HERTFORDSHIRE COUNTY COUNCIL

RESOURCES AND PERFORMANCE CABINET PANEL

FRIDAY 13 DECEMBER 2019 AT 2:00PM

HERTFORDSHIRE COUNTY COUNCIL RESOURCES AND PERFORMANCE MONITOR QUARTER 2 (Q2), 2019-20

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 second quarter of the financial year, 2019-20 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.   Recommendation

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
   2) Finance
   3) Assurance
   4) Property

   5) Improvement & Technology
   6) Democratic & Statutory Services
   7) Community Engagement

5.   Equalities Impact Assessment (EqIA)

5.1   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 ther 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 (Q2 2019/20). 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 reduced for the council this quarter, but it has continued to increase in Resources and also in Hertfordshire Business Services and in Library and Heritage Services. Voluntary turnover has increased in Resources for the 2nd quarter in a row from 11.0% in Q1 to 12.7% in Q2. Annual sickness levels have increased in Resources but are still well below the county council average.

2. Finance

Quarterly budget monitor movements continue to be largely driven by results in the area of independent placements for children looked after but there has been an improvement of over £3m on the council's overall position compared with Q1. This is a result of in-year measures identified across various services to mitigate the overspend. Finally, the overall average for budget holder completions within the county council decreased slightly this quarter. However, the figure for the Resources department has increased.

3. Assurance

The delivery of the County Council audit plan was slightly below target level for Q2 due to the impact of recent unplanned staff absence, but client officers have been made aware of the potential delays. Performance for the total number of billable days was below target level in Q2 but sufficient resource is available to deliver the agreed planned days by the end of the year.

There were 33 new Fraud Referrals in Q2, a small increase on the previous quarter, and audit is continuing to review and progress the 15,00 matches it has received as part of the National Fraud Initiative data matching exercise. So far 7,000 matches have been cleared with the remainder being monitored. Lastly, there was a decrease in the number of Notifiable Health and Safety Incidents in Q2 and the rate continues to remain below nationally available benchmarking data.

4. Property

Income for Abel Smith House and the Rural Estates is in line with the profiled target for Q2, but the income for the Hertfordshire Development Centre has dropped below target

All internal preventative property maintenance, and the majority of external cases, continues to be performed to the required timescales since the transition of the Hard Facilities Management team to the council's Property team.

The energy consumption and consequent carbon emissions for non-school properties and street lighting has continued to fall for the fifth year in a row.

5. Improvement and Technology

Performance for the availability of IT systems across all categories including those requiring the highest levels of availability was 100% this quarter. There were 60,771 Cyber Security attacks on County Council systems in Q2 and all attempts were successfully repelled.

Performance for IT Service delivery improved from Q1 and was 100% this quarter. Finally, KPIs for Application and Infrastructure maintenance were also achieved and performance was at or very nearly 100% for both indicators.

6. Legal, Democratic and Statutory Services

The percentage of legal spend on Locums has decreased for the last three quarters. The percentage of Freedom of Information requests that met their timescales dropped to 98% this quarter. Subject Access requests all met their timescales this quarter, hitting the 100% target.
The Coroner Service closed 121 cases this quarter and the average time for completion was 23 weeks which is above the 26 week national target.

7. Community Engagement (Customer Service, Communications)

The Customer Service Centre saw mixed results this quarter. Mystery Shopping saw a slight increase and performance continues to be at target level. CSC average wait time was less than 20 this quarter and this included the back to school peak, a higher than average volume for adult social care and also secondary school admission applications.
There was a decrease in performance for the Average Multi-Media Score in Q2. Results from the Communications Residents' Survey will be used to help recalibrate monitoring and media score targets will be allocated throughout the team to help improve scoring in the coming quarters.
Finally, the number of email bulletin subscribers decreased in Q2 due to the introduction of a new system which cleansed the dataset to remove inaccurate subscriber data.

Highlight Report

1 Human Resources

1.1 Service Performance

1.1.1 HR Pay bill (RP30 and RP134)

No Target	Performance	Data
	↓	↑
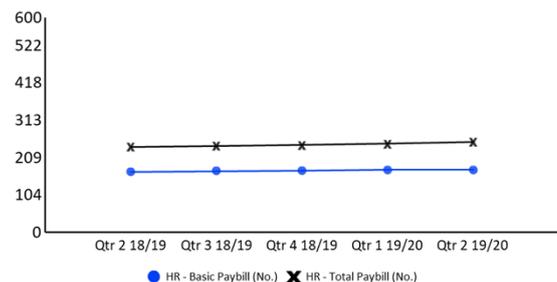
£252.2m
Total

Up from £247.9m

£177m
Basic

Up from £174.7m

HR - Basic Paybill (No.)   HR - Total Paybill (No.)

The rolling annual total pay bill (excluding agency spend) has increased by £4.3m from £247.9m to £252.2m (year to August 2019). This represents a 1.7% increase (the increase from Q4 to Q1 was 1.6%).

The rolling annual basic pay bill for the county council has increased by 1.3% from £174.7m in Q1 (year to May 2019) to £177.0m in Q2 (year to August 2019).

In Q2, Performance Related Increments exceed payments and incremental increases for Green Book employees added to the pay bill, along with market forces payments for social workers. In Q3 the pay bill will be impacted by pay awards for Youth, Soulbury, Music Teachers and Centrally Employed Teachers.

In Resources the total paybill has increased from £32.5m in Q1 to £32.9m in Q2 and the basic paybill has increased from £24.1m in Q1 to £24.3m in Q2.

