

REPORT TITLE:	Discharge of Roles and Responsibilities since the last meeting of the Council
REPORT AUTHOR:	Councillor Silvia Dacre
AREA OF RESPONSIBILITY:	Resources
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Employment and Skills

Employment Hub 2

Since the pandemic Jobcentre Plus have allocated the Employment Hub a desk one day per week, allowing Employment Hub staff to work closely with the Jobcentre Plus Work coaches who book in appointments with Jobcentre Plus customers. Recently the Employment Hub has been seeing around six Jobcentre Plus customers per week and providing support with careers advice, CVs, Job leads, interview preparation, application support etc.

In support of addressing gaps in the health and social care workforce, Jobcentre Plus and Calderdale Adult Learning have come together to provide an employability skills course for some Reablement Assistant roles in Health and Social Care sector for Calderdale Council. Of the four clients who attended the course in May, two are now in work.

The Employment Hub has also established connections with Locala, delivering an online workshop in careers and employability skills for a group of Locala interns. The aim of the workshop was to offer support and advice for the interns as they came to the end of their internships and resulted in 13 upskilling & retraining outcomes, alongside positive feedback.

In July, Calderdale Adult Learning are running a further Employability skills course which includes Food Safety Certificates to help the Jobcentre recruit bar and kitchen staff for the Bier Keller, which has recently opened near the Bull Green roundabout. The Employment Hub has supported the course at CAL by providing interview role plays for the learners and has liaised with Jobcentre and CAL to communicate how the interviews will take place.

As part of a Healthy Minds Programme called 'Calderdale Cares 4 U', which offered support to front line and emergency workers in the context of the impact of the

pandemic, the Employment Hub delivered career coaching sessions, and are continuing to work with many of these clients.

At present the Employment Hub 2 Programme has registered and supported around 380 clients, which is well on target to achieve the outcomes for the programme.

Inspire

The Inspire Team have been making links with partner agencies to help raise the profile of the services it can offer, including providing support with CVs, job searching and interviews. Since March, the team have supported 54 clients on Inspire, including referrals by partner agencies including Noah's Ark, Halifax Opportunities Trust and Newground.

The team have attended various community events, including the ISCAL Open Day, the LAB Project Progression Day and the Maximus Job Club and have received a number of sign-ups from these. Posting on social media has seen some content reaching over 6,000 people.

The Inspire Team have delivered a CV workshop to clients at the Women's Activity Centre in Pellon and is working with the Inclusive Economy Team to plan an employability fair in North Halifax for mid-July. They have also started hosting drop-ins at various libraries around Calderdale (Elland, Brighouse and King Cross). These run weekly and are advertised on social media.

Multiply

Multiply is an Adult Numeracy Programme led by the Department for Education (DfE) as part of the £2.6bn UK Shared Prosperity Fund (UKSPF). The funding is for three years from 1st April 2022 to 31st March 2025. The fund is all revenue – no capital funding. £12.5m over three years has been allocated to West Yorkshire Combined Authority as the Lead Authority.

WYCA have developed a high-level Local Investment Plan and submitted it to Government to draw down the resources, based on the previously agreed West Yorkshire Investment Strategy. This Local Investment Plan is focused on three key workstreams, which will add value to the current initiatives and funding streams across the employment and skills landscape:

1. Individual Engagement Activity – Community
2. Business-focused intervention for the existing workforce
3. Capacity building in the sector

Further resources are being used to embed numeracy modules into vocational programmes.

The West Yorkshire Local Investment Plan includes an allocation of resources via the community workstream at a borough level, to enable local areas to design delivery in a way that best reflects local needs and opportunities. Reflecting the Government's

methodology, 9% of this resource will be allocated to Calderdale, totalling £340,918 over the three-year period.

Given the current cost of living crisis and increasing levels of deprivation in some of Calderdale's communities, it is proposed that this resource is focused on the Council's priority of tackling inequalities. The resources will be focused on:

1. Courses designed to help people use numeracy to manage their money.
2. Numeracy activities, courses or provision developed in partnership with community organisations and other partners aimed at engaging the hardest to reach learners
3. Courses for parents wanting to increase their numeracy skills in order to help their children and help with their own progression

These activities will help reduce barriers to participation, helping people manage their money, raise their aspirations and be better equipped to budget in the context of the cost-of-living crisis, and wrapped around other services which provide advice and information.

The remaining money for the business and capacity-building element will be managed and commissioned by the WYCA.

