m

Movement absolute

The average movement between Q3 and Q4 variances over the last three years is (£3.885m). The movement this year is (£2.213m) which is not as volatile as previous years. This is a downward movement in variance caused largely by an improvement in the overspend position of Adult Care Services and Children's Services since Q3. There has also been an increase in the underspend in Central items due to additional grant income not previously reported and the impact of revised estimates for business rates pooling gains.

2.1.2 Budget Holder Completion % (RP207)

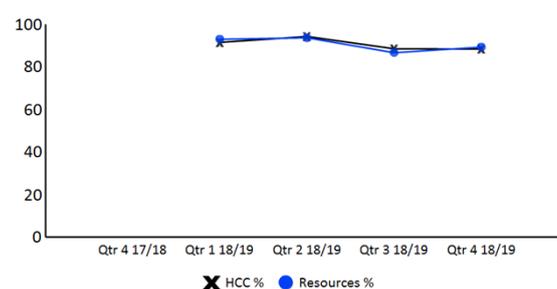


A	Performance (Good to be high)	Data
	↑	↑

89.3%

Resources
Completion rate

**Performance has improved
from 86.7% in Q3**



Please note that budget holders do not complete a forecast using the electronic monitors for March due to year end and the production of the outturn monitor and therefore Q4 stats are only using data from January and February 2019.

The completion % for the Resources department has increased since Q3 with the overall Council Q4 completion % (88.4%) remaining similar to the Q3 rate (88.5%). The department's completion % is now slightly above the overall Council % average which was only previously achieved in Q1. However, the overall completion % for resources (89.3%) is still lower than the benchmark that was set in the first two quarters of the year (93.0% and 93.7%).

3 Assurance

3.1 Service Performance

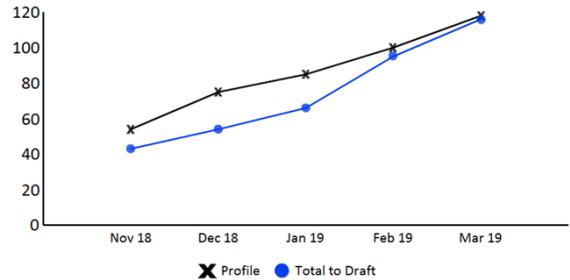
3.1.1 Delivery of the HCC Audit Plan Projects (RP46)



116
Total to draft
118
Profile

G	Performance (Good to be high)	Data
	↑	↑

Increase on Q3 figure
Now 1% below Audit Plan
Projects profiled target



At the end of the 2018/19 financial year the Shared Internal Audit Service (SIAS) delivered 94% of the 124 projects within its approved internal audit plan, this being 1% (2 projects) below the performance indicator target of 95%.

In relation to the 1% difference, two projects were at quality review stage as at the 31st March, with additional information being required to address the review points raised prior to issue of the related draft reports. In both cases it is anticipated that the reports will be issued by the end of the week commencing 8 April 2019, meaning that SIAS would have reached the performance indicator target by 12 April 2019.

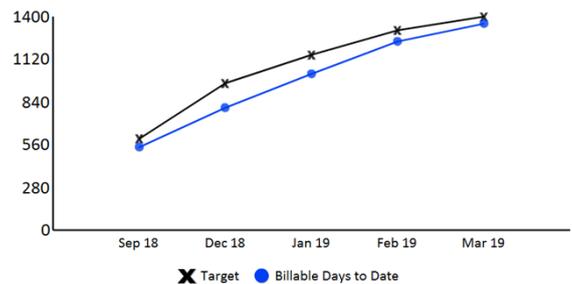
3.1.2 SIAS Billable Days (RP46a)



1,354
Actual billable days
1,417
Target billable days

G	Performance (Good to be high)	Data
	↑	↑

Increase on Q2 figure. Now 1% above Billable Days projected target



At the end of the 2018/19 financial year SIAS delivered 96% of the 1,417 planned audit days (excludes unused contingency) this exceeding the performance indicator target of 95%.

This represents good performance by the service, in particular as this is an increase of 2% from the end of year figure for 2017/18.

3.1.3 SIAS Resourcing – In House / External Partner (RP46b)

11

External partner

1% below the target of 100%

During Q4, the work allocation to SIAS’s external provider increased by 3 projects and 9 days (both representing an increase of 1%). These additional allocations were required to resource an additional project added to the audit plan, as well as providing additional resources to cover the unplanned departure of the one of the service’s two audit trainees. SIAS have subsequently completed a successful recruitment process to fill the vacant trainee post, with the successful applicant in post from the start of the 2019/20 financial year.

