

<b>REPORT TITLE:</b>	<b>Discharge of Roles and Responsibilities since the last meeting of the Council</b>
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<b>AREA OF RESPONSIBILITY:</b>	<b>Resources</b>
<b>DATE:</b>	<b>28 September 2022</b>

## 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 1<sup>st</sup> April 2022 to 31<sup>st</sup> 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

The ICT Infrastructure teams continue to be extremely busy responding to the challenges that the new ways of working have presented us with. We continue to support 1400 concurrent staff working from home. We are working with CAFM colleagues on the PAS (People, Assets and Systems) project as we re-configure buildings and workspaces for the new ways of working.

Cyber risks are ever present, and part of our resilience is ongoing awareness to the risks and how to mitigate those risks. This not only includes technical measures but also training for staff and elected members. We have implemented a new Cyber Security Training package for staff and elected members. This is based on training material provided by the National Cyber Security Centre (NCSC). We have packaged this up onto our own virtual training platform. We are now into the second year of this 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 continue to make improvements to our offline backup solution. This is a Cloud based backup which cannot be changed once it is created. This gives protection from cyber-attacks that seek to incapacitate backups and the ability to restore data and systems from backups.

Our key line of business systems are developed in-house. These systems include Council Tax, Business Rates, Benefits, Financials and Social Care. The IT infrastructure, upon which these systems run, is currently being replaced. The new infrastructure is more resilient; part of it is hosted at Kirklees data centre. Migration is now complete, and we are working on decommissioning the old infrastructure platform.

We are currently working with our third-party supplier to conduct our 2022 our 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.

We are progressing network upgrades to several of our libraries. The improved network links will provide faster broadband speeds at each library. This will help improve the digital services and resources available at the libraries.

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*
  - 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).
  - An additional antenna, in addition to the seven that that are already part of the Rural Connectivity programme, has been added to rollout plans. All antennae have been installed on existing cellular masts in the Borough.
- *Digital Inclusion*
  - Continued scoping of potential Digital Hub within Warley/Park Ward to include device lending and digital skills provision to those who have English as a second



language. This includes working with partners such as St Augustine's and Lloyds Banking Group.

- Developing Digital Inclusion Network groups, with a focus on Health and Wellbeing to drive forward inclusion as part of the Aging Well Strategy
- Supporting the Fuel your Knowledge Conference from a digital inclusion perspective.

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 may be 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 Social Care systems evaluation programme
- Review of our Digital Signatures application ahead of expanding its use to reduce distribution costs of contracts for Council Services.
- Initiation of a review of the ICT Control Environment to ensure policy and procedure remains robust to ensure colleagues keep systems and data safe.

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

A summary of system developments in the last period are as follows:

- Benefits System
  - Allow Universal Credit and Non-Universal Credit assessments on the same claim.
  - Auto-assessments. Improve the process to allow more documents to be automatically assessed.
  - Outstanding Interventions. Replace a weekly batch job and report with a real-time screen to allow more accurate, on-demand data access
  - Free School Meals annual update
  - Update balances from Sundry Income system to ensure assessors are aware of outstanding debt, and to comply with GDPR rules
  - DWP requests and system improvements
- Business Rates System
  - Covid Additional Relief Fund (CARF) – Development
  - Production of Data Extracts for HMRC.
  - Direct Land Usage and Change (DLUC) - production of Data Extracts for RHL and CARF
  - Initial discussion on rate payments for mainstream schools
  - Development on Inspection card printing
  - Valuation Office – Reconciliation of lists ahead of re-evaluation in 2023
  - BID Development
  - System testing and support

- Council Tax System
  - Early Intervention for Debtors
  - Provision of training data for contact centre staff training.
  - Energy Rebate £150 payment for most council tax properties in bands A to D.
  - Council Tax system and user support
  - Additional financial validation.
  - NFI extract amended
  - Amendment to screen used to produce Council Tax and Business Rates Inspection cards
  - Setting up the process to post Energy Rebate payments to accounts that have not provided valid bank details and then posting the payments to the required accounts.
  - Discretionary Energy Rebate schemes set up
  - New council tax reporting system
- Adult Social Care – CIS System
  - Change to Placement Agreement – Allow Social Workers to select the CCG for joint-funded Placement Agreements
  - Continued developments for the Brokerage Team. This includes:
    - New notes field
    - The ability to 'de-select' all Providers that a Service Request is sent to
    - Ability to record the starting call for a newly accepted Package of Care.
    - Various changes to Brokerage documentation
    - Merging the current Support Plan print into the Brokerage 'Provider Acceptance' document
  - New Home Care Reporting Section – This will allow the Commissioning Team to report on the stats for each Home Care Main Provider
  - Ongoing work on the Implementation of PAMMS . PAMMS is a third-party reporting tool that will allow Calderdale (and other Local Authorities in the region) to share data with each other in relation to details of the services that their clients are receiving, to increase Care quality and mitigate risk of Provider failure.
  - Charging Reform work
  - Transitional Beds – The ability to record Transitional Bed Placement Agreements and for these to be linked up to new Transitional Bed fee rates, in line with a new Older Peoples Contract that will come into effect from 1<sup>st</sup> October 2022.
  - Gross Billing for Care Home Placement Agreements
  - Charging Assessments
  - Minimum guarantee rules and calculations
  - Financial Assessment Online Calculator
- Children's Social Care – CASS System
  - Major project during August 2022 to enhance system performance and track down issue causing the system to crash. System now fully operational.
  - Various enhancements and bug fixes to system
  - Work on converting old Forms activities to updated technology
  - Work on converting Management Information reports to updated technology
  - Fostering – Amendments to various activities to improve workflow
  - Pathways / Leaving Care – Reworking and adding to existing functionality to cater for new procedures
  - Annex A Reports – Changes for BI Team
  - Continued development in
    - Performance enhancements