CAFM

- The cross-party CAFM Asset Management Board met on 23 June to discuss a number of current issues / developments.
- This included a report on the revenue outturn position for 2021/22, which declared an underspend of £279k in addition to delivery of the agreed revenue saving of £4m.
- The latest position with the Halifax Regeneration Programme, coordinated by our Major Projects Team, was also reported. This included confirmation of the completion of the Northgate House re-development, the current position with enabling works for the new Halifax Leisure Centre and the latest with the Future High Streets Funded Schemes at Halifax Borough Market, Victoria Theatre and the public realm.
- Similarly, there was an update on the Asset Review Programme, including the latest phases of the Workplace/Office Accommodation Strategy and emerging work across our Depots, which contribute to the ongoing transformation of our estate.
- Finally, the latest position with our approach to decarbonising the estate was reported, which is a really good news story. The first round of schemes across six sites are nearing completion, the next major scheme at Todmorden Sports Centre is being mobilised and a bid has been submitted to develop 10 future schemes, so that they are 'shovel-ready' as future bidding opportunities arise. This leaves us in a very strong position to support delivery of this council priority.
- As you may have read, unfortunately we were forced to close off parts of the Threeways building recently owing to concerns about the structure in those areas.

Works are under way to assess the implications fully and to determine the way forward.

Markets

- Our Market Trader Recruitment Strategy continues to be taken forward, with early indications that this is generating some interest from our next generation of traders.
- Plans for investment into a number of our markets are being taken forward alongside a number of wider developments across our towns.

ICT infrastructure

Cyber Security continues to be a significant risk to the Council. We are now into the second year of the new cyber security training, so all staff and elected members are being asked to complete the training for 2022.

To test the effectiveness of the cyber training we will conduct a phishing exercise later in the year. This is an invaluable exercise as it provides feedback to show what additional training and awareness is required.

We have completed migration to our new internet service provider (ISP). The new provision has greater capacity and resilience than the one it replaces. The increased capacity will greatly help with home working and our increased use of Cloud based services such as Office 365. The improved resilience will help with business continuity.

We are currently working with our third-party supplier to conduct our 2022 annual IT Health Check (ITHC) report. The ITHC aims to provide assurance that all external and internal systems are protected from unauthorised access or change.

The Service Desk and Field Support teams has been very busy supporting staff and 80 schools in Calderdale as well as a few schools outside of Calderdale. The demand on the IT Service Desk remains high as does the requests for new devices.

There are still delays procuring IT equipment due to the worldwide shortage of semi-conductors. We are able to provide end-user devices (laptops, tablets, mobile phones) without significant delay. Infrastructure equipment (servers, storage, routers, switches), however, has significant delays, often several months.

Digital transformation & Strategy

Work continues with a new Digital Calderdale presence, to replace the existing Digital IT Strategy. Whilst the proposal continues to be developed, there is already progress in some of proposed key workstreams, with work being undertaken to link directly into the Inclusive Recovery Plan workstreams.

- *Connectivity*
 - Planning and discharge of conditions now all approved allowing build of the Fibre Exchange in Park Ward. Fibre ducting installation underway on A629 civils works via co-ordination with Major projects and Sisk Contractors.
 - As the rollout commences, ward councillors in affected wards will be notified and updated so they are fully aware of the works and impacts.
 - Rural Wireless broadband masts now live in Halifax, Todmorden, Hebden Bridge, Cragg Vale, Sowerby, Ripponden and Greetland as part of the BDUK (Building Digital UK) programme of work
 - Calderdale as part of the Superfast West Yorkshire Board (lead by WYCA) have begun the scoping and initiation of Project Gigabit ((a Government funded programme of work to provide full national Gigabit Infrastructure coverage)) by beginning to establish a partnership agreement between WYCS, LA's and BDUK/DCMS).

Digital Transformation supports core organisational change as a lead in the Systems element of the PAS (People, Assets and Systems) strategy to ensure that the workforce have the systems and technology available to them to be able to deliver their service roles in a collaborative agile manner wherever they are located, and that digital is part of their service DNA, ensuring they design service delivery with a focus on the customer.

- Working with HR/OD on their system review, in readiness for contract end/procurement.
- Ongoing support with Adults and Wellbeing, and Children Services on their systems evaluation programme
- Pilot working with Legal on effective data sharing with the Courts using Microsoft 365 functions. Successful testing will see this scaled up to ensure data can be shared safely and securely with external partners.

Software Development teams continue to support the key lines of business systems and collaborate with services and partners to swiftly deliver amendments to our

systems to support business and citizens. This includes work on £150 Energy Council Tax Rebate Scheme but also at least 26 other system developments.