1.1.2 Agency Spend (RP13)

No Target	Performance (Good to be low)	Data
	↑	↓
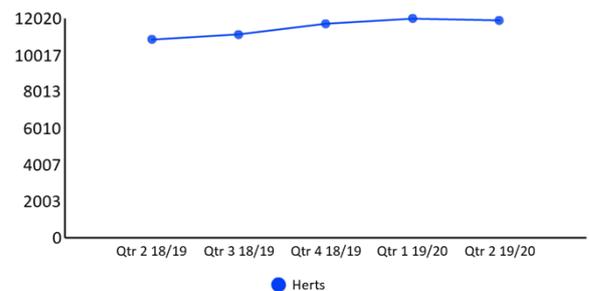
£11.9m
Annual Spend

Performance has improved from £12m last quarter

Herts

Agency spend for the council reduced from £12m in Q1 to £11.9m in Q2.

Agency spend for Resources (excluding Herts Business Services (HBS) and Libraries and Heritage Service (LHS), increased for the eighth quarter running by £68k (+5.0%) from

£1.351m in Q1 to £1.419m in Q2.   57% of agency spend was for roles undertaking project work and 35% for roles covering permanent vacancies.

Agency spend for Resources (including HBS and LHS) also increased this quarter, by £126k (+7.4%), from £1.721 to £1.847m. In HBS agency spend increased by £48k between Q1 and Q2 with additional temporary staff being used to cover the Q2 peak ahead of the start of the new school term and cover additional contracts secured for Nottinghamshire County Council. It is anticipated that once the response to the new contract levels out during Q3 agency spend will reduce in this area.

Temp spend in LHS has also increased by £10k (+66%) mainly due to temporary Drivers covering permanent vacancies and annual leave.

1.1.3 Headcount (RP15 and RP16)

No Target	Performance (Good to be low)	Data
	↓	↑
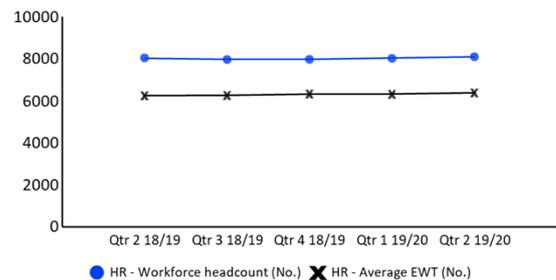
8,085
Headcount

Up from 8,032 last quarter

6,371
EWT

Up from 6,323 last quarter

● HR - Workforce headcount (No.)   ✕ HR - Average EWT (No.)

Average headcount has increased from 8,032 in Q1 to 8,085 in Q2 (+53 employees). The majority of the increase is due to a 67 headcount (+36 Equivalent Whole Time) increase in Children's Services with a new intake to the Social Worker Academy and making a number of permanent appointments which has reduced spend on agency staff.

In Resources the headcount has increased by 2 from 816 in Q1 to 818 in Q2. Over the same period the EWT has increased by 8, from 718 to 726.

1.1.4 Resources – Percentage of voluntary turnover (HRRES1)

G	Performance (Good to be low)	Data
	↓	↑
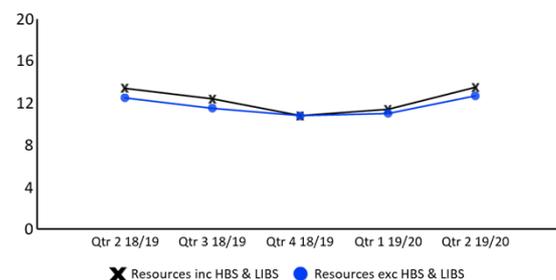
12.7%

Voluntary turnover has increased in Resources from 11% last quarter

✕ Resources inc HBS & LIBS   ● Resources exc HBS & LIBS

Voluntary turnover in Resources (excluding Herts Business Services (HBS)) and Library & Heritage Services (LHS)) has increased for the second quarter running from 11.0% in Q1 to 12.7% in Q2. This is the second increase in turnover since December 2017. When including HBS and LHS it has also increased, from 11.4% to 13.5%.

Across Council Departments turnover has decreased from 12.7% to 12.6%.

There were increases in seven of the ten Service Areas since Q1, the most significant changes were in Assurance Services (+5.3% to 12.4%), Legal Services (+4% to 10.0%),

Human Resources (+3.7% to 10.8%), Libraries and Heritage Services (+3.3% to 15.4%) and Finance (+3.1% to 12.5%) whilst Community Engagement continues to have the highest turnover level at 25.5% (+0.7%).

Two areas saw a decrease in turnover, Property (-0.9% to 8.1%) and Democratic & Statutory Services (-0.8% to 8.3%) whilst HBS were unchanged at 11.6%.

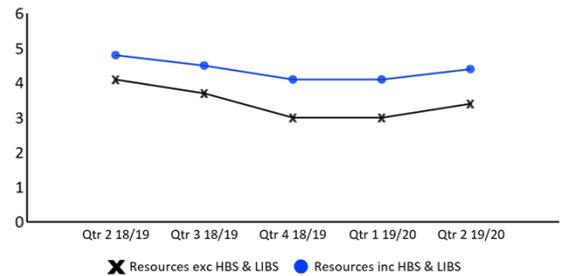## 1.1.5 Resources - Annual Sickness per employee (HRRES7)

