

Report to:	Cabinet
Date:	14 March 2024
Title:	Portfolio progress and performance report 2023/24 - Quarter 3
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 Third Quarter of the year (October-December 2023) as shown in Appendix 1
Decision type:	Non-key
Officer recommendation(s):	To note progress and performance for Quarter 3 2023/24
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 2023/24 which were agreed by Cabinet in July 2023.

2 Appendix 1 Review

- 2.1 We have experienced an extremely challenging quarter, especially due to IT software changes associated with the new revenue and benefits NEC system, as well as other short-term challenges which we believe will be rectified by Q4. Positive

strides have been made in call answering times, significantly improving to 2mins36s from 4m29s. Within Appendix 1 we have 25 PIs, this quarter we have had: 3 PIs achieve target, 4 slightly below target, 8 below target, 7 Data only points and 3 unavailable for reporting. We have 12 positive trends (such as Contact Centre, Complaints and Communications) and 10 negative trends from Q2 to Q3.

3 Recovery and Reset Programme

3.1 Digital transformation activity has, this Quarter, focused on two key projects:

- The project to implement a new Revenues and Benefits solution reached a key milestone in December with the commencement of the go live of the new system. When fully implemented, the new system will deliver improvements and efficiencies (eg. financial, operational – for customers and staff – and contractual). Work will continue into the next Quarter to complete the project and deliver the full range of benefits. In the first couple of weeks of operation, benefits were starting to be seen alongside the usual and anticipated types of issues that come with a new system of this complexity; the latter having been managed through the well-established project management approach across the council and with the third-party provider.
- The final preparation and testing of the council's next phase of deployment of ELLIS – a next generation chat bot – took place in the Quarter. In early 2024, ELLIS will be implemented on more of the council's phone lines, offering an effective solution to improve further on the council's customer service offer. The testing, being undertaken by Customer First colleagues in the contact centre, will ensure that the solution meets the expectations of residents and businesses when contacting the council, and meets the council's high standards for customer care.

4 Solution Sprints

4.1 The Solution Sprint (SS) review into Out of Hours (OOH) provision and Incident Liaison Officer (ILO) activity concluded this Quarter, culminating in a report with options and recommendations for associated service improvement. The report was considered by the new CMT lead for business continuity, and the next steps were planned. Options and recommendations with regards to OOH service resilience, capacity and consistency are now being taken forward. As previously reported, a 'Smartsheet' has been set up whereby ILO and OOH colleagues can log incidents online and direct from their mobiles. This new data continues to help paint a better picture of demand, so that associated responses and allocation of resources can be more data driven and evidence based.

Other notable SS activity this Quarter included the completion of a sprint with Housing First colleagues, resulting in an improved process for reporting and collating key data with regards to tackling domestic violence and abuse. Associated good practice in collating this information has been shared with and applauded by a number of our partners. Work is nearing conclusion on another 'Smartsheet' solution to assist Green Consultancy colleagues track performance and report progress. Parallel work has also been completed in producing a similar 'Smartsheet'

solution to capture, track and report on corporate sustainability and net zero commitments. Where appropriate, take up will follow the conclusion of the Sustainability Strategy refresh. Quarter 4 will include a review of SS activity at year end, taking stock, lessons learned and associated direction of travel for the new financial year.

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

- Appendix 1 – Portfolio Progress and Performance Report (Quarter 3 2023/24)