

The Highland Council

| | |
|-------------|------------------|
| Agenda Item | 7.a |
| Report No | RES/03/24 |

Committee: Corporate Resources

Date: 7 March 2024

Report Title: Depute Chief Executive's Service – Revenue Budget Monitoring and Service Performance Reporting for Quarter 3: 1 October 2023 to 31 December 2023

Report By: Interim Depute Chief Executive

1. Purpose/Executive Summary

- 1.1 This report provides Members with the Quarter 3 2023/24 monitoring statement for Depute Chief Executive ('the Service'). The Service budget for 2023/24 is £12.878m with a predicted end of year underspend forecast of £0.322m.
- 1.2 This report also provides performance information on:
 - Corporate Indicators
 - Contribution to the Corporate Plan
 - Service Plan Progress
 - Mitigation of Service Risks
 - Service updates outwith the Corporate Indicators or Service Plan

The content and structure is intended to:

- assist Member scrutiny and performance management;
- inform decision making to aid continuous improvement; and
- provide transparency and accessibility.

2. Recommendations

2.1 Members are asked to:

- i. **Consider** the Service's revenue monitoring position;
- ii. **Scrutinise** the Service's performance and risk information; and
- iii. **Agree** suggested changes to planned targets in paragraph 6.2.

3. Implications

3.1 Resource:

There are no implications arising as a direct result of this report other than those outlined.

- 3.2 Legal:
This report contributes to the Council's statutory duties to report performance and secure best value in terms of; Section 1(1)(a) of the Local Government Act 1992, and Section 1 of the Local Government in Scotland Act 2003, respectively.
- 3.3 Community (Equality, Poverty, Rural and Island):
There are no relevant implications arising from this report.
- 3.4 Climate Change / Carbon Clever:
There are no relevant implications arising from this report. The Climate Change and Energy Team is situated in the Depute Chief Executive's Service and the performance of the team and associated corporate/organisational performance is reported in this report.
- 3.5 Risk:
There are no risk implications arising as a direct result of this report. Service Risks are reported in Section 8 and Appendix 4 of this report.
- 3.6 Health and Safety (risks arising from changes to plant, equipment, process, or people):
There are no relevant health and safety implications arising from this report.
- 3.7 Gaelic:
There are no implications for Gaelic arising from this report.
- 4. Service Revenue Budget 2023/24**
- 4.1 Revenue monitoring statements showing actual expenditure up to Quarter 3 2023/24 and year-end estimates are set out in **Appendix 1**. The predicted annual expenditure of the Service is £12.556m against a budget of £12.878m, which represents an underspend of £0.322m. The increase in the Service budget from Quarter 2 reflects the inclusion of budget to fund the pay award.
- 4.2 The Service savings targets are set out in **Appendix 2**. All savings are on track to be delivered.
- 4.3 For ICT Services, the forecast outturn has changed compared to the Q2 report. In Q2, an underspend of £0.013m was forecast. That underspend has now increased to £0.355m. This is due to a number of staffing vacancies, largely due to normal fluctuations, and an adjustment of staffing budgets following the merger of the ICT and Corporate Improvement teams. The funding model for the Corporate Improvement team was complex due to a high proportion of secondments and fixed term posts. A core permanent structure for that team has now been established and posts are now being filled.
- 4.4 The Climate Change budget shows a predicted underspend of £51k by the year end which is due to delays in recruitment. The Energy and Sustainability line is suggesting a pressure of £68k however this reflects the uneven patterns from the receipting of externally funded projects and this income is expected to realign by year end to return a balanced position.

5. Service Performance - Corporate Indicators

5.1 Service performance in relation to Absence, Complaints, FOIs, and Invoice Payments are set out in the following sub-sections.

5.2 Service Attendance Management

Staff absence is a nationally benchmarked indicator. Effective absence management supports staff, maintains productivity, and contributes to the Council's benchmarked performance. In Quarter 3 the Service lost an average of 1.93 days per employee, compared to an average of 3.35 days for the Council as a whole.