	Performance (Good to be low)	Data
R	↓	↑

4.4
Days

Performance has decreased from 4.1 last quarter

Qtr 2 18/19, Qtr 3 18/19, Qtr 4 18/19, Qtr 1 19/20, Qtr 2 19/20

✕ Resources exc HBS & LIBS ● Resources inc HBS & LIBS

Sickness levels in Resources (including HBS and LHS) have increased by 0.3 days to 4.4 days. Similarly, Resources figures excluding HBS and LHS have increased by 0.4 days to 3.4 days. Both averages compare very favourably with the Council overall average of 7.3 days. All areas of Resources have had an increase in sickness absence days between Q1 and Q2, notably Assurance Services up 1.5 days to 7.2 days, Finance up 0.9 days to 4.9 days (and also up for the sixth quarter running) and HBS up 0.6 days to 8.8 days. In these areas, the increases are mainly caused by a small number of long-term absence cases all of which have since returned to work.

in Resources (including LHS & HBS) 6,273 days were lost to sickness absence (6,075 days in Q1). Stress/Depression/Anxiety/Mental Health continues to be the highest reason for absence with 27.3% of all absence taken (1,710 days). Corporate level analysis on Stress/Depression/Anxiety/ Mental Health has been shared with the Wellbeing Group who will work jointly with Human Resources, Unison and Health & Safety to review the county council's current absence interventions against the Health and Safety Executive management standards.

Muscular Skeletal complaints make up 21.7% of absence (1,360 days lost), followed by stomach / digestive complaints (486 days lost accounting for 7.7% of absence taken). The remaining 43.3% are spread across 21 other sickness categories.

As at September 2019, Resources (including LHS and HBS) had 7 cases of absence over 20 days which has reduced from 14 in June 2019. – 1 was in Resources, 2 were in HBS and 4 were in LHS. 29% of these cases are due to Stress/Depression/Anxiety/Mental Health.

2   Finance

2.1   Service Performance

2.1.1 Quarterly Budget Monitor Movements (RP206)

3.735m
Movement absolute

The Council is currently projecting an overspend £3.735m. This is driven largely by severe demand pressures in Children's Services for independent placements of children looked after. Ongoing work is required to understand the detail of this demand growth. However, this is an improvement of over £3m from the Q1 report as a result of in-year measures identified across various services to mitigate the overspend.

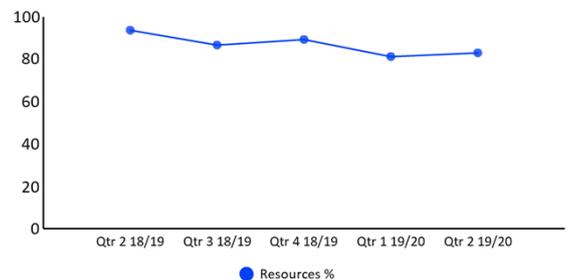### 2.1.2 Budget Holder Completion % (RP207)

A	Performance (Good to be high)	Data
	⬇	⬇

87.4%
HCC Completion rate

Performance has declined from 87.6% in Q1 19/20

The completion % for the County Council has decreased slightly this quarter with an overall Q2 average of 87.4% compared to 87.6% in Q1. Resources department completions has increased (83%) but remains below the overall council average. Performance will continue to be monitored to ensure completion rates improve in the coming quarters.

3   Assurance

3.1 Service Performance

3.1.1 Delivery of the Council Audit Plan Projects (RP46)

44/35%

Total to draft

49/39%

Profile

At the end of quarter two, the Shared Internal Audit Service (SIAS) delivered 35% of the 124 projects within the approved internal audit plan for 2019/20, this being 4% (five projects) below the profiled target of 39%.

In relation to the above, the current gap between profile and actual is attributed to the impact of recent unplanned staff absence, which has resulted in some projects currently in fieldwork not reaching draft report status in line with the planned profile. In all cases the relevant client officers have been made aware of the potential delays.

3.1.2 SIAS Billable Days (RP46a)

533/37%

Actual billable days

629/42%

Target billable days

At the end of quarter two, SIAS delivered 37% of the 1,430 planned audit days for 2019/20 (excludes unused contingency) this being 5% (96 days) below the profiled performance indicator target of 42%. Whilst performance is below the current profile set at the start of the year, recent work allocation exercises have confirmed that sufficient available staff resource is available to deliver the agreed planned days by the target date of 31 March 2020.

It should also be noted that the above figures are in line with the performance in 2018/19, where SIAS met the end of year performance indicator.

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

18 (15%)

External partner projects

As at the end of quarter two, SIAS had provided an allocation of 184 days' work (18 projects) to the contracted external partner representing 15% of the total audit plan days. This allocation is anticipated to be the full number of days and projects to the external partner for 2019/20.

3.1.4 Customer Satisfaction Returns (RP46)

100%

Client Satisfaction

13 / 13 returns received a satisfactory rating

At the end of quarter two, performance is on target with 100% of client satisfaction questionnaires returned being at 'satisfactory overall' level. The questionnaire return rate stood at 42% at the end of quarter two.

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 one performance report, excluding final reports issued in respect of individual Schools visits.

Service	Report Title	Opinion	Recommendations			
			Critical	High	Medium	Low / Advisory
2018/19 Audits						
Children Services	School Admissions Appeals Process	Good	0	0	0	0
Children Services	School Meals – HCL Client Account and Debt Management	Satisfactory	0	0	3	2
Resources	Property and Estate Management (Health and Safety Statutory Checks)	Limited	0	2	2	0
Resources	Benchmarking (Fees and Charges)	Not Assessed	N/a	N/a	N/a	N/a
Adult Care Services	Hertfordshire Home Improvement Agency	Limited	0	2	2	0
Adult Care Services	Budget Savings and Efficiency Planning	Satisfactory	0	0	4	0
Council Wide	Financial Solvency Monitoring and Business Continuity Arrangements	Not Assessed	0	0	4	5
Council Wide	Sickness Management and Occupational Health	Satisfactory	0	0	4	3
Council Wide	Partnership Funding (Governance)	Satisfactory	0	0	4	0
Children Services	GDPR – Electronic Transfer of Sensitive Data (follow up audit)	Not Assessed	Follow Up on Previous Internal Audit Report: - 5/8 Recommendations Implemented 2/8 Recommendations Closed 1/8 Recommendations In Progress 1 New Recommendation Made			

At the end of Q2 there were no additional Critical recommendations issued.