The Systems Integration team continue to support a range of services in digital improvements aimed at improved customer experience including:

- More changes made to the Fly Tipping reporting system
- Amendments made to waste collection day email reminder
- Customer SMS updates for streetlighting reports

All these successes come from strong collaboration across Council Services using successful transformation methodologies and agile development principles.

Performance management, transformation, and business intelligence

Since the last report to full Council our performance and business intelligence colleagues have completed the data collection and performance analysis for the annual corporate performance reporting for 2021/22. This will be reported to Cabinet and Scrutiny in July 2022/August 2022 in line with cyclical reporting schedules. Colleagues are also developing a revised approach to support a new framework to transition towards a more outcomes-based budgeting performance framework approach, Outcomes, Performance and Finance (OPF)

Since the last report to full Council, our Transformation team continued to work closely with colleagues in our Adults Social Care teams on their transformation programme to identify areas of process improvement for customer enquiries and incoming email workflows. A review and refresh of the transformation officer role has been completed to support ongoing recruitment to these posts.

Finance

The £150 energy rebate payments are well underway at present. As of the 12th July 2022:

- Total paid 63,396
- Of the 63,396 – 56,116 are direct debit payers. This currently leaves 1,442 direct debit payers to be paid. The primary reason for this delay is names not matching. Resource is currently being deployed to work through this.
- 7,280 online applications have been paid to date and there are 19,081 to be paid. This is being worked through at present.
- This leaves 18,054 eligible who have not applied as yet. We are going to do another communications push to engage with them and the final fall back will be a credit to their account come the deadline for payment.

The revenue and capital outturn reports have been completed and are currently making their way through the reporting cycle. The draft statement of accounts are

currently scheduled to be presented to the next audit committee at the start of August.

The covid additional relief scheme (to support businesses outside of hospitality and leisure which have not been able to access other forms of government support) is progressing however there have been very few applications to date, so the team are reviewing the eligibility criteria for applying to see if broadening it will increase the number of applications while remaining within the constraints of the grant conditions.

The MTFs refresh is underway and base assumptions are being established speaking to other local councils and using national data. It is a very challenging time to be setting the budget with the increased uncertainty around inflation and central government. It was stated that the council would receive a two year settlement but this may change now with the changes in central government seen since the announcement.

Legal and Democratic services

Verbal update to be provided at Council.

HR&OD

People Board - we are in the process of setting up a new People Board, the first meeting will take place 22 July 2022. The board will recommend the strategic direction of a workforce board across the Council to support the delivery of Vision 2024 and Cabinet priorities and objectives.

The primary focus will be to ensure that as we reset and recover from the pandemic our workforce is fit for purpose to deliver the Council's objectives and priorities around the needs of our population and improve outcomes and experience.

We want to ensure the Council remains an employer of choice to attract and retain talent within the organisation.

Our Stars – will take place on 11 August 2022 at the Shay Stadium to hopefully avoid having to postpone again due to the rising number of Covid cases in July. This year's event has

seen a huge rise in nominations relating to the fantastic response to the significant challenges the pandemic has created for us.

Recruitment – we continue to attract significant talent throughout the organisation. We have recently recruited 2 Chief Officer posts, after a robust assessment process involving a number of partner panels and final interviews with the Employment Committee.

Cath Gormally has been appointed to the post of **Director of Adults and Wellbeing**, Cath is currently the Director of Social Care in Salford Integrated Care Organisation, which is part of the NHS Northern Care Alliance. Cath has extensive experience of social care and mental health and will be an excellent successor to Iain Baines who retires from the Council on 31 July 2022. We are in the process of recruiting an interim Director to manage the statutory service for the period between Iain leaving and Cath commencing. **Adrian Gill** has been appointed to the **Assistant Director for Strategic Infrastructure** to succeed Steven Lee who will retire in the Autumn. Adrian is currently the Area Flood and Coastal Risk Manager at the Environment Agency and has played an important part in Calderdale's flood response and resilience planning over many years. Adrian is a highly skilled and experienced engineer with a strong track record.

Absence – HR&OD continue to respond to the workforce challenges that Covid continues to present particularly around the health and wellbeing of our staff. The absence stats have increased in the past few weeks as we see the different variants emerge. HR&OD continue to work with Directorates to manage the sickness absence and the wellbeing of our staff.

HR and Payroll System – HR&OD, Finance, IT, Procurement and Legal are currently in the process of reprocurring the Corporate HR and Payroll System. A significant amount of work has been spent reviewing the existing contract and what additional functionality is required in the new contract. The current contract expires in March 2023