Average number working days per employee lost through sickness absence

| Average Days Lost | Q4 21/22 | Q1 22/23 | Q2 22/23 | Q3 22/23 | Q4 22/23 | Q1 23/24 | Q2 23/24 | Q3 23/24 |
|------------------------|----------|----------|----------|----------|----------|----------|----------|----------|
| Depute Chief Executive | 0.73 | 2.17 | 1.40 | 2.23 | 2.19 | 1.42 | 2.14 | 1.93 |
| Highland Council | 2.22 | 2.24 | 1.58 | 1.89 | 2.88 | 2.48 | 2.08 | 3.35 |

5.3 Service Complaints Response Times

Monitoring complaints provides important feedback which can facilitate decision making and service design. Services are responsible for responding to complaints which are issued on their behalf by the Customer and Resolution Improvement Team ('CRIT').

There was only 1 complaint received for the DCE service in the Quarter 3 reporting period. It was a frontline case which was resolved and closed on day 9. However it did not meet the target timescale of 5 days hence the 0% return in the table below.

Number of closed complaints and the % compliant with the legislative timescale

Frontline Resolution within 5 days

| | Q4 21/22 | | Q1 22/23 | | Q2 22/23 | | Q3 22/23 | | Q4 22/23 | | Q1 23/24 | | Q2 23/24 | | Q3 23/24 | |
|------------------------|----------|------|----------|------|----------|------|----------|------|----------|------|----------|------|----------|------|----------|------|
| Depute Chief Executive | | | | | | | | | | | 0 | | 0 | | 1 | 0 % |
| Highland Council | 161 | 62 % | 170 | 61 % | 163 | 90 % | 137 | 93 % | 101 | 90 % | 160 | 92 % | 133 | 78 % | 153 | 79 % |

Investigation Resolution within 20 days

| | Q4 21/22 | | Q1 22/23 | | Q2 22/23 | | Q3 22/23 | | Q4 22/23 | | Q1 23/24 | | Q2 23/24 | | Q3 23/24 | |
|------------------------|----------|------|----------|------|----------|------|----------|------|----------|------|----------|------|----------|------|----------|------|
| Depute Chief Executive | | | | | | | | | | | 0 | | 0 | | 0 | |
| Highland Council | 48 | 44 % | 65 | 46 % | 54 | 31 % | 49 | 47 % | 63 | 41 % | 97 | 63 % | 85 | 49 % | 67 | 48 % |

Escalated Resolution within 20 days

| | Q4 21/22 | | Q1 22/23 | | Q2 22/23 | | Q3 22/23 | | Q4 22/23 | | Q1 23/24 | | Q2 23/24 | | Q3 23/24 | |
|------------------------|----------|------|----------|------|----------|------|----------|------|----------|------|----------|------|----------|------|----------|------|
| Depute Chief Executive | | | | | | | | | | | 0 | | 0 | | 0 | |
| Highland Council | 57 | 37 % | 38 | 18 % | 34 | 32 % | 22 | 36 % | 15 | 33 % | 32 | 50 % | 32 | 41 % | 28 | 57 % |

5.4 Service Freedom of Information ('FOI') Response Times

FOI requests are co-ordinated by CRIT in collaboration with the Service teams which may hold information relevant to the request.

The performance for FOI response times during Quarter 3 against a corporate target of 90% is set out in the table below. This shows improved performance over time and particularly in the most recent quarterly reporting period:

% of FOIs closed compliant with the legislative timescale

| % FOIs Compliant - Depute Chief Executive | Q4 21/22 | | Q1 22/23 | | Q2 22/23 | | Q3 22/23 | | Q4 22/23 | | Q1 23/24 | | Q2 23/24 | | Q3 23/24 | |
|---|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|---|----------|----|
| | | 11 | 64 % | 11 | 64 % | 18 | 50 % | 16 | 63 % | 13 | 77 % | 17 | 82 % | 8 | 88 % | 13 |

| % FOIs Compliant - Highland Council | Q4 21/22 | | Q1 22/23 | | Q2 22/23 | | Q3 22/23 | | Q4 22/23 | | Q1 23/24 | | Q2 23/24 | | Q3 23/24 | |
|-------------------------------------|----------|-----|----------|-----|----------|-----|----------|-----|----------|-----|----------|-----|----------|-----|----------|-----|
| | | 400 | 76 % | 462 | 73 % | 364 | 82 % | 478 | 81 % | 536 | 75 % | 399 | 84 % | 333 | 88 % | 338 |

Tables display the number of FOIs closed within the quarter and % of those that were compliant with the legislative timescale (20 working days) for the service and the Highland Council overall.
The Scottish Information Commissioner requires the Council to achieve a minimum compliance rate of 90%.