3.1.6 Critical and High Priority Recommendations

13

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

Of which Implemented (2), Not Due Yet (9) and Partially Implemented – Revised Date Agreed (1)

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	Partially Implemented – Revised Date Agreed	Partially Implemented – on track with previously advised revised target date
13	2	9	1	1
%	15%	40%	8%	8%

The above table has been extracted from our regular Internal Audit Progress Report to Audit Committee, dated September 2019 (this reporting for the period up to 2 September 2019). Members will be aware that a final audit report is issued when it has been agreed by management. This includes an agreement to implement the recommendations made. It is Internal Audit's responsibility to advise the Audit Committee on progress of the implementation of high priority recommendations; it is the responsibility of officers to implement the recommendations by the agreed date.

No critical priority recommendations have been made within the financial year 2019/20 to date. High priority recommendations relating to schools are excluded from the reported statistics given both the volume of schools within the County and the relative risk of any single recommendation to the council as a whole.

3.1.7 Medium Priority Recommendations

46

Total Number of Recommendations Followed Up in this Period

Of which Implemented (12) and Partially Implemented – Revised Date Agreed (33)

Medium Priority Recommendations		Not implemented by Due Date		
Total Number of Recommendations Followed Up in this Period	Implemented	Partially Implemented – Revised Date Agreed	On track with previous revised target date	No Update Provided by Action Owner
46 (out of 76 outstanding recommendations)	12	21	12	1
%	26%	46%	26%	2%

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 above table has been extracted from the regular Internal Audit Progress Report to Audit Committee, dated September 2019 (this reporting for the period up to 2

September 2019). As verbally updated to the September Audit Committee, the single non-response under 'No update provided by action owner' was in fact provided just after the Internal Audit Progress Report was published and was delayed by annual leave over the Summer period.
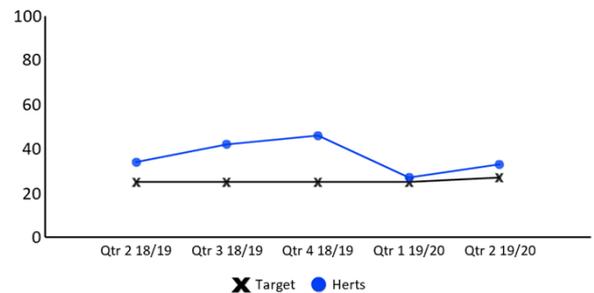
3.1.8 Reported Fraud (Referrals) (RP208)

No Target	Performance	Data
		↑

33

Performance has increased From 27 in Q1

All Service targets are on track to be achieved by year end. Additional funding has been provided by Adult Care Services is to focus efforts on fraud in adult care service areas up to March 2020 at present. In all, 60 fraud referrals, in total, had been received from various sources in the first two quarters. A number of live cases were brought forward from 2018/19. 26 investigations have been closed in year and a further 49 cases are still under investigation at present.

SAFS have led on the council's statutory requirement to comply with the National Fraud Initiative (NFI) 2019. An excess of 15,000 matches were received by the county council from NFI. To date just over 7,000 matches have been cleared with the remainder being monitored. Fraud losses and savings combined of £1.8m have been reported for the county council. From live cases and those waiting for prosecution, or other sanctions, a further £500k of fraud loss has been estimated at present.

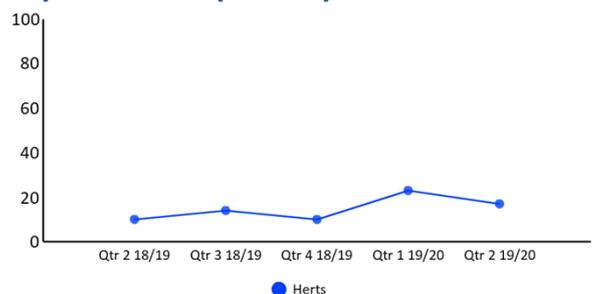### 3.1.9 Number of Notifiable Health & Safety (H&S) Incidents (RP10a)

No Target	Performance	Data
	↑	↓

17
Reportable incidents

Performance has improved from 23 last quarter

Figures remain provisional due to the lagging nature of accident reports.
There were 17 reportable employee incidents to the Health and Safety Executive (HSE) to date in Q2 (including those from the Fire and Rescue Service), a decrease of six from the previous quarter which is expected due to seasonal variations (most notably the school summer holiday) but remains commensurate with Q2 figures in previous years (10-19 incidents).
This represents a slight decrease on the average quarterly figure since April 2015 (18.4).
The incident rate over the past 4 quarters of 365.2 per 100,000 employees remains below the latest nationally available benchmark figure of 430 per 100,000 employees (Labour Force Survey data Oct 2017).

There are no observable trends requiring additional intervention.

3.1.10 H&S Internal Audit summary

51 audit reports have been issued to date in 2019/20 with 92.2% demonstrating good overall health and safety management systems.

Compliance levels show an improvement compared to 2018/19 where a total of 99 H&S audits were undertaken with 85.9% rated good or better.

Delivery of audit plan is on target.

