



Report to Finance and Resources Select Committee

Date: 25 June 2020

Title: Buckinghamshire Council – Implications of Coronavirus

Relevant councillor(s): Katrina Wood, Resources Portfolio; John Chilver, Property & Assets Portfolio

Author and/or contact officer: Sarah Murphy-Brookman, Corporate Director Resources; Ian Thompson, Corporate Director Planning, Growth & Sustainability; Richard Ambrose, s.151 and Service Director, Corporate Finance

Ward(s) affected: All

Recommendations: to note the impact of the coronavirus emergency and the response of Resources Directorate and Property and Assets Service.

Purpose of report

To provide an account of the action taken by Resources Directorate and Property and Assets Service in response to the coronavirus emergency to date, and the impact on council services.

Content of report

Background

1. On 12 January 2020 it was announced that a novel coronavirus had been identified. The World Health Organisation (WHO) confirmed the name of the new coronavirus as Covid-19. A Major Incident was declared for Buckinghamshire on 19 March 2020, and the national lockdown was put in place on 23 March 2020.
2. The purpose of this report is to provide members with a summary of the Council's response to the Covid-19 emergency and the implications for council services, as currently understood.
3. At the time the coronavirus situation began to escalate, in Buckinghamshire we were one week away from our go live date as a new organisation. The work that we had done in the preceding nine months to bring together services, managers, teams, create structures,

appoint senior managers and agree key policies meant that we were able to develop a strong organisational and place based response to the pandemic.

Emergency Response

4. By the middle of March, we had in place a co-ordinated crisis response with clearly structured accountability, a clear interface with the NHS locally and with a strong link to the Thames Valley Local Resilience Forum. Initially this required a seven-day crisis response management team (the Councils Corporate Management Team) and the establishment of 12 separate 'cells', each with supporting sub-cell structures as appropriate were established – Appendix 1. Each of the cells is led by a member of the Corporate Management Team, with an aligned Cabinet Member.
5. The relevant cells for the purposes of this select committee are:
 - Business & suppliers
 - Mutual Aid
 - Resources
6. These cells have continued to operate with the crisis management team meeting several times a week to co-ordinate activity. The Leader of the Council attends these meetings to ensure a real time understanding of the breadth and range of issues that we are tackling. The cells are shown below.

Cell Activity

7. A large part of the Council's response has focused on providing support to residents, communities and businesses either delivering initiatives from central government or developing more local solutions to respond to local challenges. A number of examples are noted below.

Business & Suppliers Cell

8. The Council's partnership with Buckinghamshire Business First (BBF) has enabled us to work closely with the local business community to provide guidance and support for those whose business has been affected by COVID-19. The online Business Support Hub was developed on the Council's website to provide a source of key information, linked to BBF's covid website. By working together, Buckinghamshire Council and BBF are ensuring that there is no 'wrong front door' for businesses seeking support.
9. In response to the coronavirus pandemic the government announced grants for small businesses, and businesses in the retail, hospitality and leisure industries in the form of

grants to compensate them for loss of business from the emergency and the resulting lockdown.

Business Rates Relief Grant

10. The Council is responsible for administering Business Rates Relief Grants and received over £91m from the government to fund the grants. Working closely with Bucks Business First we identified those businesses who would be eligible and contacted over 6500 businesses across Buckinghamshire who are eligible to receive a business grant. In addition to this direct contact we have promoted the scheme regularly via BBF, press releases and on our website to encourage high levels of take up.
11. Most businesses in the retail, hospitality and leisure sectors and those receiving Small Business Rate Relief or Rural Rate Relief will receive a grant as follows:
 - Properties with a rateable value of £15,000 or less will receive a £10,000 grant
 - Properties with a rateable value of more than £15,000 and up to £51,000 will receive a £25,000 grant.
12. In order to ensure that businesses received funding as soon as possible, we developed a five working day end to end process from receipt of the application to the money arriving in the business bank account. We have asked staff to work over weekends to ensure that this money reaches our business as soon as possible. To date, we have received and processed applications from over 6100 eligible businesses and awarded just over £80m of grants as of 17 June 2020. Performance data is at Appendix B.
13. We continually look for ways to communicate to the remaining businesses that are eligible to encourage them to apply. This includes through BBF, social media and local radio stations.

Discretionary Business Grant Fund

14. Government announced on the 1st May 2020 an additional 5% uplift to the funding previously allocated to support some of the businesses that were not eligible for the initial grant programme. This allows the authority a level of discretion to provide support to further businesses. For Buckinghamshire this amount is approximately £4.59m.
15. The Buckinghamshire scheme was approved on the 1st June and broadly follows government guidance including that it be limited to cover ongoing fixed building-related costs, businesses that can demonstrate that they have suffered a significant fall in income and for businesses that have fewer than 50 employees and meet the criteria of small and micro businesses.

16. Government guidance suggests that the fund be prioritised for small businesses in shared offices or other flexible workspaces (who may not have their own rates assessment), regular market traders, bed & breakfasts which pay council tax instead of business rates and charity properties in receipt of charitable business rates relief which would otherwise have been eligible for small business rates relief or rural rates relief.
17. The local authority will exercise its discretion and use a small proportion of this funding for grant payments to local bus companies operating 'closed commercial' school routes as these operators are unable to access any support apart from the government's job retention scheme (up to £25k).
18. The scheme was launched at the start of June. The amount of each grant awarded (excluding bus companies) will generally be up to a maximum of £10k and will depend on the evidence to support the application.

Council Tax Relief Grants

19. Following the award of £2.8m of hardship funding from the government, we agreed a policy to support working age claimants most in need with their Council Tax during the Covid-19 crisis. This includes providing residents already claiming support under the Council Tax Reduction scheme up to a further £150 this year. Once these initial awards have been made, we will carry out a further review of the remaining budget to recommend the best way to allocate these funds to support the most vulnerable residents.
20. Furthermore, we have also been taking a very pragmatic approach to arrears encouraging residents to get in touch with us if they are suffering financial hardship so that we can work with them to help identify a longer-term solution without necessarily taking our normal enforcement action.