Please note – these figures differ slightly to those reported previously as the system for calculation previously used for these reports changed for Quarter 1 reporting, to ensure consistency with the system used when reporting to the Scottish Information Commissioner.

5.5 Service Invoice Payment Times

Payment of invoices within 30 days of receipt is a Council Statutory Performance Indicator. The Council also monitors the number of invoices paid within 10 days of receipt.

The performance for invoice payment times within 10- and 30-days during Quarter 3 against a target of 77% and 95%, respectively is regularly above the Council's performance as a whole - as follows:

| Invoice Payment within 30 days | Q4 21/22 | Q1 22/23 | Q2 22/23 | Q3 22/23 | Q4 22/23 | Q1 23/24 | Q2 23/24 | Q3 23/24 |
|--------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|
| Depute Chief Executive | 95.3 % | 98.7 % | 91.8 % | 97.3 % | 100.0 % | 98.8 % | 98.9 % | 99.1 % |
| Highland Council | 89.1 % | 94.1 % | 94.2 % | 95.1 % | 94.9 % | 95.1 % | 96.7 % | 95.6 % |

| Invoice Payment less than 10 days | Q4 21/22 | Q1 22/23 | Q2 22/23 | Q3 22/23 | Q4 22/23 | Q1 23/24 | Q2 23/24 | Q3 23/24 |
|-----------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|
| Depute Chief Executive | 65.9 % | 94.7 % | 89.4 % | 92.5 % | 88.3 % | 95.2 % | 86.8 % | 95.6 % |
| Highland Council | 53.1 % | 67.5 % | 73.4 % | 70.4 % | 71.6 % | 72.8 % | 80.9 % | 75.3 % |

6. **Service Contribution to the Corporate Plan**

6.1 The Service largely contributes towards the Corporate Plan by enabling and driving the delivery of corporate programmes and projects and providing digital capabilities. There are specific measures that relate directly to the Service and details of performance against these measures is given below:

| PIs/Actions in the Corporate Plan | Period | Data | Period | Data | Period | Data |
|--|----------|-------------------------|----------|-------------------------|----------|-------------------------|
| % EES:ABS grant funding utilised CP3.02 | FY 20/21 | | FY 21/22 | | FY 22/23 | 90 % |
| Green Hydrogen: Joint venture opportunities CP4.02 | Q1 23/24 | Some Slippage | Q2 23/24 | Some Slippage | Q3 23/24 | Some Slippage |
| Low carbon travel & transport [LAIP and LCTT] CP4.02 | Q1 23/24 | On Target | Q2 23/24 | Completed | Q3 23/24 | |
| Progress live sustainability software to allow measuring of engagement CP4.03 | Q1 23/24 | | Q2 23/24 | On Target | Q3 23/24 | On Target |
| CO2 emissions area wide per capita CP4.07 CLIM01 | FY 20/21 | -1.40 | FY 21/22 | -0.36 | FY 22/23 | |
| CO2 emissions area wide: emissions within scope of LA per capita CP4.07 CLIM02 | FY 20/21 | 5.64 | FY 21/22 | 6.41 | FY 22/23 | |
| Council carbon emissions tonnes CO2e CP4.07/4.09 | FY 20/21 | 35,408 | FY 21/22 | 33,766 | FY 22/23 | 36,147 |
| Energy consumption across Council's estate CP4.07/4.09 | FY 20/21 | 126.606 | FY 21/22 | 124.378 | FY 22/23 | |
| Net Zero Strategy & Fully Costed Action Plan: Report Progress CP4.07 | Q1 23/24 | On Target | Q2 23/24 | On Target | Q3 23/24 | Some Slippage |
| No. HC & Public EV Charger Sites CP4.07 | FY 20/21 | | FY 21/22 | 85 | FY 22/23 | 96 |
| Identify income opportunities from renewable technologies CP4.08 | Q1 23/24 | On Target | Q2 23/24 | On Target | Q3 23/24 | On Target |
| Introduce sustainability software: live data on carbon emissions CP4.09 | Q1 23/24 | | Q2 23/24 | On Target | Q3 23/24 | On Target |
| Options appraisal for sites for energy saving interventions CP4.09 | Q1 23/24 | No Significant Progress | Q2 23/24 | No Significant Progress | Q3 23/24 | No Significant Progress |
| Develop solar panel installations performance data - due to start reporting Mar 24 CP4.10 | Q1 23/24 | | Q2 23/24 | | Q3 23/24 | |
| Projects assisting in reducing energy purchased - due to start reporting Q1 24/25 CP4.10 | Q1 23/24 | | Q2 23/24 | | Q3 23/24 | |
| Incorporate Just Transition principles into strategic planning/Net Zero strategy CP4.11 | Q1 23/24 | Completed | Q2 23/24 | | Q3 23/24 | |
| ERDs being completed - DCE CP5.01 | Q1 23/24 | On Target | Q2 23/24 | On Target | Q3 23/24 | On Target |
| Digital Strategy implemented CP5.04 | Q1 23/24 | On Target | Q2 23/24 | On Target | Q3 23/24 | Some Slippage |
| ICT Strategy implemented CP5.04 | Q1 23/24 | On Target | Q2 23/24 | On Target | Q3 23/24 | On Target |
| Key Improvement/Transformation Projects support budget savings CP5.04/5.10 | Q1 23/24 | 85 % | Q2 23/24 | 81 % | Q3 23/24 | 97 % |