Department	Department Category	Compliance Rating			Significant H&S Management Failures
		Good	Outstanding	Requires Improvement	
Adult Care Services	Day Service	1	1	0	0
Adult Care Services	Supported Living	6	0	1	0
Children's Services	YC Hertfordshire	0	2	0	0
Children's Services	ISL	0	0	1	0
Children's Services	Children's Residential	2	0	0	0
Resources	Library	4	2	0	0
Resources	HBS	1	0	0	0
Environment	Active & Safer Travel Team	0	1	0	0
Environment	Spatial Planning &Economy Environmental Resource Planning	2	0	0	0
Schools	SCH: Primary	15	9	1	1
	SCH: Special	0	1	0	0
Total		31	16	3	1

The 4 audits to date falling below our baseline are as follows:

Significant management failures

St. John's (VC) School (785) - revisit scheduled and this has been escalated to Children's Services and Herts for Learning.

Requires Improvement

Integrated Services for Learning (ISL) - whilst this audit rating was one of requires improvement there was good engagement and an obvious willingness to ensure that H&S is managed correctly with a considerable amount of work already having been undertaken. This was a marginal 'Requires Improvement' judgement and on return of the action plan and a reassurance visit these are expected to be rated as sufficient.

Abel Smith School – A marginal 'Requires Improvement' judgement and on return of the action plan and a reassurance visit expected to be rated as sufficient.

Welwyn Hatfield Supported Living Paddocks House - the building is owned by Welwyn Hatfield Council and management has recently been transferred to Welwyn Hatfield City Housing Association (WGCHA). At the time of the audit the site was going through a transition period, with the recent change of tenancy for the residents and refurbishment works throughout the building. Given this transition period many documents were either due to be reviewed or were not available as they are currently being updated. Once works are completed, and information received by the service to inform these documents there is every confidence that the service will achieve a 'Good' rating.

4 Property

4.1 Service Performance

4.1.1 Income – Abel Smith House (RP191a)

£

G	Performance (Good to be high)	Data
	↑	↑

£423k

Performance has improved from £210k last quarter
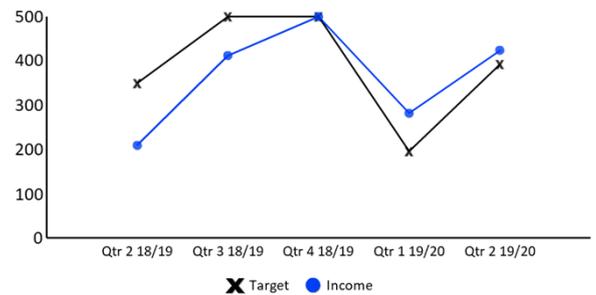
£423K of actual rent income was collected for the period 25th March 2019 to 28th September 2019, this is above the £392k target and more than the £210k collected by the end of Q2 last year.
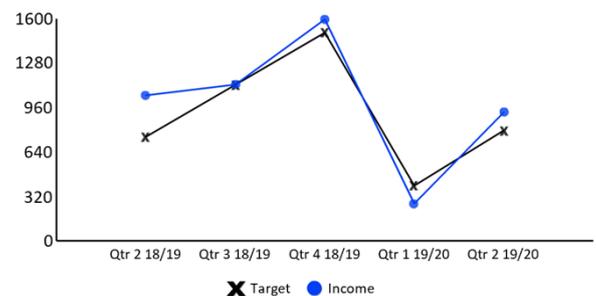
4.1.2 Income – Rural Estate (RP191b)

£

G	Performance (Good to be high)	Data
	↑	↑

£926k

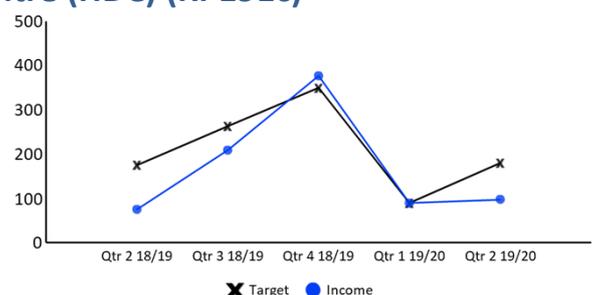**Income is in line with the profiled target**

£926k of income was collected from the Rural Estate by the end of Q2. This is less than the same period last year (£1049k) but above the £795k target. All invoices have been raised on time with no significant debts showing.

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

£

R	Performance (Good to be high)	Data
	↑	↑

£97k   **Performance has improved from 90k last quarter**

£97k of income was recorded on SAP at the end of Q2 this is significantly below the target of £180k. However, these figures do include some annual expenditure and not all of the income for September.

The Hertfordshire Development Centre is used primarily by county council service departments. Other users of the sites include Herts for Learning, the NHS and other third parties.

Decline in income can be attributed to a range of factors including the council's move to more online learning, Herts for Learning and some county council services using alternative venues, less catering being booked and some cancelled bookings due to power down maintenance work.

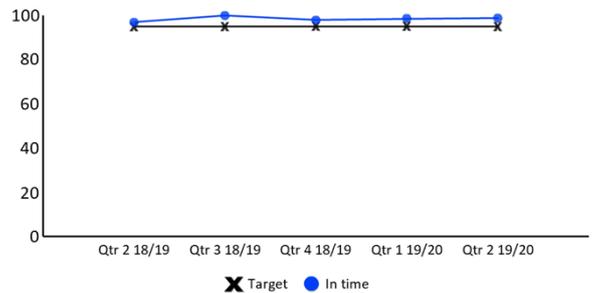In turn, a range of measures are being explored to minimise costs and increase income.