Mutual Aid Cell

21. As part of the Council's response, we identified the opportunity for Mutual Aid, with businesses being able to help others in need. Having put out a call for help, we have received over 210 responses from local businesses, offering everything from staff to PPE to support the local response.
22. We set up a registration scheme on-line and through our business partner Buckinghamshire Business First, we continue to work closely with the local business community to provide and support our local communities' needs.
23. Examples of help has included:
 - Local firms providing oxygen supplies to local hospitals.

- A local gin distillery making hand sanitiser.
- Help with PPE including donations of equipment and a local university and local businesses printing personal protective equipment.
- A local pub turning itself into a community shop.
- Numerous offers of help with food from farms, local specialist shops, transport companies and even several celebrity chefs Jack (son of Heston) Blumenthal and Tom Kerridge producing, donating and delivering food to those in need and local hospitals.
- Volunteers from the Bucks and Oxon 4x4 Response Group (a team of volunteer drivers who are usually called on in bad weather!) who have been out every day making deliveries.
- Local car dealerships offering cars for volunteers to drive to make deliveries.

24. Where staff could not undertake their normal work, we have repurposed 147 staff into a variety of areas including:

- Volunteer Cell.
- The Local Support Hubs.
- Crematoria as Chapel Attendants and Admin Assistants.
- Olympic Lodge as a back-up Care support Team.
- The BHT Bereavement Service.

Resources Cell

25. The Resources Cell provided support services for the Council's pandemic response and maintained support to BAU - activities encompassed:

- A tailored HR&OD response
- ICT Support
- PPE Procurement
- Property, Assets and Facilities Management
- 24/7 emergency contact number
- Customer Contact Centre
- Revs and Bens and Financial Operations

26. Resources Cell has moved at pace to design and establish a flexible Resources provision and as the pandemic has progressed new service offerings have been rolled out to

support Council staff and services and where appropriate working with health colleagues and Care Home providers as well as other local public, private and voluntary sector organisations as relevant. The following section summarises the Resources Cell activity

27. Health and Well Being

27.1. All BC Staff:

27.1.1. We have put in place daily staff communications and Health & Wellbeing Tips and this includes Promotion of PAM Assist – our Employee Assistance provider - and our Mental Health First Aiders/Allies. This has generated a threefold increase in PAM website usage. We have also provided additional online resources and signposting to further support – there have been 1700 hits on the Source, our internal intranet.

27.2. Tailored support to Front Line BC Staff:

27.2.1. People have attended our Specialist Webinars run by PAM Assist – our Employee Assistance provider - on the following topics:

- Resilience and isolation.
- Maintaining a Positive Mind-set during Difficult Times.
- Working Well Remotely.
- Working from Home and Being Active.
- Living with Anxiety in Uncertain Times.

27.2.2. We have run four webinars on Loss and Bereavement with bereavement charity Cruse - targeted mainly at Adult Social Care and we also opened up places to care home staff and children's services. 37 people have attended these.

27.2.3. We have held Group Reflective Practice sessions for around 50 employees in the customer services team to provide supported discussions about C19, work and their mental health. These have been very well received and we are now hoping to encourage the take up of these to other front line teams.

27.3. Schools:

27.3.1. Dedicated updated communications and information have been written reminding staff in all schools about their eligibility to PAM Assist Employee Assistance (for maintained schools staff) as well as signposting to other available online resources.

27.3.2. We are now looking at how we can help set up webinar support for schools workforce (and governors) to support health and wellbeing in same way as has been provided for BC services staff above

27.4. Care Home Providers:

27.4.1. We have been sharing ideas and information to care home providers via BC commissioners to share web based resources with them on locally and nationally available mental health support, Cruse bereavement webinars; and the offer to attend Microsoft Teams based networking sessions.

27.4.2. We have also extended PAM Assist the employee assistance website to smaller care home providers.

28. *Staff Availability*

28.1. Throughout the Pandemic the council has tracked staff availability on a daily basis. The Covid positive sickness rate has been relatively stable at c.0.5-1% of all employees and those who have declared themselves as Covid symptomatic but still working and/or Shielding has been in the range of 14-17%. With the introduction of full home working from Tuesday 24th March this has meant that from the start of the pandemic we have consistently had in excess of 80% staff fully available for work, many of whom are directly involved in supporting the Covid response.

28.2. A 'snapshot' exercise undertaken on 20 April 2020 demonstrated that, out of a total workforce of 3959 employees on that day, only 79 people had no assigned work (0.73% of our workforce). These people work almost exclusively in very part time roles e.g. working 2 hours a day as a school crossing patroller and moving them into other work has not always been possible. To note the deployment of people into other work varies from day to day according to demands.

29. *ICT Devices and support*

29.1. The IT Service responded rapidly to the lockdown requirements and delivered a dramatic increase in home working. Since mid-March IT has supported over 3500 staff to work remotely many of whom were working at home for the first time. The service built hundreds of laptops and provided screens to support home working. This included a drive by pick-up service so that staff could pick up their new cleaned device.

29.2. The service continued to support c 5500 users during the emergency in a context of 4 different IT environments from the legacy Councils, whilst continuing to deliver key Unitary projects within the context of a national broadband infrastructure

which was under considerable pressure. Maintaining IT services with such a large portion of the workforce required a different approach and this included reducing laptop updates in such a way that the home working experience could be smooth whilst ensuring that the Council's information and systems remain secure.

29.3. The service supported the roll out of MS Teams to enable file sharing and communication. This was essential to enable teams to continue to work together and feedback has been overwhelmingly positive. Using this technology ICT enabled and supported the first virtual Council meetings making us one of the first Councils in the UK to achieve this.

29.4. ICT has been integral to the Covid Local Support Hubs and within a week introduced a new vulnerable client tracking system for the staff working in those hubs so that food parcel requests and other support requirements could be logged, tracked and completed.