6.2 Commentary supporting areas of slippage, suggested changes to targets, and no updates:

| Action / Performance Indicator: | Update: |
|--|---|
| CP4.02 Green Hydrogen: Joint venture opportunities | Continuing to liaise with Scottish Govt and potential investors to develop a suite of options. A Portfolio Board is to be created to deliver Highland-wide strategy for green energy opportunities. Update report to Council in March 2024 and to Committee thereafter. Request Corporate Plan action target to be extended to Q2 24/25. |
| CP4.07 Net Zero Strategy & Fully Costed Action Plan: Report Progress | Competing cross-council priorities and capacity issues, will report to Climate Change Committee to agree extended timeline. |
| CP4.09 Options appraisal for sites for energy saving interventions | Recruitment underway, new target will be agreed once appointments made. |
| CP4.07/4.09 Energy consumption across Council's estate | Due to variety of energy sources (electricity, gas, biofuels, solar etc) it is not possible to extrapolate consolidated data for energy consumption. Tracking carbon emissions is a more reliable indicator and should be the |

| | |
|--|--|
| | <p>priority instead (notion of energy and carbon emissions should not be mixed). Carbon emissions are already reported separately in the table above.</p> <p>Request to remove this indicator from the Corporate Plan.</p> |
| <p>CP4.07 CO2 emissions area wide per capita (CLIM01)</p> | <p>Data for these indicators is received from Scottish Government, via the Improvement Service’s Local Government Benchmark Framework, and 2022/23 data was not available at time of writing this report.</p> |
| <p>CP4.07 CO2 emissions area wide: emissions within scope of LA per capita (CLIM02)</p> | <p>This data is complex and approximately a year in ‘lag’, and adjusted regularly as knowledge in this discipline improves. It is recommended this data is only used to track trends, as the actions of the Council has only partial influence the outcomes.</p> <p>Request to remove these indicators from the Corporate Plan.</p> <p>Council Carbon emissions will continue to be reported.</p> |
| <p>CP4.10 Develop solar panel installations performance data</p> | <p>Work progressing well, due to start reporting March 2024.</p> |
| <p>CP5.04 Digital Strategy Implementation</p> | <p>Whilst good progress has been made with taking forward the Digital Strategy, it has been done by very limited resources. Requirements are currently under assessment and will feed into the overall budget approach and Delivery Plan.</p> |

6.3 Additional measures where the Service is playing a significant role, are:

- 2.10 – Refresh website and establish baseline for “number of enquiries through refreshed website p.a.”
- 5.3 – The “My Council” project will continue to work towards developing a Highland Council Customer Contact Vision.

7. Service Plan Progress

7.1 **Appendix 3** sets out the Service performance information from the Service Plan 2023/24 for the Directorate, as outlined in the [Depute Chief Executive Service Plan](#) approved by Committee on 7 December 2023.

The majority of actions and performance indicators (PIs) in the Directorate Service Plan are on track. However, slippage has been reported for some actions and PIs in Q3, dashboards providing full details are shown in **Appendix 3**

Where there is slippage reported supporting commentary is recorded in the Performance and Risk Management System (PRMS) to inform reporting and track

potential issues, enabling the team to act on slippage in a timely manner. A table of details is provided with the Service Plan Dashboards in **Appendix 3**.