3.1.4 Customer Satisfaction Returns (RP46)

94%

Client Satisfaction

15 / 16 returns received a satisfactory rating

At the end of 2018/19, performance has ended just below the target of 100% of client satisfaction for questionnaires with a ‘satisfactory overall’ level, with a final figure of 94% being achieved. The one questionnaire from the 16 returned that failed to meet the agreed target score was received and reviewed in Q3.

3.1.5 Summary of Internal Audit Opinions and Recommendations 2018/19 (RP46c)

The table below provides details of final reports issued since the quarter three performance report, excluding final reports issued in respect of individual Schools visits.

Service	Report Title	Opinion	Recommendations			
			Critical	High	Medium	Low / Advisory
Resources	Local Enterprise Partnership (LEP)	Satisfactory	0	0	3	2
Resources	Risk Management	Satisfactory	0	0	4	0
Council Wide	Employment Status (IR35)	Satisfactory	0	0	3	1
Council Wide	Lone Working	Limited	0	2	4	1
Council Wide	Safeguarding (Safe Recruitment)	Limited	0	2	4	1
Cross Service	0-25 Integrated Service (CS and ACS)	Satisfactory	0	0	3	0

At the end of Q4 there were no additional Critical recommendations issued.

3.1.6 Critical and High Priority Recommendations

5

Total Number of Outstanding Recommendations at the start of current Follow Up Period

Of which Implemented (1), Not Due Yet (3) and Partially Implemented – Revised Date Agreed (1)

It is Internal Audit’s responsibility to advise the Audit Committee on progress of the implementation of high priority recommendations. No critical priority recommendations were made within the financial year 2018/19. High priority recommendations relating to schools are excluded from this listing given both the volume of schools within the County and the relative risk of any single recommendation to the Authority as a whole. SIAS continue to report, update and maintain the profile of the implementation status of outstanding recommendations through regular attendance at Directorate Boards, including emphasising the Audit Committees support and scrutiny of recommendation implementation.

High Priority Recommendations				Not Implemented by Due Date	
Total Number of Outstanding Recommendations at the start of current Follow Up Period	Implemented	Not Yet Due	No Longer Applicable	Partially Implemented – Revised Date Agreed	Recommendation Subject to Follow Up through SIAS Audit
5	1	3	0	1	0
%	20%	60%	0%	20%	0%

3.1.7 Medium Priority Recommendations

28

Total Number of Recommendations Followed Up in this Period

Of which Implemented (15) and Partially Implemented – Revised Date Agreed (13)

The Audit Committee’s role in respect of medium priority recommendations is to be satisfied that there is a monitoring process in place and that agreed recommendations are being implemented. The table below details the implementation status of medium priority recommendations that were due for implementation in the period since the last Progress Report to Audit Committee.

Medium Priority Recommendations		Not implemented by Due Date	
Total Number of Recommendations Followed Up in this Period	Implemented	Partially Implemented – Revised Date Agreed	No Update Provided by Action Owner
28 (out of 31 outstanding recommendations)	15	13	0
%	54%	46%	0%

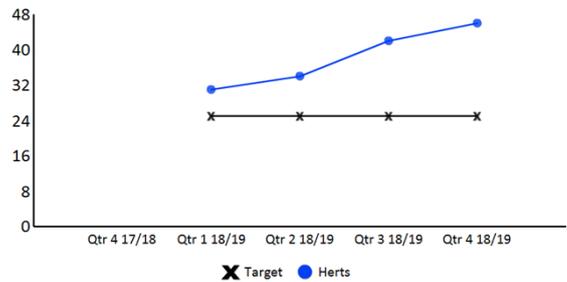
3.1.8 Reported Fraud (Referrals) (RP208)



No	Performance	Data
Target	↑	↑

46

Performance has increased from 42 in Q3



The number of referrals (reports of alleged fraud) is higher than previous years and this is, in part, due to additional Shared Anti-Fraud Service (SAFS) resource dedicated to Adult Care Services (ACS) from April 2018; this has included extensive fraud awareness/prevention sessions delivered to senior managers and front line staff within ACS, the attendance by SAFS at the ACS Roadshows and with new ‘surgeries’ offered to staff in that Service.

SAFS carried forward 42 cases from 2017/18 and will carry forward 73 live investigations into 2019/20.

The number of referrals received relating to staff/internal fraud has also increased and SAFS continue to work very closely with Human Resources on those matters. Of the 12 cases reported involving Council staff, 6 resulted in staff being dismissed or resigning during the investigation and 5 cases remain open at year end (2 of these cases have closed since year end with staff being dismissed in both matters).