30. *PPE Procurement*

30.1. The Council procurement of PPE has been centralised to the Procurement team. In order to overcome fraudulent or opportunistic suppliers the team evaluated over 200 suppliers, filtered out the fakes and those charging from twice the price to up to 10 times the amount.

30.2. Procurement worked with ICT to create an online ordering system for staff to use and to enable the monitoring of stock levels. The Council has been able to build up a supply of basic PPE covering face masks, gloves, hand gel and wipes to support the current working arrangements. A temporary warehouse has been setup in Chesham Library, where a team hand out PPE to those that have ordered it.

30.3. The national CLIPPERS service is due to take over the provision of PPE for adult social care and health. However, this has been delayed multiple times and so Procurement will continue to procure PPE for the council to ensure we have a secure pipeline of basic PPE.

31. *Property and Assets*

31.1. Property and Assets have assisted in the shutdown of significant parts of the estate for example Community centres, schools, pavilions, theatres etc and are now working on recovery and return to operations.

31.2. Key areas of delivery were:

- Facilitating the LRF by coordinating mobile testing sites in Wycombe, Aylesbury and Buckingham.

- The Health and Safety team have supported staff with Display Screen Equipment assessments for home working as well as Risk Assessments and advice for those still needed in the office.
- Courier drivers delivering PPE for schools and care site.
- Mobile maintenance team setting up NHS PPE stores at Mandeville social club.
- Enabling access to properties for contractors for inspections and works.

31.3. During the pandemic four buildings have remained open: Gateway; Walton Street, King George V and Wycombe and a small number of staff have continued to work in their office environment to carry out specific tasks, maintaining social distancing. Examples of staff who have continued to be on site include:

- Reception staff
- Face to Face Customer Service Centre Teams
- A limited number of ICT staff to maintain resilience
- Registrars
- Post room

31.4. Maintaining this onsite presence has required new access and signing in arrangements, provision of appropriate PPE including hand sanitiser, masks and wipes. Typical occupancy in the period has been:

- Gateway – 10
- King George V – 32
- Wycombe – 12
- Walton Street – 79

31.5. Officers have also responded to our tenants by helping them with direction to Bucks Business First and other areas of support. Where a need has been established then rental holidays have been granted.

32. A new 24/7 Emergency Support Line

During the height of Covid-19 a 24/7 emergency telephone number was put into place. This additional service provision outside normal office hours was as follows (*italics*):

07:00 – 17:30

- *07:00 – 09:00 - Skeleton Customer Service Centre to take phone calls in relation to Covid-19.*
- Customer Service Centre 09:00 – 17:30. Monday – Thursday. 09:00 – 17:00 Friday.

- *Weekend cover - Skeleton Customer Service Centre to take phone calls in relation to Covid-19 and support the Local Support Hubs. 09:00 – 16:00 Saturday – Sunday.*

17:30 – 22:00

- *Skeleton Customer Service Centre to take phone calls in relation to Covid-19, on a rota from 07:00 – 22.00. 7 days a week.*

22:00 – 07:00

- *Skeleton Customer Service Centre and re-purposed staff to take phone calls in relation to Covid-19, on a rota – these types of calls are likely to be isolation / Mental Health calls.*

33. The 24/7 phone line was in place 27th March - 22nd May and the usage has been relatively limited with a total of 50 calls received. Recognising the low usage the Service was stood down on 26th May to:

8.30am – 7pm Monday-Friday including bank holidays.

34. If this reduced service had been in place throughout the pandemic only 6 calls would have been outside these hours. The existing Adults Services, Children’s Services and Homeless out of hour’s duty team remain. If calls start coming through to these duty teams then we will need to reconsider how we stand the 24/7 service back up.

35. *Customer Service Centre*

35.1. In response to the Covid-19 emergency we reconfigured our service provision to ensure that we could respond to customer/ resident enquiries and all Customer Service Centre Agents were working from home and fully operational within 24 hours of the national lockdown.

35.2. We have dedicated Coronavirus information on our website and this includes a Buckinghamshire Council Covid 19 number – [01296 383204](tel:01296383204). This number routes directly into the Walton Street Team and it is set up specifically for calls relating to coronavirus only. This is the number for residents to call if have concerns about an extremely vulnerable person, it is not for general enquiries, medical queries or any non-coronavirus related enquiry. This number also operated the full 24/7 out of hours Covid call line and this provision has been in place since the end of March.

35.3. The Customer Service Centre have flexed up to signpost callers and take details from shielded callers. At the start of the emergency this escalated very quickly and the team were taking the calls and signposting to voluntary organisations and collating enquiry types for the communities team ahead of Local Support Hubs being setup. For the Customer Service team who were already on the steep learning curve to working remotely, some of whom were only a few weeks into the role and still training, the changes came very quickly and they had to change messages and

direction at speed. This was a challenge ensuring our remote workers were up to date with the latest enquiries. The Customer Service Centre set up automated forms to capture Covid-19 enquiries and over the past 12 weeks this has escalated and grown in complexity to service the varying needs of our residents.

35.4. We were able to work with the Adult Social Care team and add the Covid-19 option to the Adult Social Care queue and then also add another option on the general enquiry line specifically for Covid-19 enquiries.

35.5. The Customer Services team are continuing to support the Local Support Hubs, triaging the calls, signposting where possible and making referrals to Goodsam. For shielding callers the Agents are ensuring they identify needs and are taking appropriate action, be that referral to Local Support Hubs or through the Adult Social Care route for existing clients. The latest addition has been enabling the team to refer directly to Morrisons, those vulnerable customers who are unable to source their own food deliveries. The team have shown great resilience, adaptability and positivity speaking to a wide range of residents during a difficult time.

35.6. Other changes include launching webchat on the new Council website, Wycombe, Chilterns and South Bucks legacy websites – it was already live on legacy BCC and Aylesbury pages.

35.7. ServiceNow the Customer Services knowledge base has been updated in real-time with relevant information to answer or signpost to the correct resolution team and consolidated FAQ's and relevant articles are accessible to all Customer Service Advisors.

