



# Action and Task Progress Report

Brighton & Hove City Council



Print Date: 20-Nov-2023



# ACTION PLANS



At least 50% of action target achieved



Between 40% and 50% of action target achieved



Less than 40% of action target achieved



No target set

## 1 AGS Actions

### 1.1 In response to the External Auditor’s key recommendation in relation to the authority’s financial sustainability, to review the council’s annual budget and medium-term planning processes to develop robust and sustainable service and financial plans

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.4.2 Maximising the financial integrity and sustainability of the organisation to minimise any unplanned adverse impacts of financial pressures on organisational capacity, services and citizens through Medium Term Financial Planning and a linked 5-year Capital Strategy. (Annual Governance Statement action) (Council Plan 4.3) (Council Plan Measure 4.3) (Strategic Risk 02)	Nigel Manvell - Chief Finance Officer	In Progress	01-Apr-2023	31-Mar-2027	40.00%	50.00%	
<b>ACTION PROGRESS COMMENTS:</b> Progress to date: Estimates of 2024/25 service pressures, inflation assumptions and resources completed June 2023. Budget Planning & Resources report provided to July SFCR Committee indicating a predicted £25.3m budget gap. Vacancy controls (freeze) introduced in July. Regular Weekly Budget meetings with Leader and Finance Lead in place to update on in-year and next year planning. 'First Cut' proposals developed and shared with the Administration on 31 Oct. ELT Budget Planning day held on 9 October to review progress. ELT/Policy Chairs Budget Away-day held on 2 Nov 2023 to consider in-year and 2024/25 'First Cut' proposals.							

High level 'plan for balance' for 2023/24 developed and shared with ELT and the Administration.  
 Vacancy controls tightened further (exception-only recruitments allowed before 1 April 2024).  
 Directorate staff engagement sessions held during November to invite budget suggestions.  
 Monthly Union engagement meetings diarised (from Sept) to invite suggestions and share proposals.  
 ELT budget planning session planned on 27 Nov (post Autumn Statement) to firm up next steps.  
 2nd ELT/Policy Chairs Budget away-day planned for 30 Nov (post Autumn Statement) to agree next steps and timelines.

Measures of Success

Forward Planning:


- Assumptions communicated with lead members (May 2023 through to December 2023) including reporting to July and December SFCR in the lead up to February Budget Council.
- New Medium Term Financial Strategy) MTFS and draft Capital Strategy developed for the 2024/25 budget process.
- Draft/Final short and medium term options for addressing future identified Budget Gaps considered and approved by SFCR and Budget Council by March 2024

In-Year Performance & Risks:

- Targeted Budget Management (TBM) on target. (ongoing) (Council Plan Measure 4.3)
- Savings achievement across all directorates monitored and reported and on track. (ongoing) (Council Plan Measure 4.3)
- Unqualified external auditor opinion on the Statement of Accounts
- Financial Sustainability risk identified by the External Auditor treated and addressed in 2024/25 budget planning.
- Our budget position and delivery of savings plans

Last Updated: 16-Nov-2023

**1.2 Continue to seek improvements to the Payroll and Pension Service**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.6.13 Continue to seek improvement to the payroll and pension service. (Annual Governance Statement action)	Graham Bourne - Head of Welfare, Revenues & Business Support	In Progress	01-Apr-2023	31-Mar-2027	40.00%	50.00%	 AMBER

**ACTION PROGRESS COMMENTS:**

Progress to date:

There are underlying improvements in pension and payroll performance. The WRBS service restructure has added more resilience and resource to the area, with revised job descriptions and structural alterations to align to the progressions the service need to make.

The approach to improved performance in payroll query resolution is dependent on the outcome of the ERP replacement and whether there will be a clearly defined path for query resolution systems as a consequence. Subject to that a request has been placed with IT&D to prioritise a local solution if an ERP solution cannot be delivered. Realistically while some degree of workflow prioritisation may be achievable a full contact /workflow system may be ambitious in the set timeframes. However, it is hoped that, after the first attempt at a local solution to contact management had to be abandoned because of platform GDPR concerns, the ERP replacement project may identify a longer term solution, and pending that IT&D may be able to prioritise delivering some degree of contact management that at the very least allows the identification of urgent priority work.

Temporary resources have contributed to recovery from the backlog of pension work and on track in terms of bringing pension information up to date and accessible through the ESCC online portal and addressing the legacy issues relating to McCloud judgement data correction.


**Measures of Success**

Conclusion of rectification of legacy pension issues by March 2024

Improved performance in payroll query resolution within 10 working days for urgent queries with pay implications by March 2024 and all queries by March 2025

Last Updated: 15-Nov-2023

**1.3 Continue to implement a pro-active strategy to modernise industrial relations in conjunction with recognised trade unions**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.8.5 To continue to develop and implement a pro-active strategy to improve industrial relations in conjunction with recognised trade unions and continue to streamline approach to employee relations case work across the council. (Annual Governance Statement action)	Alison McManamon - Director of Human Resources & Organisational Development	In Progress	01-Apr-2023	31-Mar-2027	40.00%	50.00%	 AMBER

**ACTION PROGRESS COMMENTS:**

Progress to date:

People Strategy approved by Strategy, Finance and City Regen committee in October 2023, and a first year action plan set up and underway with measurable deliverables. Staff survey results will be used to shape the year 2 action plan.