- Fostering dashboards
- Fostering Case Management reports
- CIN Census
- Keep in Touch

- Financials System

- Income – Created report screens to automatically produce figures for FOI requests and management reports replacing lengthy manual processes
- Income – Further work on integrating with the Technology Forge CAFM system to automatically generate Income Invoices

- Insurance System

- Allow ad-hoc reconciliations in order to improve accuracy of our data and reduce the length of time that the annual reconciliation exercise takes

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

- Household support fund (new schemes setup)
- Energy rebate form (to allow uploading evidence if requested)
- Registrar online certificates
- Waste reminder emails made faster and more reliable
- Fixed Penalty Notices – online payments
- Customer Relationship Management system enhancements
- Testing new servers
- Continued iterative Fly Tipping development

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

## Performance & Business Intelligence and Transformation

Since the last report to full Council our performance and business intelligence colleagues have supported a number of corporate and/or directorate led data related activities. Key amongst these has been the recent directorate budget challenge sessions as we look to develop more performance related input to these presentations as part of our outcomes-based budgeting performance framework approach, Outcomes, Performance and Finance (OPF).

We have also continued our development of performance/data dashboards in support of key council priorities/services, such as Planning Service. This has included our successful migration of a number of data dashboards over to the new software tool, Microsoft Power BI. This open and transparent digital tool via our Dataworks website will give further improved data visualisation and reporting going forward to all users.

Finally, with seasonal deadlines, we have we have successfully co-ordinated and submitted a number of key statutory returns to central or other government agencies to ensure ongoing compliance with these matters, such as the Annual Survey of Hours and Earnings (ASHE); Business Register and Employment Survey (BRES) and Children's Social Work Workforce Census (CSWW) to name but a few.



## Finance

The non discretionary element of the energy payment scheme figures as at the 13 September are:

Total - eligible	82485
Total - paid	67444
Total - unpaid	15041
DD - paid	56722
DD - due to be paid	0
DD - unpaid	889
DD - name mismatch	401
Application form - paid	10721
Application form - due to be paid	0
Application form - unpaid	14546

Due to the timings on the scheme we are planning to credit the accounts of anyone we have not paid to date. Working with IT we are going run 8.500 cases out of the unpaids that will go directly on to the Council Tax system. The remaining 6,500 will be accounts that will go into credit, so we are holding them back for now.

The discretionary scheme has been worked up and is currently in development with IT. It is anticipated that this will go live shortly.

Business rates CARF scheme has progressed well. It is aimed at those businesses that did not benefit previously from COVID grant or relief schemes. Our scheme is generally limited to those with an RV of > £51k, that had something to pay during 21/22 (so those getting 100% relief e.g. Small Business Rate Relief do not qualify). It is an occupied relief so does not apply to properties that were empty at the time. 843 cases have been identified. 767 cases processed. 76 cases cancelled. These included awards inadvertently made to CMBC properties (we can't award relief to ourselves) and also cases where ratepayers have asked for the relief to be cancelled as not adversely affected. The amount of relief awarded so far is £4.4m (£4,397,239.73). Total funding available was £4.75m so it is progressing well. We are issuing forms this week to businesses to ask them if they are eligible for the scheme, if they respond that they are not we will cancel the award.

We are anticipating a significant amount of information from central government week commencing 19th September. We expect that this will clarify the energy support schemes for business that the council will be eligible for, information around social care funding and other potential funding announcements. This is likely to require a significant amount of work by finance to understand the impact of the announcements and work them into the MTFS. Further updates will follow on this.

The corporate plan has moved forward and has been shared.

## Legal and Democratic services

My particular thanks to the calm efficiency and attention to detail shown by all those involved in the protocol and procedure necessary for the period of mourning for the late Queen Elizabeth II. Whilst the plans have been in place for many years, implementing them in a short period of time was always going to require commitment from many areas of the Council and, as usual, staff stepped up and ensured the Proclamation, in particular, took place as required.

All areas of legal and democratic services continue to operate “behind the scenes” as usual with support provided across the Council’s Directorates, to the Mayor and Members in general through the democratic processes we all value.

## HR&OD

The **Our Stars** celebrations took place at the Shay Stadium on 11 August and was a huge success. It was a brilliant evening of awards and entertainment, and we hope all who attended had a fantastic time. The OD team worked hard to rearrange this event outside, due to the increase in Covid numbers for the planned event that was previously due to take place in July at the Victoria Theatre. They had 8 weeks to find a suitable outdoor stage, this was no mean feat during festival season. They even coped with an electricity outage an hour before the event started. For those of you who weren’t present it was an extremely hot evening, we were sat with the blazing sun in our faces, but it failed to deter/curtail the staff celebrations. The nominations and attendance far outweighed previous years due mainly to the fantastic work of our staff during the pandemic. It was very hard to choose winners in all categories but to get as far as the short-list was an outstanding achievement.

**People Board** has been established and have met on two occasions with progress around the strategic direction of the workforce board across the Council. Our focus will be to ensure we recruit and retain our talented staff to ensure we are able to deliver the Council’s priorities and objectives for the next 5-10 years.

**Chief Officer** recruitment continues to take place with Cath Gormally (Director of Adults and Wellbeing) commencing early October and Adrian Gill (Assistant Director for Strategic Infrastructure) who commenced mid-September. We have also recruited to the newly created post of Assistant Director IT and Digital – pre-employment checks are being conducted.