35.8. There has been significant communication with Residents through various channels to raise awareness of the dedicated Coronavirus helpline including:

- Through our contacts with our vulnerable residents.
- Shared with BHT.
- Shared with GP's.
- Shared with supermarkets.
- Shared with Central Gov.
- Published online.
- Shared in our Leaders vlog.
- Advertised in Council Access Points.
- Shared with Care Providers.

36. Customer Service Centre Performance data

36.1. All of the customer contact information is used to produce the Covid-19 'daily' dashboard.

36.2.The w.c. 01/06/20 weekly dashboard is included in the background papers – Appendix B. Categories within the Customer Service Centre Covid-19 dashboard include:

- Total Volume (all phone calls – on that day into Walton Street CSC).
- Received = Total number of calls (all lines) on that day into Walton Street CSC.
- Answered = Total calls answered across all lines on that day, in Walton Street CSC.
- % answered = Percentage of calls answered across all lines on that day, in Walton Street CSC.
- Total Volume ASC = Number of ASC calls extracted from the total number of calls across all lines in Walton Street CSC on that day.
- Total Covid-19 enquiries received by channel that have come into Walton Street CSC on that day.
- Covid-19 call categories = Breakdown of call type for Covid-19 related calls only, on that day.

36.3.When a call has not been resolved at the first point of contact, it is triaged with an open ticket to the service area / Local Support Hub to resolve and close.

36.4.In the dashboard, the Gateway, King George V and Wycombe calls are not included in the Total Covid-19 calls in the second slide. The majority are business rate calls and as these are residents who are 'not at risk' these calls are shown separately.

36.5.The target resolution is 90% and between 27th May – 8th June the actual average was 92%. The average wait time for the same period was 68 second.

37. Revs and Bens Team and Finance Operations

37.1.In response to the Governments Business Rate Grants members of both the Revenues and Benefits and Finance Operations teams worked together to process and ensure payment to businesses that were eligible. To date they have processed over 6900 applications. The process was implemented within 48 hours of receipt of the grant and has been continuously reviewed to ensure the most seamless processing of the grants.

37.2.The process involved rapid responses from the teams to review and assess the applications against the government determined criteria that was constantly being updated as well as process the payments. Throughout April and May a total of 52 staff across the 4 Revenues and Benefits teams worked at various times over 9 weekends including Easter supported by staff from the Finance Operations team to process the payments.

37.3. This became the priority for both the Revenues and Benefits and Finance Operations teams with them working exceptionally long days to ensure BAU and BR Grants were processed. The volume of grants applications received and processed meant that the majority of April 2020 was spent processing applications at the same time as the implementation of Buckinghamshire Councils and our own teams going through change adjustments to the COVID19 working arrangements. For some staff in Finance Operations this also meant learning a new Finance System at the same time.

The impact on our People

38. In December 2019 a quarterly light touch survey was launched to track engagement, change management, and Wellbeing and Resilience trends across all of the five Councils. The survey was repeated, as scheduled, in April and in view of the COVID crisis we adapted the April survey to help us better understand how people are a feeling in relation to the impact of Covid and how well they feel that are being managed and supported at this time.

39. Highlight results from the organisational results dashboard (attached in the appendix C) are set out in the following paragraphs.

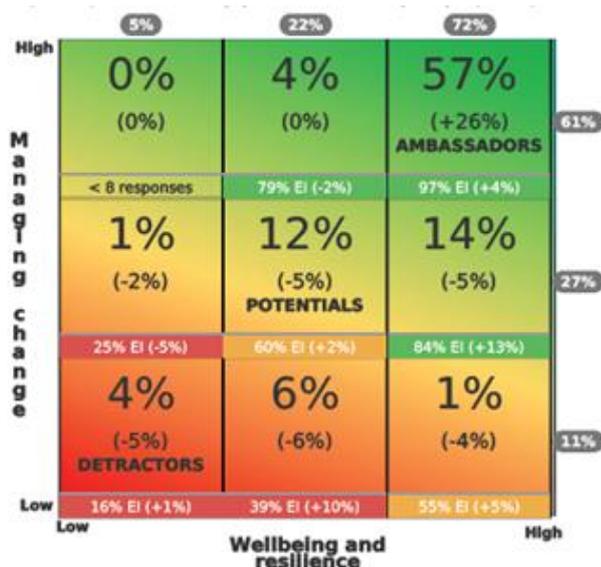
40. The response rate has increased by 32% with 54% of the workforce taking part (2153 employees). This was up by a third from 22% in December. From the results we can see that 94% of respondents were working at home when they completed the survey.

41. The four key indices measured by the survey show very strong positive results since the last survey:

Engagement Index	82% positive +18%
Managing Change	72% positive +18%
Wellbeing and Resilience	83% positive +12%
Current Impact	86% positive (new for Covid)

42. These results suggest that a clear unified common goal, clear priorities and a focus on wellbeing and work life balance, have been the key drivers of the positive results and will impact highly on future results

43. The Engagement grid (which plots the two drivers of engagement against each other) shows that the percentage of highly engaged staff labelled 'Ambassadors' (those identified to be content, motivated, highly engaged and a positive influence on others) has increased enormously, up by 26% from December to 57% of respondents –whilst those with low levels of engagement labelled Detractors (where people feel disengaged by virtue of low levels of well-being and confidence in change management) has decreased from 9% to 4%, indicating an overall swing towards positive engagement.



Financial Impact

44. Buckinghamshire Council received over £91m from government for business grants on the 1st April (upfront of payments made). This money is ring-fenced for business grants and any money not used for that purpose will need to be returned to the Treasury (following the top-slicing of 5% (c£4.59m) for the discretionary business grants scheme). We have also received £2.8m for council tax hardship and £25.6m emergency funding (from the two nationally announced pots of £1.6bn) for our response to covid-19 (un-ring-fenced).
45. We anticipate that our additional costs / lost income will exceed this overall funding but by how much depends on the timescales around the current lockdown and also the period of time before we return to the normal provision of services. We will continue to lobby government to ensure that all of our additional costs / lost income is fully recovered. Examples of our Covid-19 related spend include increased demand and costs within adult social care, emergency food packages and temporary accommodation costs. Examples of our lost income include parking charges, property rental income and planning income.