8. Service Risks Mitigation

- 8.1 In addition to leading on several Corporate Risks, which are reported to Audit Committee every quarter, the Service maintains a Service Risk Register which is reported on in **Appendix 4** of this report.
- 8.2 The Service Risk Register is reviewed quarterly to update and ensure it reflects the current environment. Reporting of the monitoring of these risks and related mitigating actions commenced in Quarter 3.
- 8.3 The Service risks detailed in **Appendix 4**, are also referenced in the refreshed 2023/24 Service Plan. The Service risks and mitigating actions aim to ensure the Depute Chief Executive team have awareness of the risks that could impact delivery of their Service Plan priority actions, how this connects to their operational risks, and when a risk should be considered for escalation.

9. Continuous Improvement – Public Service Improvement Framework (PSIF)

- 9.1 During November 2023, a Public Service Improvement Framework (PSIF) Self-Assessment was undertaken by the Climate Change and Energy Team, supported by Corporate Performance Business Partners, to consider the team's strengths and areas for improvement. A report and Improvement Plan have been drafted for approval – a further update and next steps will be provided in the Quarter 4 report.

10. Operational Service Performance Information

10.1 ICT & Digital Services

- 10.1.1 The ICT service has one annual performance indicator relating to user satisfaction. This is measured by a survey sent out to all ICT users in May each year by the Society for Innovation, Technology and Modernisation (SOCITM). By working with SOCITM we can compare performance against other public sector organisations who take part.

The results for this year's survey were presented to the December 2023 meeting of this Committee. The table below shows the results for recent years. No survey was carried out in 2020-21 due to the pandemic.

| SOCITM User Satisfaction Scores (out of 7) | |
|---|----------------------|
| Year | Overall Score |
| 2019-20 | 4.05 |
| 2021-22 | 5.00 |
| 2022-23 | 5.50 |

- 10.1.2 The table below shows the performance on the in-house ICT Service Desk for Q3 2023/24. The table also shows volumes of incidents, requests and Chromebook repairs as an indication of the scale of work being picked up by the Service Desk and supporting teams.

Key points to take from this data are:

- Customer satisfaction, recorded by the Service Desk and reported monthly and as seen in the annual survey, remains high.

- Unfortunately, there was a dip in performance around calls to the Service Desk and resolution of incidents. Generally, within the industry, a call abandonment rate of 5% to 8% is considered normal and we are within that range most months. However, the aim is always to achieve a less than 5% rate.
- The drop in performance can largely be attributed to ongoing reduced staffing at the Service Desk and support teams. This is due to a combination of vacancies and staff illness. Also, when vacancies are filled, it can take a while for new team members to get fully up to speed.

It should be noted that the KPI targets are set at a relatively high level, and it does not take much reduction in team numbers to lead to a drop in performance. Also, as stated in previous reports, vacancies at the Service Desk are usually due to staff moving onto other roles within the team and this is a measure of success in training and retaining skilled staff.

| Measure | Target Performance | | | Actual Performance | | | | | |
|--------------------------------------|--------------------|-------|-------|--------------------|--------|--------|--------|--------|--------|
| | Red | Amber | Green | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
| % Satisfied customers | 85% | 90% | 95% | 97.6% | 98.2% | 96.9% | 97.7% | 96.3% | 97.0% |
| % Service Desk calls abandoned | 10% | 7% | 5% | 1.6% | 5.4% | 10.8% | 6.0% | 7.7% | 6.0% |
| Average Service Desk wait time | 120s | 90s | 60s | 20s | 52s | 75s | 38s | 51s | 43s |
| % Incidents resolved within 24 hours | 50% | 60% | 70% | 66.1% | 72.8% | 64.8% | 64.4% | 67.7% | 60.0% |
| % Incidents resolved within 7 days | 70% | 80% | 90% | 84.3% | 90.7% | 85.4% | 84.3% | 85.8% | 81.5% |
| % Incidents resolved within 28 days | 90% | 95% | 100% | 95.0% | 98.2% | 97.9% | 96.1% | 97.4% | 96.2% |
| Number of Active Incidents | N/A | N/A | N/A | 356 | 544 | 566 | 548 | 635 | 507 |
| Number of Active Requests | N/A | N/A | N/A | 1130 | 1311 | 1376 | 1428 | 1544 | 1512 |
| Number of incidents opened | N/A | N/A | N/A | 1466 | 4468 | 3569 | 3184 | 4117 | 2362 |
| Number of incidents closed | N/A | N/A | N/A | 1520 | 4292 | 3536 | 3199 | 4016 | 2516 |
| Number of requests opened | N/A | N/A | N/A | 1228 | 2707 | 2128 | 1859 | 2162 | 1693 |
| Number of requests closed | N/A | N/A | N/A | 1205 | 2311 | 2017 | 1668 | 1970 | 1553 |
| Number of Chromebook repairs opened | N/A | N/A | N/A | 40 | 297 | 371 | 219 | 434 | 254 |
| Number of Chromebook repairs closed | N/A | N/A | N/A | 675 | 701 | 346 | 366 | 275 | 204 |