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

	Performance (Good to be high)	Data
G	↑	↑

Qtr 2 18/19 Qtr 3 18/19 Qtr 4 18/19 Qtr 1 19/20 Qtr 2 19/20

✕ Target   ● In time

98.8%   **Performance has improved from 98.5% 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 into the county council's Property team. Apart from a few access issues which the service is working hard to reduce, external PPMs are also fully up to date.

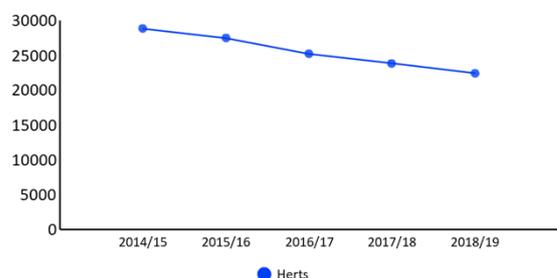 In total, 7,981 PPMs have been completed in required timescales out of a total of 8,078.

4.1.5 Energy & Carbon Reduction Figures for Non – schools (RP69)

	Performance (Good to be low)	Data
G	↑	↓

2014/15 2015/16 2016/17 2017/18 2018/19

● Herts

22,429
Tonnes CO_2

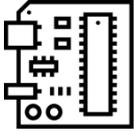**Performance has improved from 23,853 2017/18**

The current reporting period from the baseline in 2012/13 to 2018/19 is now complete and has achieved a total saving for the period of 37.7%, the annual reduction from 2017/18 figures being 6%.

5   Information and Technology

5.1   Service Performance

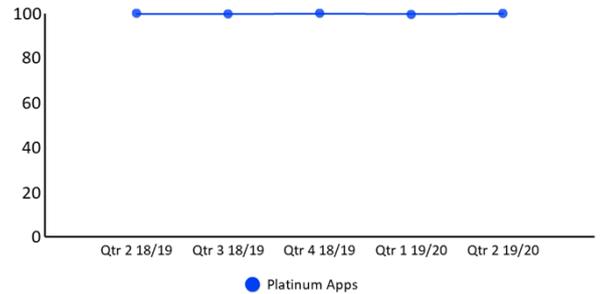### 5.1.1 Availability of IT systems (RP160)

	Performance (Good to be high)	Data
G	↑	↑

99.9%
Platinum apps

Performance has increased slightly from 99.8% last quarter

All targets were met this quarter.

5.1.2 Cyber Security (RP169)

100% of all attempts were successfully repelled

60,771
Attacks on HCC Systems

Stats taken directly from our border devices. There has been a slight Increase in numbers this quarter (50,911 in Q1) but numbers remain in line with general trends and all attacks were successfully repelled.
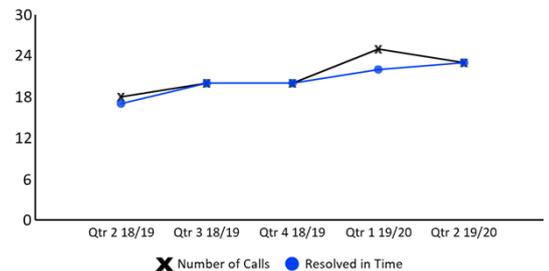
5.1.3 IT Service Delivery (RP170)

	Performance (Good to be high)	Data
G	↑	↑

100%
23/23
Number of calls to the service desk

Performance has improved from 88% (22/25) last quarter

All targets were met.

5.1.4 Application & Infrastructure Maintenance (RP171)

100% (963/966) completed server activity

100%

Completed server activity

98.61%

Completed desktop activity

99.54% (102,041/102,516) completed desktop activity

Desktops/Laptops that were not patched for security and Microsoft updates (service packs) this quarter was 475, 1.39%.

6 Legal, Democratic and Statutory Services

6.1 Service Performance

6.1.1 Levels of Legal Service Provided (RP174b)

No Target	Performance	Data
		↑

Fee earning hours

22,688

Hours

Hours have increased from 19,438 hours in Q1 19/20

During the last 4 quarters, Legal Services delivered between 19,438 and 22,688 hours of chargeable legal work. This has been delivered by a mix of permanent and locum fee-earning staff varying between 67.7 and 70.6 FTE over the year

The high level of fee-earning hours in Q2 is in-line with previous years, with the figure for Q1 being affected by annual leave taken before year-end as well as sickness and maternity leave.
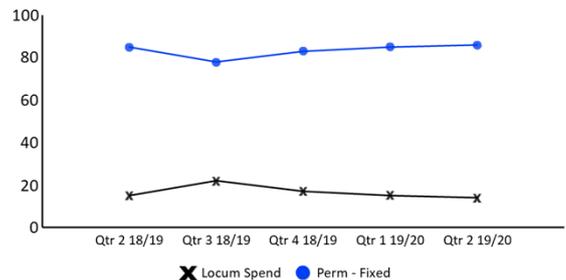
6.1.2 Levels of Locum spend v Permanent spend in Legal (RP174a)

No Target	Performance	Data
		↑

✕ Locum Spend   ● Perm - Fixed

86%

Salaried staff

Spend on Locums as a proportion of legal salary budget has decreased from Q1 19/20

During the last three quarters, the spend on locum staff has fallen from 22% to 14%, with some of the variation caused by unsynchronised monthly accounting and 4-weekly billing by the Agency provider.
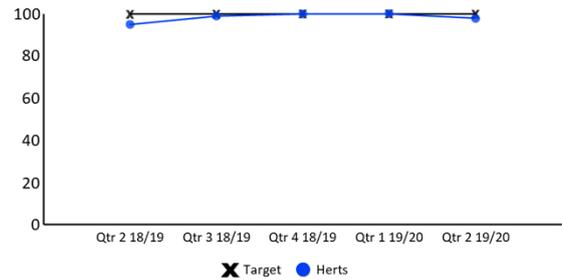
6.1.3 Percentage of logged/complex requests for information to receive full responses within 20 working days (FOI compliance rate) (RP41)