Next steps

46. The Cells are now working to reshape and to respond to the evolving need and to support the reset and recovery work.

47. Business and Supplier Cell

47.1.1. The work of the business cell will transition to business as usual for Economic Growth and Regeneration over the next several weeks as things transition from a focus on 'response' to planning for recovery. The excellent partnership working between the Council, BBF and BLEP that was put into place as part of the COVID response will be retained and integrated into the approach going forward.

47.1.2. The Finance Operations team and Revs and Bens team are working closely with BBF to organise the payments of the discretionary grants.

48. Mutual Aid Cell

48.1. This cell is now been closed down and the Mutual Aid Cell functions have been returned to BAU as follows:

- Emails sent to businesses and organisations to thank them and advise them of the hand over to BBF and making them aware of future procurement opportunities
- Update web pages - directing business to BBF and CIB (as appropriate)
- Update The Source for internal staff repurposing and directing people to HR
- HR completing an update to staff and Service Directors on the new process
- Member's update
- Communication to all staff - In It Together update, including thanks to bank of staff
- Integrated Care Partnership/BOB Workforce capacity link to HR

49. Resources Cell

49.1. Customer Contact Centre

- Gradual transition of the volunteer Cell customer contact work to the Contact Centre teams
- Supporting the new Local Outbreak Control Board

49.2. HR&OD – picking up the staff repurposing aspects of Mutual Aid

49.3. ICT

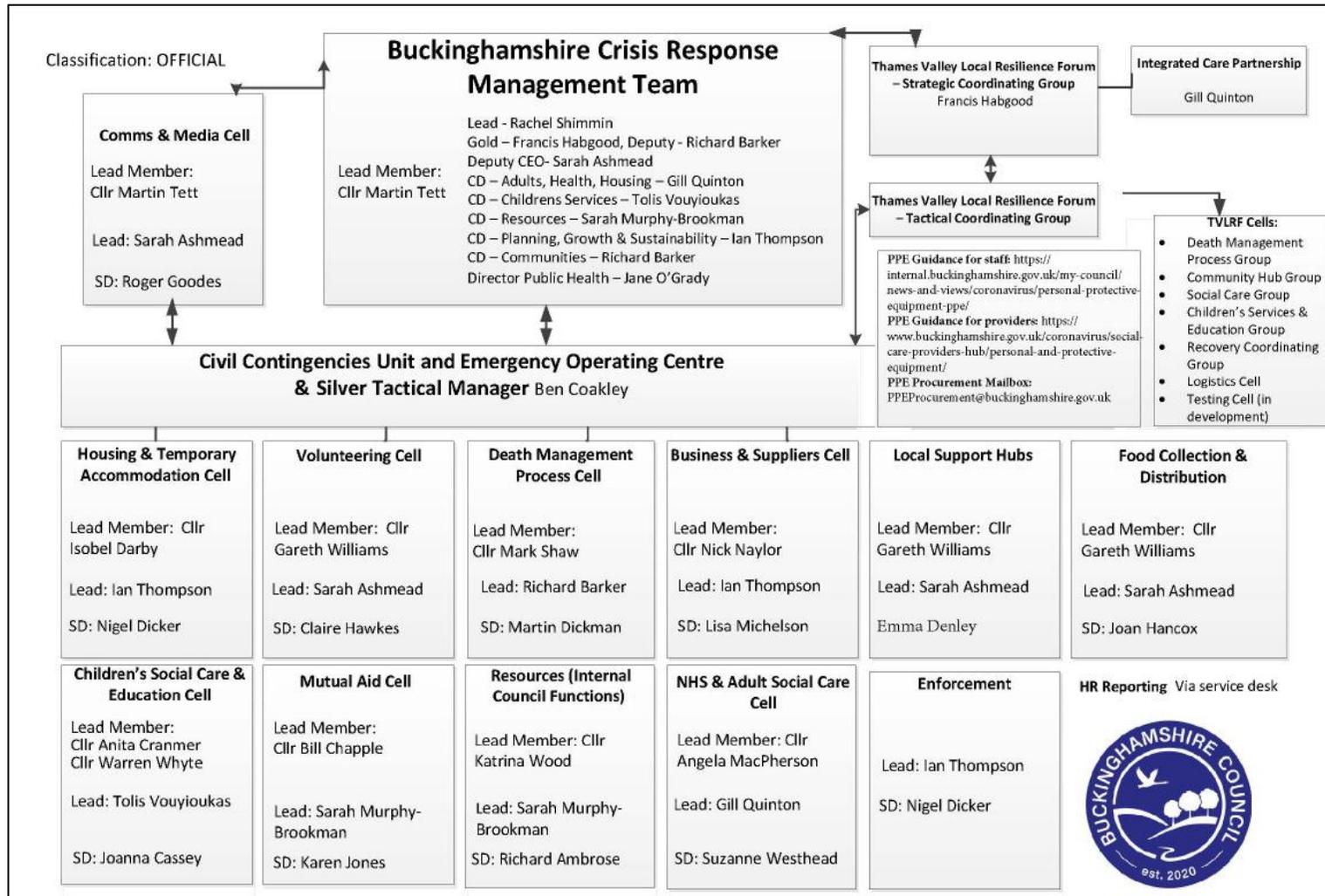
- Ongoing monitoring of the council's Remote Access services which enable the majority of staff to successfully work from home
- Ensuring those staff who will remain wholly, or substantially, working from home have the approved level of IT equipment
- Supporting the safe return to office workspaces by ensuring all designated desks are fully equipped with screens, keyboards etc