10.1.3 The Wipro contract performance is measured by a set of KPIs as shown in the table below. These KPIs have been measured from April 2022 – the point at which the majority of service transitioned in-house. The measures are largely technical and relate to management of infrastructure in the data centre. Figures are given for the 4 months up to December 2023. All Wipro KPIs met the targets for that period.

| | Description | Sep-22 | Oct-22 | Nov-22 | Dec-22 |
|--------|---------------------------------------|--------|--------|--------|--------|
| KPI-01 | Severity 1 incident resolution | Green | Green | Green | Green |
| KPI-02 | Severity 2 incident resolution | Green | Green | Green | Green |
| KPI-03 | Severity 3 incident resolution | Green | Green | Green | Green |
| KPI-04 | Severity 4 incident resolution | Green | Green | Green | Green |
| KPI-05 | Rolling tally of Severity 1 incidents | Green | Green | Green | Green |
| KPI-06 | Wintel server software release | Green | Green | Green | Green |
| KPI-07 | Wintel database software release | Green | Green | Green | Green |
| KPI-08 | Infrastructure availability | Green | Green | Green | Green |
| KPI-09 | Server patching | Green | Green | Green | Green |
| KPI-10 | System backups | Green | Green | Green | Green |
| KPI-11 | Core infrastructure software | Green | Green | Green | Green |
| KPI-12 | Catalogue implementation | Green | Green | Green | Green |

10.2 Strategic Improvement Team

10.2.1 Work to merge the former Transformation team with ICT Services has now been completed and the team resulting from the merger has been rebranded as the Strategic Improvement Team. The role of this team is to work across the Council to support the delivery of benefits through major programmes, projects and reviews. The merger provides greater capacity and capability to support that work whilst at the same time delivering a staffing saving.

10.2.2 The work includes providing the lead support for the Redesign Board, and the programme and project resources for its work programme which comprise the following. All are intended to make a significant contribution to the aims and objectives of the Council's Budget Strategy:

- Major Redesign Projects – Asset Management, Roads Redesign, My Council, In-House Bus Operations.
- Lean Reviews – targeted reviews of current Service operations to identify more tactical improvements.
- Investment Programme – business case-led initiatives aimed at increasing income and delivering wider benefits.

10.2.3 In addition to the work programme of the Redesign Board, the Team supports a wide range of projects and initiatives working collaboratively with Services to support improvement across the Council which includes implementing the Councils Digital Strategy, ICT Strategy and, in conjunction with Performance & Governance the Data & Information Strategy.

It is expected that the Strategic Improvement Team will play an integral role in enabling implementation of the Council Delivery Plan currently being developed. That Delivery Plan will have Digital and Data as key cross-cutting themes and a report will be taken to the March meeting of The Highland Council covering those themes in more detail.

10.2.4 Included at **Appendix 3** of this report are the performance indicators relating to the monitoring of project performance.

10.3 **Climate Change and Energy Team**

The Team is making progress in various facets of the organisation's climate change program, reflecting the Council's commitment to sustainability. While work on the development of the fully costed action plans continue the challenges arising from competing priorities across services has prompted the need to request an extension to the delivery timeline from the Climate Change Committee.

In response to the extended timeline for the action plan the team has been proactive in developing a number of workshops to facilitate cross service and Member participation in the development of long-term sustainability goals.

10.3.1 The EES;Abs public engagement sessions have brought a significant amount of interest from private home owners in securing funding to assist in making improvements to energy efficiency and low carbon heat within their homes. The full allocation of funding for 2023/24 through the EES:Abs program has now been fully committed.

10.3.2 The team have continued to develop the development of Energy Company Obligation (ECO) funding. Through this funding the team has identified a number of strategic projects that allow funding for energy improvements to Council domestic properties providing a potential £2.7m new funding to invest in the Council's housing stock. A number of projects are sitting with Housing for approval, the identified projects will be taken forward in 2024/25.