Of the 40 cases reviewed or closed in year, and the 73 cases still under investigation, fraud losses in excess of £240,000 and fraud prevention/savings of around £2m have been reported in 2018/19. Seven of the most serious matters have been referred for prosecution with four individuals sentenced and 3 awaiting court outcomes.

SAFS have ensured that the Council complied with the Cabinet Office statutory requirement to submit data as part of the biennial National Fraud Initiative (NFI). The results from this exercise have now been received and SAFS are working with individual services to review those and act upon them where required.

SAFS are currently involved with a number of initiatives with private and public sector partners to improve the Councils ability to prevent or deter fraud and provide early detection where fraud does occur.

3.1.9 Number of Notifiable Health & Safety (H&S) Incidents (RP10a)

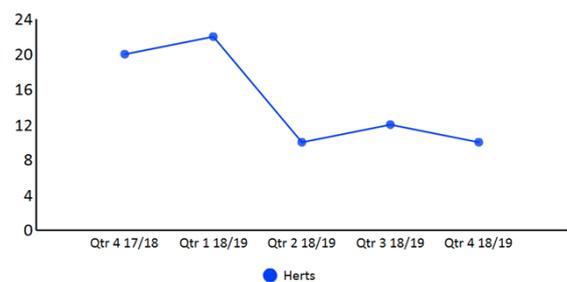


No	Performance	Data
Target	↑	↓

10

Reportable incidents

Performance has improved from 14 last quarter



Figures remain provisional due to the lagging nature of accident reports. There have been only 10 reportable employee incidents to the Health and Safety Executive

in Q4 (including those from Hertfordshire Fire and Rescue Service), a decrease of 9 from that reported over the same period last year.

This is substantially below the average quarterly figure since April 2014 (18.8).

The incident rate over the past 4 quarters of 316.4 per 100,000 employees remains below the latest nationally available benchmark figure of 430 per 100,000 employees (Labour Force Survey data Oct 17).

3.1.10 H&S Internal Audit summary

The table below provides details of audit reports that have been issued to date (91) in 18/19 with 85.7% demonstrating good overall health and safety management systems.

Compliance levels show an increase from figures in 17/18 (83.1%) where a total of 107 H&S audits were undertaken.

Department	Department Category	Compliance Rating				
		Good	Outstanding	Requires Improvement	Significant Management Failures	Urgent Action Required
Adult Care Services	Day Service	6				
Adult Care Services	Supported Living	6	2			
Adult Care Services	Other	2				
Children's Services	YC	6		2		
Children's Services	Residential	2	2			
Environment		2				
Resources	Library	4	4			1
Resources	HBS	1			1	
Resources	Register Office	3				
Schools	SCH: Primary	18	15	6		1
	SCH: Special		3	1		
Schools	SCH: Secondary	2		1		
Total		52	26	10	1	2

4 issued non-schools audit reports in this quarter required improvement.

A cycle of audit revisits is in place to track action plan progress where required, focussed on compliance in higher hazard areas.

13 Audits conducted in 18/19 where rating was below benchmark expected of Good.

4 Property

4.1 Service Performance

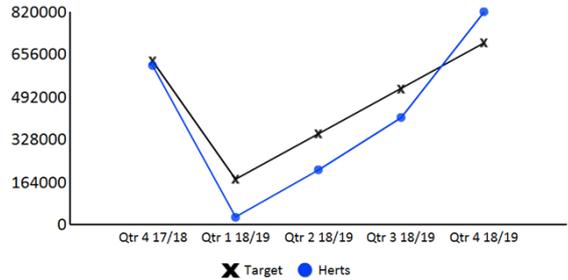
4.1.1 Income – Abel Smith (RP191a)

£

G	Performance (Good to be high)	Data
	↑	↑

£819k

Performance has increased from £412,065 last quarter



The income for Abel Smith House in Stevenage has exceeded the end of year target at £818,810. This includes £254,127 of estimated accruals. All values are excluding VAT.

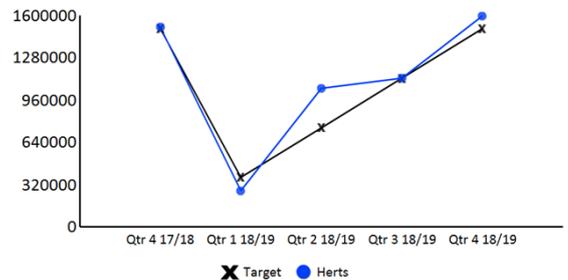
4.1.2 Income – Rural Estate (RP191b)

£

G	Performance (Good to be high)	Data
	↑	↑

£1.59m

Cumulative income is in line with the profiled target



The end of year income for Rural Estates is £1.596 m, £96,000 above the target. There has been an overall general downtrend in the frequency of agricultural rent reviews across rural estates driven by weakness in commodity prices since 2014. Despite this trend the Council's Rural Estate has seen continued growth in its income.