Background papers

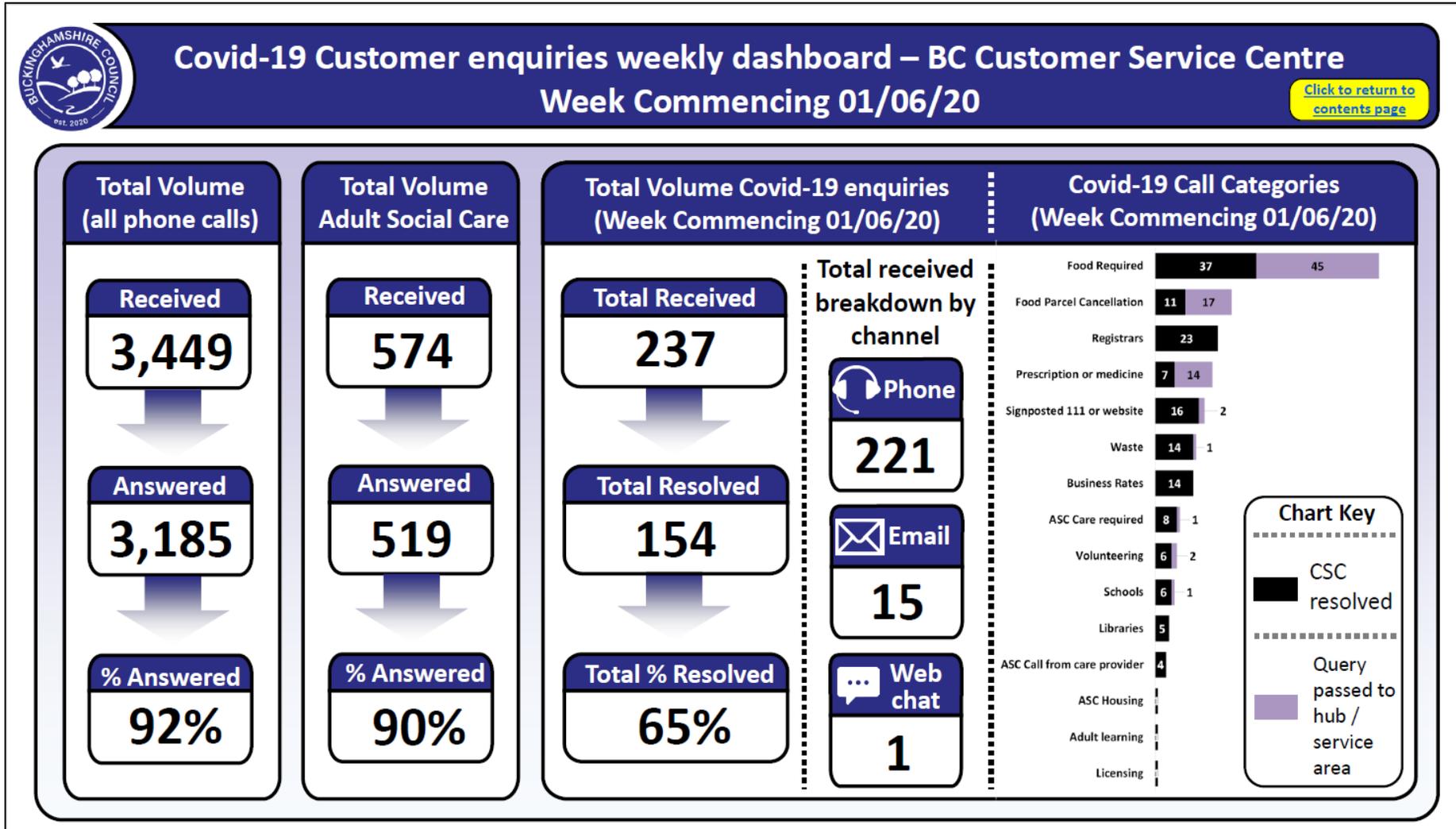
None



50. Appendix A – Cell structure



51. Appendix B Covid 19 Weekly Dashboard





Covid-19 Customer enquiries weekly dashboard – Former District Council Call Centres

Week Commencing 01/06/20

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The Gateway (Former AVDC) call centre

Total Covid-19 Enquires

36

Category of enquiries



Former WDC call centre

Total Covid-19 Enquires

71

Category of enquiries

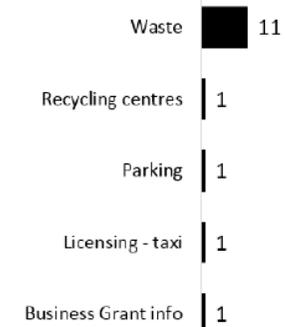


Former CDC & SBDC call centre

Total Covid-19 Enquires

15

Category of enquiries





Covid-19 Business Grant data monitoring

Week Commencing 01/06/20

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Applications paid

W/C 01/06/20

85

Total to date

6,011

Value paid

W/C 01/06/20

£1,050,000

Total paid to date

£78,855,000

Cases awaiting processing

End of W/C 01/06/20

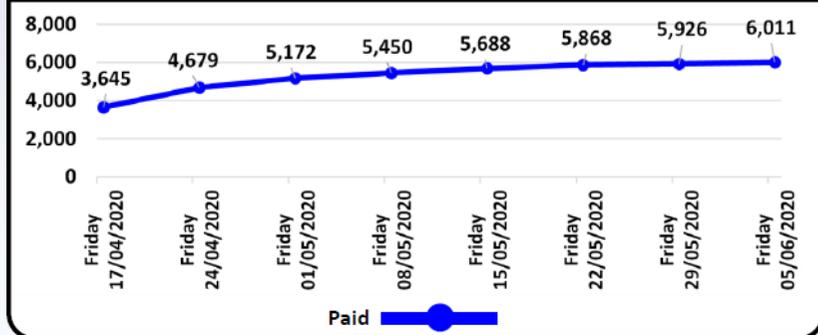
27

Number of rejected applications

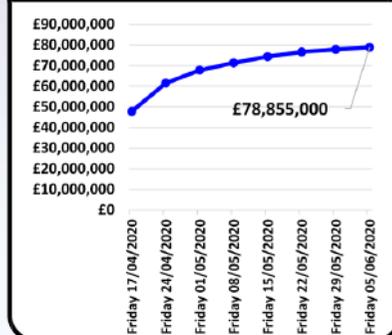
W/C 01/06/20

68

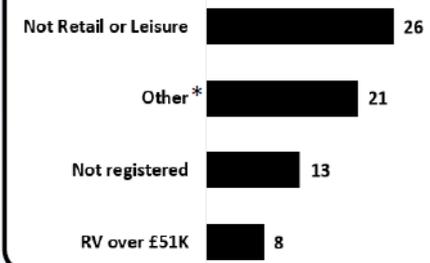
Number of applications paid cumulative total



Total value paid cumulative trend / total



Reasons for application rejections W/C 01/06/20



*Other reasons for application rejections include businesses applying for a second time, closed accounts, empty properties, or no NDR properties.