	Performance (Good to be high)	Data
G	↓	↓

98%
(456/465)

Performance has decreased from 100% last quarter

The compliance rate has dropped beneath the 100% target this quarter due to staff absences for annual leave, however it is still higher than the same time last year (95% - Q2 2018/19)   456 Freedom of Information requests received full responses within 20 working days out of a total of 465.
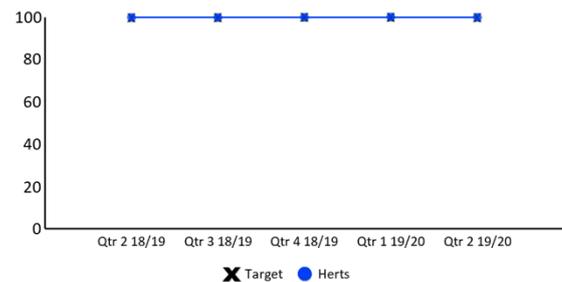
6.1.4 Percentage of Subject Access Requests (SARS) to receive full responses within 30 calendar days (quarterly) (SAR compliance rate) (RP42)

	Performance (Good to be high)	Data
G	→	→

100%
(119/119)

Performance stayed the same since last quarter

The team continues to meet the challenging 100% target, with 119 Subject Access Requests this quarter.
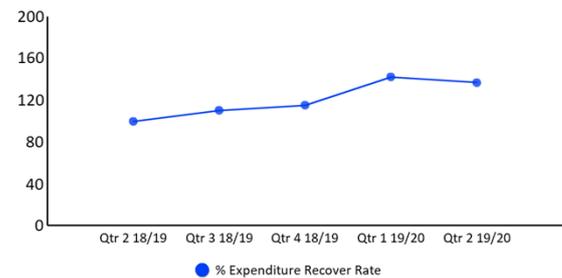
6.1.5 Income as a percentage of controllable expenditure (RP186)

No Target	Performance	Data
		↓

137%

Performance has decreased from 142% in Q1 2019/20

Although the income as a percentage of controllable expenditure has dropped, Q2 still shows a very strong performance for the service. It is considerably higher than the same time last year (99.6% - Q2 2018/19).

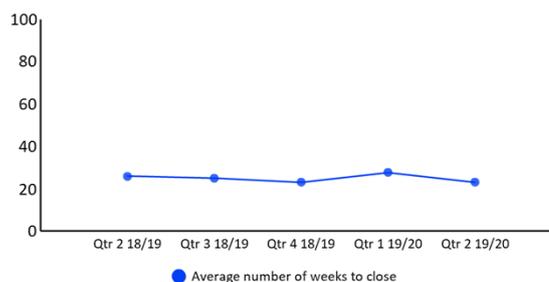### 6.1.6 Timeliness of completion of Inquest Cases (RP189)

No Target	Performance	Data
		↑

23
Weeks

Performance has increased from 27.6 weeks in Q1 2019-20

● Average number of weeks to close

The Coroner Service closed 121 inquest cases in July - Sept 2019. The average number of weeks taken from referral of the death to inquest conclusion was 23 weeks. This demonstrates high performance in expediting cases and is below the Chief Coroner KPI of 26 weeks.

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

7.1 Service Performance

7.1.1 Channel Shift Indicators

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

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

Headlines include:

- Blue Badge – performance saw a big increase in Q2 to 67% (57% in Q1) and is now above target level (60%). The large increase in new applications is due to national changes on hidden disabilities. The % online continues to increase with targeted communications playing a part in this. In addition, calls are reducing as more people apply online, meaning a quicker and smoother process for the majority. Processing times are down from 21 days to around 10.
- Highway fault reporting – a decrease in performance (typical in the quieter summer period) to 61% in Q2 (from 65.9% in Q1) but a slight increase when compared to the same period last year. In this quarter there was a range of trees and vegetation faults being reported meaning this overtook potholes and other road issues to be the second most reported service after street lighting. However, there was a sizable decline in street lighting issues.
- Free School Meals - remains above target and an increase in number of applications on same quarter last year. This is primarily due to more communications being sent to schools/Citizen Advice Bureaux, job centres etc. Work is beginning to target more vulnerable groups following recent Overview

and Scrutiny committee recommendations.   Calls into the customer service centre remain very low.

- Birth registration appointments – increased slightly this quarter (75% from 74.4% in Q1) and remain in line when compared to the same period last year (74.6%). It has proved challenging to raise the uptake above the 75% mark. Direct contact has been made with both maternity units to further promote the online service and the online booking system is being reviewed to identify any barriers to booking.

Full details can be seen in the table below:

	Qtr. 1 19/20	
	% of online	Target
Blue Badge	67.0	60.0
Highway fault reporting	61.0	70.0
Free School Meals	86.0	70.0
Birth registration appointment	75.0	80.0

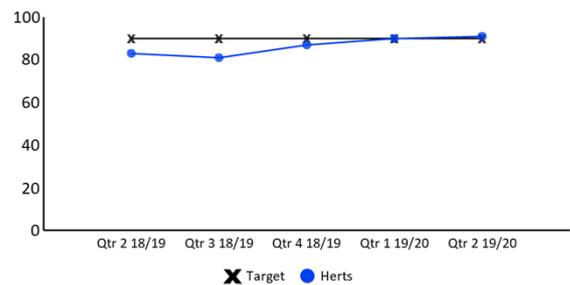## 7.1.2 Customer Service Centre all contacts – Mystery Shopping Results (RP115)

	Performance (Good to be high)	Data
G	↑	↑

91%
Answered satisfactorily

Performance has improved from 90% last quarter

X Target   ● Herts

This quarter the Customer Service Centre performed better in this indicator with answers on all services being on or around the target. Successful answers included quality signposting to internal teams who could give the correct answer.
Questions are being reviewed and updated each quarter. Refresher training will be provided to individuals where incorrect answers have been provided.