10.3.3 Recognising the shortage of skills available in the Region to deliver this type of work the Team are collaborating with UHI and various external stakeholders to deliver training and the development of green skills within the Region.

10.3.4 The Energy team is progressing with work to ensure energy assets – Solar PV on roofs across the estate are optimised for efficiency. In conjunction with this work they are working to develop a monitoring system which will provided vital information on performance and provide a mechanism for future reporting on performance.

Designation: Interim Depute Chief Executive

Date: 23 February 2024

Authors: Kate Lackie, Interim Depute Chief Executive
Jon Shepherd, Head of ICT & Digital Transformation
Dan Scott, Service Lead - Strategic Improvement
Neil Osborne, Climate Change Manager
Anna Templeton, Corporate Performance Business Partner

Appendices: 1. Depute Chief Executive Service Revenue Budget 2023/24 – Quarter 3 – 1 October 2023 to 31 December 2023
2. Depute Chief Executive Service Budget Savings Delivery
3. Depute Chief Executive Service Plan Performance Dashboards
4. Depute Chief Executive Service Risk Register

Appendix 1 – Depute Chief Executive Service Revenue Budget 2023/24 – Quarter 3: 1 April 2023 to 31 December 2023

| | £000 | £000 | £000 | £000 | £'000 | £'000 | £'000 |
|---|------------------------|------------------|----------------------|----------------------|----------------------------|----------------------------|--------------------|
| | Actual Year To Date | Annual Budget | Year End Estimate | Year End Variance | Staff Costs Variance | Other Costs Variance | Income Variance |
| BY ACTIVITY | | | | | | | |
| Recovery, Improvement & Transformation Fund | 488 | 4 | 0 | (4) | | | |
| Strategic Improvement & Redesign | 1,100 | 1,651 | 1,474 | (177) | | | |
| Depute Chief Executive | 155 | 183 | 199 | 16 | | | |
| ICT Services (Central) | 6,683 | 5,423 | 5,791 | 368 | | | |
| ICT Operations (Service) | 1,760 | 2,589 | 2,350 | (239) | | | |
| ICT Operations (Technical) | 968 | 1,480 | 1,301 | (179) | | | |
| ICT Operations (Applications) | 1,120 | 1,622 | 1,498 | (124) | | | |
| Climate Change | 385 | 262 | 211 | (51) | | | |
| Energy & Sustainability | (1,861) | (337) | (269) | 68 | | | |
| Total | 10,797 | 12,878 | 12,556 | (322) | 0 | 0 | 0 |
| BY SUBJECTIVE | | | | | | | |
| Staff Costs | 6,924 | 8,956 | 7,984 | (972) | | | |
| Other Costs | 8,817 | 6,959 | 8,909 | 1,949 | | | |
| Gross Expenditure | 15,741 | 15,915 | 16,893 | 977 | | | |
| Grants | (3,269) | (94) | (1,315) | (1,221) | | | |
| Other Income | (1,675) | (2,943) | (3,021) | (78) | | | |
| Total Income | (4,944) | (3,038) | (4,337) | (1,299) | | | |
| | 10,797 | 12,878 | 12,556 | (322) | | | |

