

Report to:	Cabinet
Date:	5 December 2024
Title:	Portfolio progress and performance report 2024/25 - Quarter 2
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 Second Quarter of the year (July – September 2024) as shown in Appendix 1.
Decision type:	Non-key
Officer recommendation(s):	To note progress and performance for Quarter 2 2024/25
Reasons for recommendations:	To enable Cabinet members to consider specific aspects of the council's progress and performance.
Contact Officer(s):	Luke Dreeling: Performance Lead Tel: 07525 351757 or email: luke.dreeling@lewes-eastbourne.gov.uk

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 2024/25 which were agreed by Cabinet in July 2024.
- 1.4 As is usual, alongside the reporting of quarterly performance, this report also sets at section 3 progress with 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 30 PIs, this quarter we have had: 6 PIs achieve target, 2 slightly below target, 7 below target, 12 Data only points and 3 PI data currently unavailable. We have 16 positive trends and 10 negative trends from Q1 to Q2.

3 Digital Transformation

- 3.1 This quarter, the following has been the focus of the transformation programme:

- Fees and Charges – drafting a policy, with finance, to improve and enhance how we arrive at the setting of fees and charges and track payments.
- Garden Waste – reviewing our approach to Garden Waste, to ensure our processes remain fit for purpose. Proposed changes include ending payments by cheque and invoice, given the disproportionate use of resource to process associated payments. Final data analysis and associated checks and balances are underway before implementing these changes.
- Chat bot – we have identified performance challenges with the bot, preventing the roll out more broadly onto council phone lines. The commitment to standards of customer service and ensuring any technical developments improve the offer for residents, have resulted in a pause on this work for the time being. We will continue to keep a watching brief on the associated developing technology, with a view to reintroducing arrangements when conditions are right. The Chat bot continues to perform to a high standard on our website.
- Data extraction – we have taken the decision to boost in-house skills to support data extraction from our IT systems. Colleagues from the Business Transformation Unit and IT will be undertaking training in this regard. This training will enable staff to perform some data extracts, thereby reducing the significant costs of third-party support for this work and potentially drawing an income for the council from this work in the future.

4 Solution Sprints

- 4.1 Solution Sprint activity this quarter has focused largely on the contracts and assets workstreams. Under the contracts workstream, work continues to develop successor arrangements for the grounds maintenance contract. Solution sprint and project review methods are being employed to arrive at a specification for future requirements and to carefully consider associated options. These will be brought forward to Cabinet in Q4. Further work has been undertaken with regards to energy use and billing in terms of identifying opportunities for savings. This has coincided with completing some process mapping this quarter, to firm up our approach to buildings insurance with legal, property and development and insurance colleagues.

Under the assets theme, a review of fees and charges continues. Work continues to standardise the process through which service areas arrive and setting fees and charges so that this is increasingly clear, consistent, better evidence informed and covers costs. The Business Transformation Unit colleagues are working with managers and Finance colleagues to compile a stronger evidence base for fees and charges setting and monitoring (as referenced in 3.1). Associated fees and charges deep dives continue into business areas. Areas explored this quarter include

parking services, garden waste, land charges, and beach huts. Potential deep dives into bereavement services are pending.

Refreshed governance arrangements, including those for Solution Sprint activity, have been developed for the Business Transformation Unit. A new Change and Improvement Programme Board will pull together the previous Digital Transformation Programme and Review Programme Boards into a single entity. Solution Sprint activity will be covered in terms of governance arrangements under this new board. The board will ensure capacity and resources are available to complete Solution Sprints as part of wider review activity to time, quality, and cost.

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 Appendices

- 9.1 • Appendix 1 – Portfolio Progress and Performance Report (Quarter 2 2024/25)