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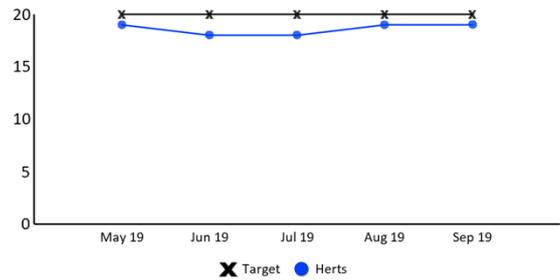

	Performance (Good to be low)	Data
G	→	→

19 Seconds

Performance has stayed the same as last quarter

CSC average wait time was less than 20 seconds for July, August and September.
This quarter included the September back to school peak, a higher than average volume for adult social care and also secondary school admission applications.
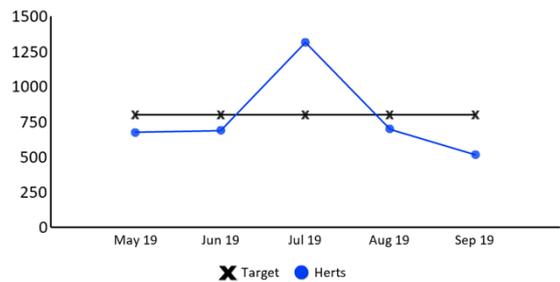
7.1.4 Average Multi-media score total (RP105)

	Performance (Good to be high)	Data
R	↓	↓

516 Average media score

Performance decreased from 696 last quarter

This quarter the media scores have fluctuated. July was significantly above target but both August and September fell below target. Some great opportunities were generated across the quarter in the traditional press, on TV, on radio and in the trade and multimedia was used successfully in the fire fighter recruitment campaign which targeted hard to reach groups of women and Black, Asia and Minority Ethnic (BAME) backgrounds. In order to address how to increase its media score the council used the results of the communications resident's survey to re-calibrate its media monitoring scores and will be allocating media score targets throughout the Communications team.

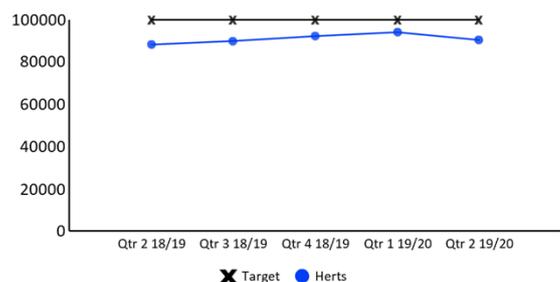### 7.1.5 Update Me Email Bulletin Subscribers (RP107a)

	Performance (Good to be high)	Data
A	↓	↓

90,466 Subscribers

Performance decreased from 94,151 last quarter

There has been a transfer across to a new system supplied by dotdigital and this has allowed for a thorough de-duplicating of the listings and deletion of inaccurate email

addresses, so this has meant that the overall numbers of subscribers has reduced by 4% this quarter. However, this simply reflects that the new system is more accurate. To increase subscriber rates each month, a dedicated engagement strategy will be developed. This will target Hertfordshire residents and encourage them to sign up for email updates from across services and increase the deliverability of the update me emails. We will also consider Allocating targets to the services to ask them to support sign up will also be considered.

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.	The 'Our Good Growth Ambitions' video has been used in discussions with the Ministry of Housing, Communities and Local Government, the Hertfordshire Growth Board and the Hertfordshire Forward conference. Continue to be on track with proposed residents' campaign.
Brand refresh	This is an in-house project that is seeking a minor update and refresh to modernise the council's corporate identity in line with the new council website.	The next phase of the project includes reviewing email signatures with a view to setting new corporate standards and improving consistency in how staff present their email signatures. First drafts have been shared with the Chief Executive for feedback. Progressing towards communications at end of the year and launch in January 2020.
Signage Project	This is a project is intended to ensure that residents are aware of our capital spend projects through high-profile, signage.	There has been some positive take-up of the new policy, and there is prominent signage at some major schemes around the county, including on the A120, at the new Ware Refuse Centre and at the new school building project in Bishop's Stortford. Some further work is required, however, to fully embed the policy within key council areas.

External Channel Strategy	This project is part of taking the County Council through a digital journey and reducing print publications based on residents' 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 2018. A number of new initiatives have been delivered, such as a county wide advertisement, a news hub on the website and continued work to improve other digital channels. The new publication, Your Hertfordshire, was delivered in mid-March 2019. The subscription rate of Update Me (email system) has increased following campaign efforts.
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.	The project is on track with the action plan now being implemented across a number of areas. A quarterly stakeholder bulletin is being regularly produced. A stakeholder survey has been undertaken and is informing this work.
Smart Working (incl 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.	Communications has continued to support the Apsley 2020 moves project and communications activity has focused on supporting engagement activity around the design of Apsley 1. This workstream will become part of the Transformation project.
Transformation	Providing communications for this cross-Council programme.	Communications plan has been presented to the Director of Resources and are on track with planning staff focus groups and the communications plan. There are many inter-dependencies on the delivery of the comms plan so this is amber.

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
⬆	➡	⬇