52. Appendix C Together Survey Results



Together Pulse Results April 2020

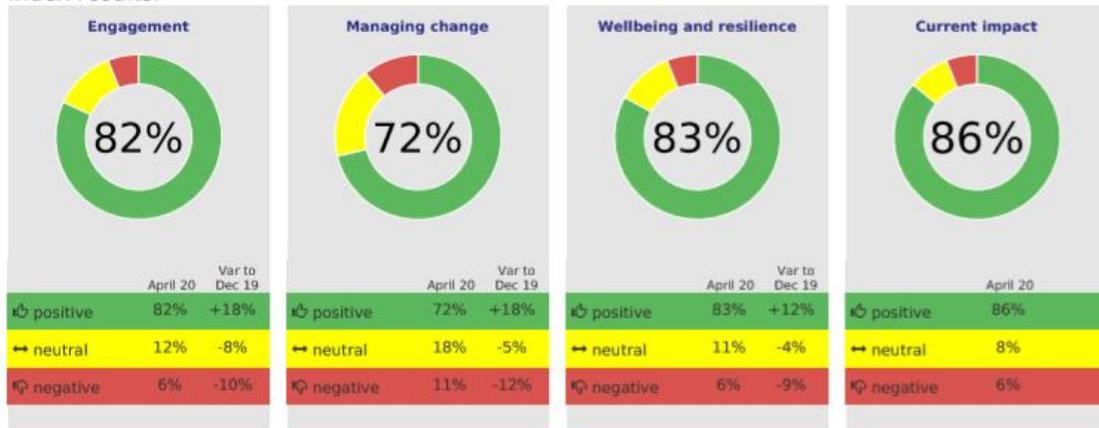
- Report for Buckinghamshire Council

Response rates by directorate:

The overall response rate to this survey wave was 54%, which reverses the downward trend since the pulse surveys began, and represents the highest response rate achieved so far. Nevertheless, please interpret responses for Adults, Health and Housing with caution, in light of the lower response rate for that group.

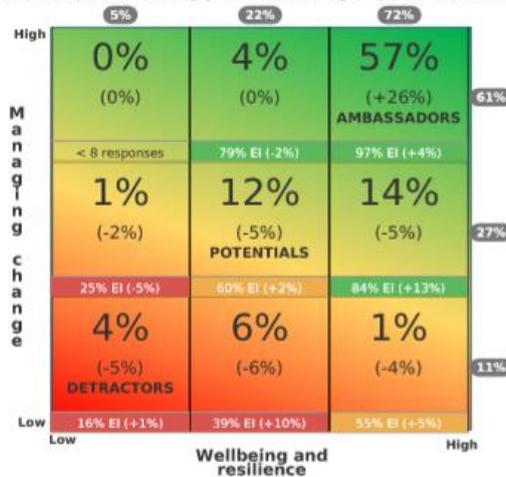
Team name	Responses	Quota	Response rate	Change
Buckinghamshire Council	2153	3959	54%	+32
Deputy Chief Executive	149	265	56%	-
Resources	609	1008	60%	-
Planning, Growth and Sustainability	311	518	60%	-
Communities	240	544	44%	-
Adults, Health and Housing	225	746	30%	-
Children's Services	615	878	70%	-

Index results:



The impact of Managing change and Wellbeing and resilience on Engagement:

% EI is the percent positive for the Engagement Index for the given group of respondents (e.g. "Ambassadors"), and variance to Dec 19 is given in brackets.



Ambassadors

57%
This group of people are content and motivated, and feel enabled in their work. They understand the future vision of the council and feel involved in change initiatives. A highly engaged group, that is likely to add real value and goodwill and be a positive influence on others.

Potentials

12%
This group is broadly neutral. Addressing a few key frustration areas, in how change is managed in particular, could make a real difference to them and convert them to ambassadors.

Detractors

4%
This group has both low managing change and wellbeing and resilience scores, mirrored by unhappiness and poor motivation, which could also detract or influence others. Significant changes are needed to convert this group to ambassadors.

N.B. The percentage figures, shown in grey on the top and right, give the sum total of each row and column. Please be aware that the sum of these may differ by 1% from 100% due to rounding.

How to interpret your detailed results:

👍 % positive

Results are shown as % positive (👍) which are representative of the number of agree and strongly agree responses as a percentage of the overall responses. There may be a 1% difference either way between the overall % positive and the sum of the % agree and % strongly agree responses due to rounding differences in the way the numbers are calculated.

Index scores

The index scores shown in the report show the overall average of the % positive responses for that group of questions.

Scales

In this report the data is displayed in accordance with the following scale, unless stated otherwise:

Agreement scale



Comparisons

NB: Please interpret comparisons to Dec 19 with caution, in light of the low response rate in that wave. The 2019 EBM column shows the external benchmark for the question, which is a UK public and private sector score from a range of organisations across different sectors.