Whilst farm rents remain generally stable, new lettings across the estate and non-agricultural income has underpinned the continued growth in the overall estate income.

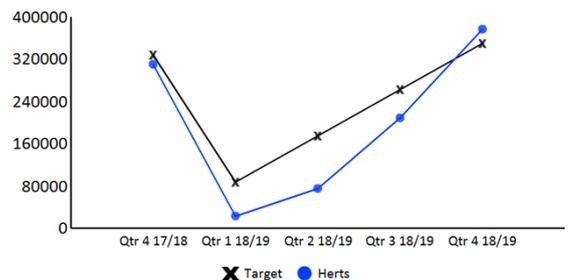
4.1.3 Income – Hertfordshire Development Centre (HDC) (RP191c)

£

G	Performance (Good to be high)	Data
	↑	↑

£376.9k

Performance has improved from £209,106 last quarter



HDC has exceeded its net target of £350,000 by £26,900. This has been achieved this year by minimising expenditure and the team working hard on securing bookings. However, HDC's income is generally declining as more training is being delivered online and fewer bookings have inclusive catering. Steps are being made to increase awareness of the facility whilst the Council reviews its strategy for HDC.

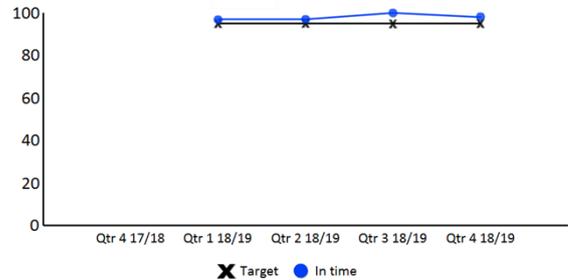
4.1.4 Preventative maintenance and all statutory inspections are completed within required timescales (RP196)



98%

G	Performance (Good to be high)	Data
	↓	↓

Performance has decreased from 100% last quarter

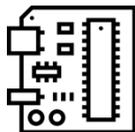


All internal preventative property maintenance (PPM) continues to be performed to the required timescales since the transition of the Hard Facilities Management team to the Council's Property team. Apart from a few access issues occurring from time to time external PPMs are also fully up to date meaning the percentage overall is up to 98% which is above the 95% target. (7,917 PPMs in time out of a total of 8,078)

5 Information and Technology

5.1 Service Performance

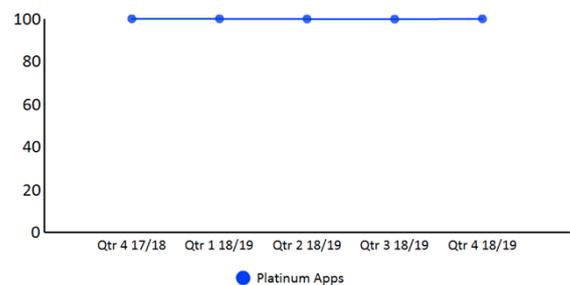
5.1.1 Availability of IT systems (RP160)



100%
Platinum apps

G	Performance (Good to be high)	Data
	↑	↑

Performance has improved from 99.83% last quarter



Results for the quarter show that all Platinum, Gold; Silver & Bronze Application availability targets have been reached. In addition, Serco are performing an application review, including adding information regarding which applications have disaster recovery.

5.1.2 Cyber Security (RP169)



100% of all attempts were successfully repelled

92,504

Attacks on HCC Systems

The number of attacks on servers, remote attacks and Malware and Phishing attacks on Council systems between January and March was 92,504. All attempts were successfully repelled.

Please note that since Q2 we have refined the reports that produce these stats (removing potential false positives.) and will continue to refine them over the coming quarters to improve accuracy.

