

Report to:	Cabinet
Date:	11 July 2024
Title:	Portfolio progress and performance report 2023/24 - Quarter 4
Report of:	Homira Javadi, Director of Finance and Performance
Cabinet member:	Councillor Chris Collier, Cabinet member for innovation, delivery and people
Ward(s):	All
Purpose of report:	To consider the council’s progress and performance in respect of service areas for the Fourth Quarter of the year (January – March 2024) as shown in Appendix 1.
Decision type:	Non-key
Officer recommendation(s):	<ol style="list-style-type: none"> 1. To note progress and performance for Quarter 4 2023/24, and 2. To agree the suite of performance indicators for 2024/25 as set out at appendix 2, subject to any final minor changes which are delegated to the Chief Finance Officer, in consultation with the cabinet member for innovation, delivery and people.
Reasons for recommendations:	To enable Cabinet members to consider specific aspects of the council’s progress and performance.
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1 Introduction

- 1.1 The council has an annual cycle for the preparation, implementation and monitoring of its business plans and budgets. This cycle enables us regularly to review the council’s work, and the targets it sets for performance, to ensure these continue to reflect customer needs and council aspirations.
- 1.2 It is important to monitor and assess progress and performance on a regular basis, to ensure the council continues to deliver priority outcomes and excellent services to its customers and communities.
- 1.3 Appendix 1 of this report sets out details of the key performance indicators for 2023/24 which were agreed by Cabinet in July 2023.

- 1.4 Appendix 2 provides Cabinet with the proposed set of performance measures for reporting in 2024/25.
- 1.5 As is usual, alongside the reporting of quarterly performance, this report also sets at section 3 progress with the recovery and reset programme addressing our digital transformation work, and at section 4 an update on our solution sprints improvement work.

2 Appendix 1 Review

- 2.1 Within Appendix 1 we have 25 PIs, this quarter we have had: 4 PIs achieve target, 4 slightly below target, 11 below target, 5 Data only points. We have 11 positive trends and 12 negative trends from Q3 to Q4.

3 Recovery and Reset Programme

- 3.1 Digital transformation activity has, this Quarter, focused on two key projects:
- Following the go live of the new Revenues and Benefits solution in Q3, the system embedded throughout Q4 with the anticipated benefits (eg. financial, operational – for customers and staff – and contractual) starting to be realised. Throughout the Quarter, the new system reached a key, post-go live milestone in that the year-end (annual billing) process was completed on the new solution. The system performed well, delivered what was needed with only issues of the type that could be expected with a new system being highlighted and resolved.
 - The final activities to deploy ELLIS – the council's next generation chat bot – on more council phone line were completed in the Quarter. A number of technical challenges were identified before the solution was available to residents. Resolution of these issues has pushed the go live of the solution into Q1 2024/25 and the rigorous testing provides a higher degree of confidence that the anticipated benefits for residents and staff will be delivered in early 2024/25.

4 Solution Sprints

- 4.1 During quarter 4 a review of Solution Sprint activity was undertaken. Findings confirmed that many of the Solution Sprint outcomes have realised benefits in terms of improvements through streamlining and digitalising processes. Examples include new arrangements for logging out of hours data to build insight and arrive at options for refocussing resources in Out of Hours and Incident Liaison provision; improved capturing and processing of data with regards to tackling domestic abuse; digitalised project support to track progress of projects and business as usual activity with green consultancy and wider sustainability activity. We have learnt that staff capacity to implement new solutions is often challenged by the demands of usual business activity and, that timely change implementation requires delivery champions within associated services that are fully supported to implement associated changes.

Further to the review, the following three themed areas have been identified to encompass Solution Sprint activity for the year ahead (2024/25) - Contracts, Assets, Finance/Data. Refreshed governance arrangements have been set up and a Transformation Programme Review Board established to monitor associated activity under each of the themed areas. The Business Transformation Unit (BTU) are currently scoping potential of each themed area in terms of capacity for savings, efficiencies and value added over time. An example under the 'Contracts' themed area is our current Grounds maintenance contract. BTU colleagues are supporting effective project management of the process to ensure robust successor arrangements for the current ground maintenance contract. Following scoping of each of the themed areas, associated work will be prioritised accordingly. Solution Sprint and improvement methods will then be further employed to review and improve associated work packages within each of the themed areas and a progress update will be provided next Quarter.

5 Financial appraisal

- 5.1 Project and performance monitoring and reporting arrangements are contained within existing estimates. Corporate performance information should also be considered alongside the council's financial update reports (also reported to Cabinet each Quarter) as there is a clear link between performance and budgets/resources.

6 Legal implications

- 6.1 Comment from the Legal Services Team is not necessary for this routine monitoring report.

7 Risk management implications

- 7.1 It is important that corporate performance is monitored regularly otherwise there is a risk that reductions in service levels, or projects falling behind schedule, are not addressed in a timely way.

8 Equality analysis

- 8.1 The equality implications of individual decisions relating to the projects/services covered in this report are addressed within other relevant council reports or as part of programmed equality analysis.

9 Corporate Plan Update

- 9.1 The council's corporate plan was refreshed in February 2024. As a result of this being so recent, there will be no progress update of the plan presented at this meeting, as would usually be the case in July each year. We will be providing the first update of the new Corporate Plan in July 2025.

10 Appendices

- Appendix 1 – Portfolio Progress and Performance Report (Quarter 4 2023/24)
- Appendix 2 – LDC Proposed Performance Measures 2024-25