**Measures of Success**

- To streamline Collective Disputes process to shorten the time taken for Disputes to get to Stage 2 Hearings and reduce number of collective disputes in 23/24
- To reduce the time taken to progress cases and increase the level of informal resolution as measured by casework data by March 2024
- To build positive relationships with recognised trade unions to enable potential issues to be addressed at an early stage to reduce collective disputes

- To review Joint Staff Consultative Forum and make more effective as a vehicle to raise appropriate issues, measured by positive feedback from members and unions representatives by March 2024

Last Updated: 08-Nov-2023

#### 1.4 Ensure executive level leadership of health & safety and effective governance to implement the Health & Safety Strategy

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.6.4 Ensure delivery of the actions set out in the Health and Safety Strategy 2023-27. (Annual Governance Statement action) (Council Plan 4.2) (Strategic Risk SR32) (Council Plan Measure 4.2)	Janice Percy - Head of Health and Safety	In Progress	01-Apr-2023	31-Mar-2027	40.00%	50.00%	 AMBER

##### ACTION PROGRESS COMMENTS:

Progress to date:

Delivery of the actions set out in the health and safety strategy continues. All directorate plans have been approved by Departmental Management Teams and are now being treated as their live strategic health and safety arrangements. 33 Members of the Executive Leadership team (ELT) and Directorate Management Teams have been registered to complete accredited health and safety for leaders training, IOSH for Executives and Directors, only two remain in progress down from eight from the last update.

Monthly meetings are in place between the head of health and safety and the elected member lead for Health and Safety to update on issues and provide details of the oversight and governance of ongoing work.

Continued delivery of the health and safety strategy is set out in the People Strategy, commitment 4: A safe and healthy working environment that supports wellbeing which was agreed at the Strategy, Finance and City Regeneration Committee on 5th October 2023.

An update report on delivery progress was taken to ELT on 13th September 2023, which outlined of the 44 actions (11 are complete, 26 are in progress and 7 are not yet started). ELT also approved: refreshing use of Team Safety plans, agreed a tiered and risk based approach to health and Safety auditing (self-checklists issued at least every 2 years, targeted audits focussed on themes or data driven and specialist audits where specific competence and experience is required). In addition, the future approach to Health & Safety risk profiling was agreed which will feed up from directorate plans and will commence in September 2024 with a view to agreeing the updated corporate risk profile in March 2025.

Regular reports will continue to be provided to the Health & Safety (Committee) Consultation Forum with directorates required to provide updates on their progress at these meetings. Dates of future forums have been set and will take place on: 27/11/23, 6/2/24, 29/4/24, 9/9/24, 11/11/24. Progress reports will continue to be taken to ELT to provide oversight of the

delivery status of the strategy and any barriers to progress.


Recruitment for a new Chief Executive (CEO) is underway, as soon as the successful candidate is appointed their Health & Safety duties will be included in their induction and a review of the Health & Safety policy undertaken for the new CEO to sign.

Measures of Success

- Refreshed Terms of Reference for the H&S (Health & Safety) Consultative Forum by October 2023
- Directorate Safety Plans in place by October 2023
- Mandatory IOSH training for all corporate management team members of departmental management teams (DMT's) by November 2023
- Completion of all actions within the plan as per the deadlines stated (see dates in the H&S Strategy)
- 0% of outstanding manager reviews of Health & Safety incidents – reported quarterly to Health & Safety Consultation Forum

Last Updated: 07-Nov-2023

**1.5 Ensure effective governance of the implementation of the Digital, Data & Technology Strategy.**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.7.2 Deliver the Foundation IT pillar of the DDAT (Digital Data and Technology) strategy. (Annual Governance Statement action) (Council Plan 4.2)	Dan Snowdon - Head of Strategy & Engagement	In Progress	01-Apr-2023	31-Mar-2027	50.00%	50.00%	

**ACTION PROGRESS COMMENTS:**

Progress to date:

Procurement for MS Teams telephony and cloud-based contact centre telephony has commenced.

Survey for discovery work has been developed.

Device refresh procurement – framework for higher spec devices at no additional cost has been put in place and the Win 11 Base build has been finalised with application testing now underway?

80% of users migrated to OneDrive

Wi-Fi replacement schedule in draft and delivery monitoring board has been set up

Measures of Success


Delivery of the following projects within time and budget:

- Windows 11 and Device Refresh: Replacement of x4500 legacy Windows 10 devices by October 2025.