6 Legal, Democratic and Statutory Services

6.1 Service Performance

6.1.1 Levels of Legal Service Provided (RP174b)

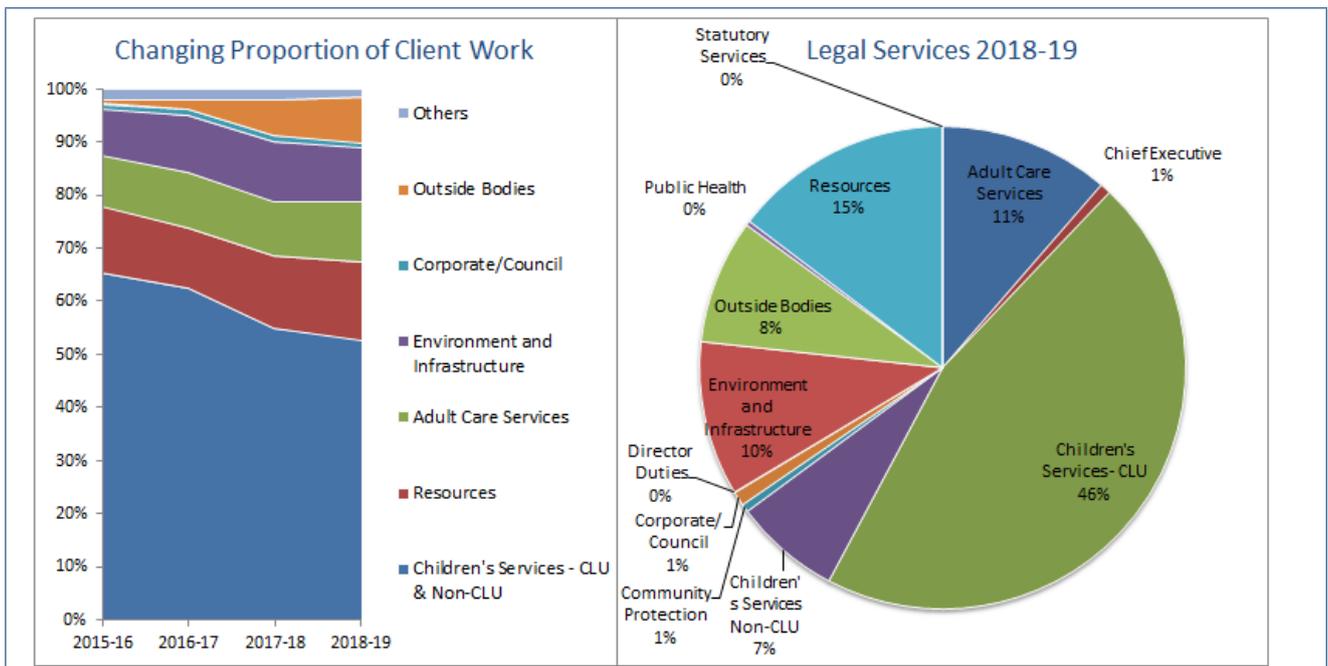
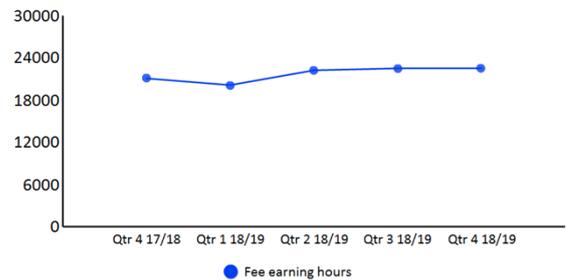


No Target	Performance	Data
		↑

22,535

Hours

Hours have increased from 22,516 hours in Q3



Client	2018/19				Total
	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
Adult Care Services	2,145	2,249	2,822	2,681	9,896
Chief Executive	195	166	163	114	639
Children's Services - CLU	8,855	10,554	10,357	10,192	39,958
Children's Services Non-CLU	1,399	1,326	1,657	1,823	6,205
Community Protection	155	87	151	74	468
Corporate/Council	210	113	253	253	829
Director Duties	31	-	-	-	31
Environment and Infrastructure	2,302	2,606	2,149	1,996	9,053
Outside Bodies	1,984	1,686	1,825	1,797	7,293
Public Health	53	49	82	84	268
Resources	2,803	3,401	3,055	3,517	12,776
Statutory Services	3	0	1	4	9
Grand Total	20,136	22,237	22,516	22,535	87,424

During 2015/16 Childcare Litigation work for Children's Services accounted for more than half of the work of Legal Services (57%). With non-Childcare litigation work included this rose to 65%. Throughout 2016-17 and 2017-18 this percentage decreased to 55%. Up to Q3 2018/19 this figure continued to fall to 53%.

From 2015/16 work for Outside Bodies increased from 1% of total work to 7% during 2017/18 and in 18/19 this figure has continued to increase to 8.4% of total fee earning hours delivered.