Detailed results by question:

Engagement

#	Statement	Answer Distribution			👍	Var to Dec 19	2019 EBM	
8	I feel motivated to do my best for Buckinghamshire Council	10	35	51	86%	+18%	72%	
16	Overall, I am happy to be working for Buckinghamshire Council	12	40	44	84%	+24%	72%	
11	I feel valued for the work I do	8	14	39	36	75%	+12%	48%
ENGAGEMENT INDEX		6	12	82	82%	+18%	64%	

Managing change

#	Statement	Answer Distribution			👍	Var to Dec 19	2019 EBM	
10	There is sufficient opportunity to discuss proposed changes that directly impact on me or my team	8	16	37	36	73%	+18%	47%
13	I feel I will be listened to if I voice concerns about the way things are being done	9	15	39	34	73%	+24%	74%
7	I feel there is a clear sense of direction for Buckinghamshire Council	23	41	29	70%	+13%	51%	
MANAGING CHANGE INDEX		11	18	72	72%	+18%	57%	

Wellbeing and resilience

#	Statement	Answer Distribution			👍	Var to Dec 19	2019 EBM
9	I have a positive working relationship with my manager	9	24	64	88%	+3%	78%
12	I feel trusted and enabled to get on with my job	35	52	87%	+6%	78%	
14	The pressures of my role are manageable	14	50	28	78%	+17%	67%
15	I feel my organisation cares about employee wellbeing	15	43	34	77%	+20%	82%
WELLBEING AND RESILIENCE INDEX		6	11	83	83%	+12%	76%

Current impact

#	Statement	Answer Distribution			👍	Var to Dec 19	2019 EBM	
5	I feel the council is keeping me informed about coronavirus and how it impacts me	36	57	93%	-	-		
1	I'm clear about what is currently expected of me in relation to work	32	60	92%	-	-		
4	I feel my manager is supportive of my individual circumstances and concerns	9	28	39	87%	-	-	
6	I have confidence in the way that the Corporate Management Team (CMT) is acting in response to the current situation	13	39	44	83%	-	-	
2	I feel the expectations placed on me in the current circumstances are reasonable	9	40	43	83%	-	-	
3	I feel as connected and in-touch with my team as I'd like to be at the moment	9	9	41	39	80%	-	-
CURRENT IMPACT INDEX		8	86	86%	-	-		

Results by council:

Variance to Dec 19 for the council as a whole is denoted in blue. The small numbers next to the question scores for the directorates show the variance to the council as a whole.

Green is greater than or equal to 70%. Amber is between 51% and 69%. Red is less than or equal to 50%

#	Statement	Buckinghamshire Council	Deputy Chief Executive	Resources	Planning, Growth and Sustainability	Communities	Adults, Health and Housing	Children's Services
8	I feel motivated to do my best for Buckinghamshire Council	86% +18	76% -10	83% -3	82% -4	87% +1	89% +3	91% +5
11	I feel valued for the work I do	75% +12	65% -10	73% -2	74% -1	75% 0	74% -1	81% +6
16	Overall, I am happy to be working for Buckinghamshire Council	84% +24	76% -8	84% 0	81% -3	86% +2	86% +2	88% +4
ENGAGEMENT INDEX		82% +18 Dec 19	72% -10	80% -2	79% -3	83% +1	83% +1	87% +5
7	I feel there is a clear sense of direction for Buckinghamshire Council	70% +13	62% -8	70% 0	60% -10	69% -1	71% +1	77% +7
10	There is sufficient opportunity to discuss proposed changes that directly impact on me or my team	73% +18	54% -19	74% +1	66% -7	77% +4	74% +1	80% +7
13	I feel I will be listened to if I voice concerns about the way things are being done	73% +24	58% -15	74% +1	68% -5	73% 0	72% -1	77% +4
MANAGING CHANGE INDEX		72% +18 Dec 19	58% -14	73% +1	65% -7	73% +1	72% 0	78% +6
9	I have a positive working relationship with my manager	88% +3	78% -10	88% 0	89% +1	85% 0	87% -1	93% +5
12	I feel trusted and enabled to get on with my job	87% +6	77% -10	89% +2	89% +2	87% 0	85% -2	90% +3
14	The pressures of my role are manageable	78% +17	73% -5	77% -1	76% -2	84% +6	80% +2	77% -1
15	I feel my organisation cares about employee wellbeing	77% +20	73% -4	79% +2	72% -5	80% +3	73% -4	78% +1
WELLBEING AND RESILIENCE INDEX		83% +12 Dec 19	75% -8	83% 0	82% -1	85% +2	81% -2	85% +2
1	I'm clear about what is currently expected of me in relation to work	92%	86% -6	91% -1	93% +1	91% -1	91% -1	93% +1
2	I feel the expectations placed on me in the current circumstances are reasonable	83%	78% -5	84% +1	82% -1	86% +3	87% +4	84% +1
3	I feel as connected and in-touch with my team as I'd like to be at the moment	80%	69% -11	79% -1	81% +1	84% +4	79% -1	83% +3
4	I feel my manager is supportive of my individual circumstances and concerns	87%	77% -10	86% -1	86% -1	88% +1	84% -3	90% +3
5	I feel the council is keeping me informed about coronavirus and how it impacts me	93%	92% -1	93% 0	88% -5	92% -1	95% +2	94% +1
6	I have confidence in the way that the Corporate Management Team (CMT) is acting in response to the current situation	83%	76% -7	82% -1	79% -4	82% -1	85% +2	87% +4
CURRENT IMPACT INDEX		86%	80% -6	86% 0	85% -1	87% +1	87% +1	89% +3

Index scores by demographic:

Either myself or someone in my family has or has had COVID-19	Engagement	Managing change	Wellbeing and resilience	Current Impact
Yes 9% (196 / 2153)	78%	68%	77%	85%
No 91% (1953 / 2153)	82%	72%	83%	86%

* 6 respondents did not answer this question

I'm mainly working...	Engagement	Managing change	Wellbeing and resilience	Current Impact
At Home 94% (2026 / 2153)	82%	72%	83%	87%
In an office 3% (64 / 2153)	72%	60%	77%	79%
In the community 1% (24 / 2153)	79%	72%	87%	78%
Other 2% (39 / 2153)	74%	62%	78%	76%

I have extra caring responsibilities during the lockdown	Engagement	Managing change	Wellbeing and resilience	Current Impact
Yes 42% (901 / 2153)	80%	72%	81%	85%
No 58% (1239 / 2153)	82%	72%	84%	87%

* 13 respondents did not answer this question