350

- Connecting You (SharePoint, OneDrive and Teams): Migrate 70% of the on-prem shared file storage to SharePoint Online by March 2025. Migrate 100% of personal file storage to OneDrive by October 2023.
- Mobile Phone Refresh: Replacement of legacy iOS devices that are unsupported at version 16 and replacing them with supported devices by March 2024.
- Telephony: Replacement of core and contact centre telephony by March 2025.
- Access Modernisation: Starters/leavers process improvements by November 2023 (automation of access and network account). A new online Identification (ID) Badge application by November 2023.
- Core Infrastructure Improvements: Upgrade of core data centre technology by June 2024.
- Wi-Fi refresh: Replacement of core wi-fi infrastructure by March 2025.
- Security & Resilience: Upgrade of legacy servers that are nearing end of life (EoL) with supported versions by October 2024.

Last Updated: 05-Nov-2023

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.7.3 Deliver the Digital Customer pillar of the DDAT strategy. (Annual Governance Statement action) (Council Plan 4.2) (Strategic Risk SR18)	Rima Desai - Assistant Director, Customer, Modernisation and Performance Insight	In Progress	01-Apr-2023	31-Mar-2027	40.00%	50.00%	 AMBER

**ACTION PROGRESS COMMENTS:**

Progress to date:

Address Data lookups feature completed – mitigates manual entry of addresses for customers in My Account

Mendix and Boomi upgrades completed for sustainability

Corporate Person extended to Council Tax changes in My Account

City Regeneration website refresh complete and with service for signoff


Delays to recruitment and reset of the programme (new programme definition and prioritisation criteria) continues to create delivery challenges. Next step is to as a priority recruit to approved posts + to draft and see approval on programme definition document and prioritisation criteria. Issues are being escalated to the Digital, Data & Technology Board.

Measures of Success

- End to end review of agreed service sections on website by March 2024
- Implement agreed improvements to MyAccount by March 2024
- Implement agreed improvements to Councillor Enquiries Case Management system by December 2023
- Customer viewer in use for safeguarding, verification, and debt collection purposes by March 2024

- Clarity on our digital inclusion offer by March 2024

Last Updated: 10-Nov-2023

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.7.4 Deliver the Data pillar of the DDaT strategy. (Annual Governance Statement action)	Rima Desai - Assistant Director, Customer, Modernisation and Performance Insight	In Progress	01-Apr-2023	31-Mar-2027	40.00%	50.00%	 AMBER

**ACTION PROGRESS COMMENTS:**

Progress to date:

Equalities data standards version 2 finalised

Performance insight self-assessment pilot survey conducted for 10 services

Power BI workshops with FCL and HASC colleagues completed - PowerBI project board set up

There has been challenges in driving further work due to failure to recruit a programme manager. Work in progress with the second round of recruitment.

Measures of Success


- Implement PowerBI business case by March 2025

- 2 pilot implementation of agreed equalities data standards by March 2024

- Compliance with Information governance training – 95% by September 2023

- Please see Data action plan for further details

Last Updated: 10-Nov-2023

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.7.5 Deliver the Digital organisation pillar of the Digital Data and Technology (DDaT) strategy. (Annual Governance Statement action)	Alison McManamon - Director of Human Resources & Organisational Development	In Progress	01-Apr-2023	31-Mar-2027	40.00%	50.00%	 AMBER

**ACTION PROGRESS COMMENTS:**

Progress to date:



Learning paths being created with connecting you team.?  
 Digital inclusion business plan near completion.?  
 Pilot group ascertained in housing for learning paths trial.

Next phase to include:


- DDaT board to approve digital learning matrix
- Create agreed timeline for completion of learning paths, or singular learning path.
- Business case for city parks to be reviewed by DDaT board

Measures of Success

- 4 level Digital Learning Matrix to be approved by DDaT Board by September 2023
- Digital Learning Paths for Matrix to be developed with Connecting You by November 2023
- Learning paths and Matrix to be launched by January 2024.

Last Updated: 08-Nov-2023

#### 1.6 Implement improvements to operational financial processes for adult social care clients in line with internal audit actions and other improvement plans

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.4.7.2 Implement improvements to operational financial processes for Adult Social Care clients.  (Annual Governance Statement Action)	Kat Brett - Business Manager / HASC	In Progress	01-Apr-2023	31-Mar-2024	45.00%	50.00%	 AMBER


#### ACTION PROGRESS COMMENTS:

Progress to date:

The planned improvements to operational financial processes was largely dependent on the successful implementation of the Eclipse Finance Module (EFM). EFM was being introduced to support Local Authorities in compliance with Charging Reforms Legislation, originally scheduled for October 2023. The timeline for Charging Reforms has been significantly delayed, by more than two years, which has directly impacted the development timeline of the EFM.

Brighton & Hove City Council continue to work with the provider in designing the EFM, but do not plan to become a pilot authority with the product at such an early stage of development.

A Programme plan has been developed for first year of programme for work that is not dependant on the implementation of EFM. Priority actions, from the internal audit review, have been identified and are being presented to the Directorate Management Team in November 2023.



The majority of audit actions due before November 2023 have been completed with a couple still outstanding.

Measures of Success

- Develop programme of work to improve financial processes in preparation for charging reforms in October 2025
- Complete internal audit actions within agreed timescales

Last Updated: 15-Nov-2023