6.1.2 Levels of Locum spend v Permanent spend in Legal (RP174a)

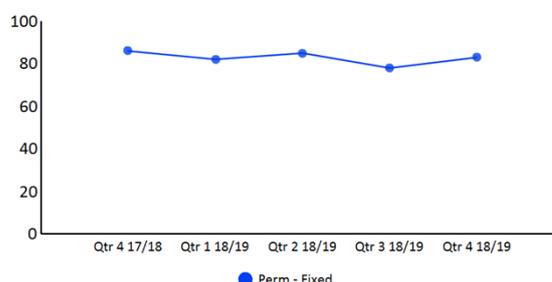


No Target	Performance	Data
	↑	↑

83%

Salaried staff

Spend on Locums as a proportion of legal salary budget has decreased from Q3



The ratio of salary and agency spend has largely remained static during the last 4 quarters, with some of the variation caused by unsynchronised monthly accounting and 4-weekly billing by the agency provider.

6.1.3 Percentage of logged/complex requests for information to receive full responses within 20 working days (FOI compliance rate) (RP41)

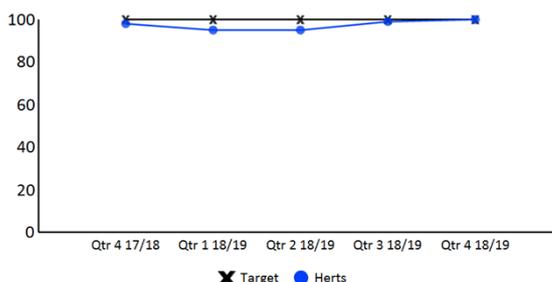


G	Performance (Good to be high)	Data
	↑	↑

100%

(529/529)

Performance has improved from 99% last quarter



A full complement of staffing has enabled the team to chase departments earlier for response and maintain an excellent response rate. With 529 Freedom of Information (FOI)

requests processed this quarter.

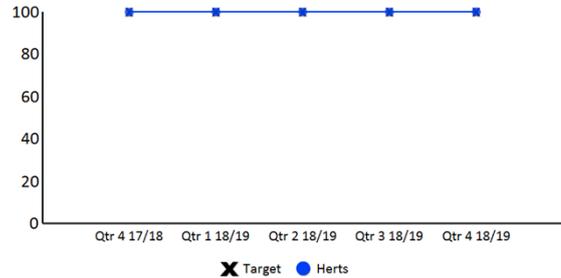
6.1.4 Percentage of Subject Access Requests (SARS) to receive full responses within 30 calendar days (quarterly) (SAR compliance rate) (RP42)



G	Performance (Good to be high)	Data
	→	→

100%
(150/150)

Performance stayed the same since last quarter



The volume of SARs has risen continually since GDPR came into effect in May 2018, with 150 processed this quarter.

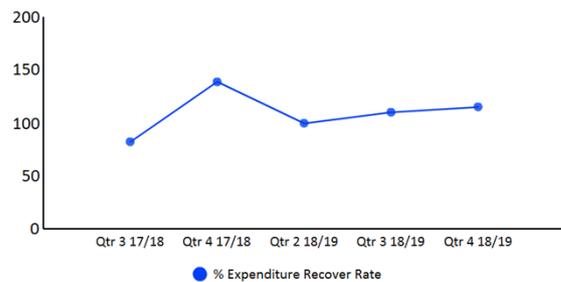
6.1.5 Income as a percentage of controllable expenditure (RP186)



No Target	Performance	Data
	↑	↑

115%

Performance has increased from 110% in Q3 2018/19



In 2018/19 the income for the Registration Service was 115% of controllable expenditure. The service generated income of £2,431,733 and had controllable expenditure of £2,111,419.

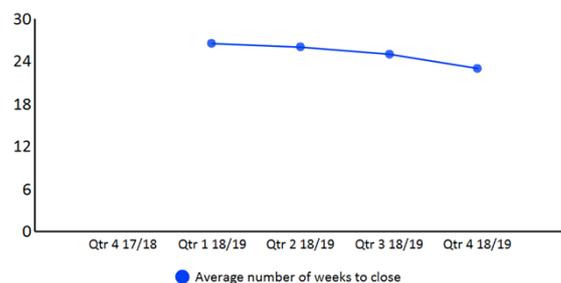
6.1.6 Timeliness of completion of Inquest Cases (RP189)



No Target	Performance	Data
	↑	↓

23
Weeks

Performance has improved from 25 weeks in Q3



Q4 (full year data) shows that the coroner service took an average of 23 weeks from referral of a sudden death to inquest hearing in court. During 2018/19 there were a total of 370 inquests closed, of which 364 were standard inquests and 6 were jury inquests.

7 Community Engagement (Customer Service, Communications and Corporate Policy)

7.1 Service Performance

7.1.1 Channel Shift Indicators



6 indicators are reported in the Chanel Shift theme this quarter. See details below:

A mix of 6 indicators is being reported this quarter to give an overall impression of the County Council's progress on Channel Shift. They are: Highways fault reporting, Blue Badge, Bus Pass, Birth Registrations, Free School Meals and School Admissions (secondary).

Headlines include:

- Highway fault reporting – a slight decrease in performance to 70.3% (from 71.8% in Q3) this quarter but Hertfordshire continues to have a high online highways fault reporting figure when compared with peer authorities and other Councils. Because of the investment in LED street lights we are seeing a big decrease in the overall number of lighting faults reported, which was a fault type; citizens were much more likely to report online.
- Blue Badge – performance increased in Q4 to 54.2% (43% in Q3) but remains below target level (60%). Work continues to review the customer experience to see if we can further support service users in applying easily and quickly for Blue Badges.
- Bus passes – for the second quarter running, there has been a substantial increase (71.6% from 61.3% in Q3) due to improved signposting and promotion of the online service by the Customer Service Centre.
- School Admissions (secondary) – remain consistently one of the most highly used C
- Council online services (99.48%).
- Birth registration appointment – Increased this quarter (76.5% from 74.8% in Q3) and numbers have steadily been increasing since Q4 17/18. The registrations team are reviewing communications and promotions to raise numbers even higher.

Full details can be seen in the table below:

	Qtr. 4 18/19	
	% of online	Target
Highway fault reporting	70.3	80.0
Blue Badge	54.2	60.0
Bus Pass	71.6	40.0
Birth registration appointment	76.5	80.0
Free School Meals	83.2	70.0
	2018/19	

School Admissions (secondary)	99.48	95.0
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7.1.2 Customer Service Centre all contacts – Mystery Shopping Results (RP15)

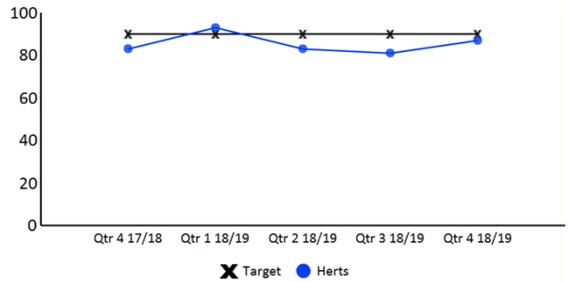


G	Performance (Good to be high)	Data
	↑	↑

87%

Answered satisfactorily

Performance has improved from 81% last quarter



Performance has increased in Q4 and was 87% (137/158 questions answered satisfactorily). This is 6% above the previous quarter but 3% below the target of 90%.

7.1.3 Customer Service Centre (CSC) all contacts – average call waiting time (RP116)

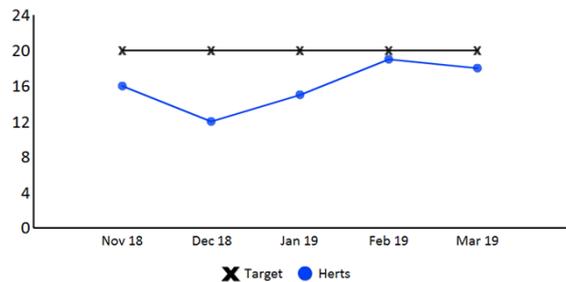


G	Performance (Good to be low)	Data	L
	↑	↓	

18

Seconds

Performance has improved from 19 seconds last quarter



CSC average wait time is within target for each month this quarter. CSC average wait time was less than 20 seconds for January, February and March - this included weather related peaks for highways, social care peaks in January and secondary school allocation calls in early March.

7.1.4 Average Multi-media score total (RP105)

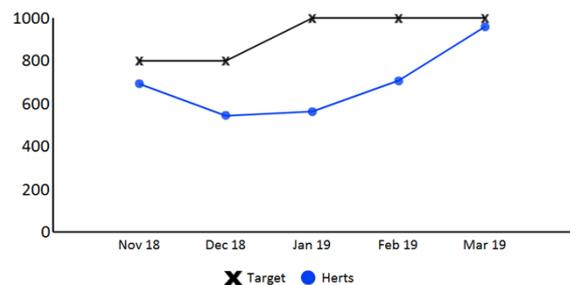


A	Performance (Good to be high)	Data
	↑	↑

744

Average media score

Performance increased from 622 last quarter



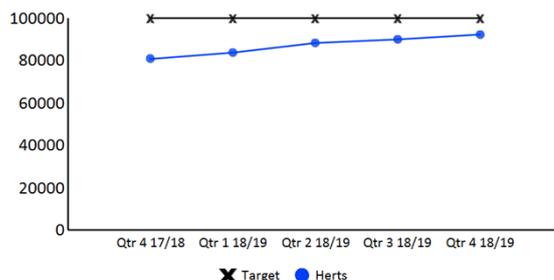
The media score continues to increase month on month. This quarter's scores benefitted from successful selling in to national newspapers and TV. In addition, We gained successful coverage was gained on the Council's new scams campaign, the Council's preparations for

Brexit, the art auction, council tax increase and the Queen’s Gallantry medal being awarded to two firefighters. A high level of media coverage was also received on secondary allocations regarding pupils affected by Katherine Warrington School dual bid process. Finally, this month the first issue Your Hertfordshire magazine was also published which was delivered to all households across Hertfordshire in March.

7.1.5 Update Me Email Bulletin Subscribers (RP107a)



A	Performance (Good to be high)	Data
	↑	↑



92,274
Subscribers

Performance improved from
89,993 last quarter

Sign-ups to update me emails continued to increase through social media and total numbers are now over 92,000. A small scale campaign in this quarter saw subscribers increase by 2,281.

A tender process is underway for a new contract to supply the email marketing system before the new system is introduced in June. This makes July an ideal time to launch a campaign to encourage sign ups to help reach the target of 100,000 subscribers by the end of Q2 2019/20.

7.2 Corporate Communication Campaigns

Type/ID & RAG	Description/Aim	Reason
Growth & Infrastructure	This cross-cutting campaign seeks to raise awareness amongst residents regarding the extra 100,000 homes and jobs in Hertfordshire over the next 15 years. It also seeks to build understanding in the county council's role; and support any potential Growth bid including the necessary infrastructure funding for Hertfordshire.	Plan for the 'good growth' campaign has been updated and on track to roll the campaign out in the summer.
Brand refresh	This is an in-house project that is seeking a minor update and refresh to modernise our corporate identity in line with the new council website.	Successfully launched a rolled out the brand refresh programme which received excellent feedback from stakeholders.

Signage Project	This is a new project for Autumn 2018, that is intended to ensure that residents are aware of our capital spend projects through high-profile, signage.	Project agreed by Cabinet in February. The policy is now live and teams should now be following the guidance. Further internal comms will go out following the end of PERP in May.
External Channel Strategy	This project is part of taking the county council through a digital journey and reducing print publications based on resident's more modern communications preferences. This includes a saving of £100,000 per year from 2019/20.	This project is on track to reduce the number of printed publications with the last edition of Horizons being produced in September. A number of new initiatives have already been delivered, such as a county wide advertisement, the launch of a news hub on the website and work to continue to improve other digital channels. The new publication, Your Hertfordshire, was delivered in mid-March 2019. The subscription rate of Update Me (email system) is now due to reach the 100,000 target during the Summer (2019).
External Advocacy Strategy	This is a joint strategy with Corporate Policy and is aimed at increasing the County Council's profile amongst key partners and stakeholders, such as local MPs and Central Government.	POProject is on track with the action plan now being implemented across a number of areas with a quarterly stakeholder bulletin being regularly delivered. A stakeholder survey has been undertaken and corporate policy are currently reporting on the findings from this.
Smart Working (inc Apsley)	This project is a key transformation project for staff working at the county council. Communications is at the heart of ensuring that this project successfully delivers the future way of working and enables change.	A comms plan has been agreed and significant contributions are made at the regular board meetings as well alongside specific communications activity. Additional support has been given over the past few months to the Apsley property project which will help facilitate significant financial savings and a better working environment.
Connecting Lives	This is a behaviour change campaign, seeking to address the underlying causes of loneliness by setting up a 'connector' network and reduce preventable health issues for people aged between 65-75 years old.	COMPLETED - the pilot in Letchworth has been successfully completed and the project has been handed over to Adult Care Services to roll-out county-wide.

Key & Notes

1 Indicators - Red, Amber & Green Explanation

Within 5% under performing and over performing against target

Between 5 and 10% under performing against target

More than 10% under performing against target

No target specified

Rating has improved	Rating same as last time	Rating has deteriorated
	