Notes

1. %age of Annual Expenditure

Dec 23/24

84%

Dec 22/23

93%

DEPUTE CHIEF EXECUTIVE BUDGET 2023/24 – DECEMBER MONITORING

| | GROSS EXPENDITURE | | | | VARIANCE ANALYSIS | | GROSS INCOME | | | | NET TOTAL | | | |
|---|-------------------|---------------|------------------|-------------------|----------------------|----------------------|----------------|----------------|------------------|-------------------|---------------|---------------|------------------|-------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| | Annual Budget | Actual YTD | Year End Outturn | Year End Variance | Staff Costs Variance | Other Costs Variance | Annual Budget | Actual YTD | Year End Outturn | Year End Variance | Annual Budget | Actual YTD | Year End Outturn | Year End Variance |
| BY ACTIVITY | | | | | | | | | | | | | | |
| Recovery, Improvement & Transformation (RIT) | | | | | | | | | | | | | | |
| RIT Fund Projects | 4 | 488 | 0 | (4) | 0 | (4) | 0 | 0 | 0 | 0 | 4 | 488 | 0 | (4) |
| Strategic Improvement & Redesign | 1,651 | 1,100 | 1,474 | (177) | (161) | (17) | 0 | 0 | 0 | 0 | 1,651 | 1,100 | 1,474 | (177) |
| Depute Chief Executive | 183 | 155 | 199 | 16 | 16 | 0 | 0 | 0 | 0 | 0 | 183 | 155 | 199 | 16 |
| ICT Services | | | | | | | | | | | | | | |
| ICT Services (Central) | 6,997 | 7,556 | 8,360 | 1,363 | (117) | 1,480 | (1,574) | (873) | (2,569) | (995) | 5,423 | 6,683 | 5,791 | 368 |
| ICT Operations (Service) | 2,589 | 1,760 | 2,350 | (239) | (180) | (59) | 0 | 0 | 0 | 0 | 2,589 | 1,760 | 2,350 | (239) |
| ICT Operations (Technical) | 1,480 | 968 | 1,301 | (179) | (180) | 1 | 0 | 0 | 0 | 0 | 1,480 | 968 | 1,301 | (179) |
| ICT Operations (Applications) | 1,622 | 1,120 | 1,498 | (124) | (124) | (0) | 0 | 0 | 0 | 0 | 1,622 | 1,120 | 1,498 | (124) |
| Energy & Sustainability | | | | | | | | | | | | | | |
| Climate Change | 318 | 451 | 259 | (60) | (121) | 61 | (56) | (66) | (47) | 9 | 262 | 385 | 211 | (51) |
| Energy & Sustainability | 1,070 | 2,132 | 1,451 | 381 | (105) | 486 | (1,407) | (3,993) | (1,720) | (313) | (337) | (1,861) | (269) | 68 |
| TOTAL | 15,915 | 15,730 | 16,893 | 977 | (972) | 1,949 | (3,038) | (4,933) | (4,337) | (1,299) | 12,878 | 10,797 | 12,556 | (322) |

Appendix 2 – Depute Chief Executive Service Budget Savings Delivery

| Service | Savings Description | 2023/24 Savings £m | 2024/25 Savings £m | 2025/26 Savings £m | Total Savings £m | Status R A G |
|----------------------|---|--------------------|--------------------|--------------------|------------------|--------------|
| DCE | Review of ICT Services structure | 0.182 | | | | G |
| DCE | Review of Transformation and Digital Services | 0.125 | | | | G |
| DCE | Renewable Energy | 0.180 | | | | G |
| Service Total | | 0.487 | | | | |

Appendix 3 – Depute Chief Executive Service Plan Performance Dashboards

Note for Service Plan tables, if entry is blank:

- Performance Indicator – no update due this quarter
- Action – is complete, no update required

| Digital: Maximising the use of new processes and technology Q3 23/24 | | | | | | |
|---|-------------|-----------|-------------|---------------|--------------|--------------------------|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| Bi-ennial Digital Maturity Assessment | 2019 - 2021 | | 2021 - 2023 | 3 | 3 | level 5/5 by 2027 |
| Digital Strategy implemented CP5.04 | Q2 23/24 | On Target | Q3 23/24 | Some Slippage | | Due to complete Q3 27/28 |
| Implementation of Digital Foundations to support digital transformation | Q2 23/24 | On Target | Q3 23/24 | On Target | | Due to complete Q3 24/25 |

| Strategic Improvement Q3 23/24 | | | | | | |
|--|----------|-----------|----------|-----------|--------------|---|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| Corporate programmes and projects with evidence of full lifecycle management | Q2 23/24 | | Q3 23/24 | | | 100% by March 2024 |
| Ensure Strategic Improvement Board is operating consistently to the terms of reference | Q2 23/24 | On Target | Q3 23/24 | On Target | | due to complete Q1 24/25 |
| Establish full lifecycle management process for the corporate portfolio of programmes and projects | Q2 23/24 | On Target | Q3 23/24 | On Target | | due to complete Q1 24/25 |
| Implement new team structure and align to corporate priority programmes and projects | Q2 23/24 | On Target | Q3 23/24 | Completed | | due to complete Q3 23/24 |
| Key Improvement/Transformation Projects support budget savings CP5.04/5.10 | Q2 23/24 | 81 % | Q3 23/24 | 97 % | | Updates taken from month 3 status of every quarter. |

| ICT: Provision of robust, secure and sustainable in-house ICT service Q3 23/24 | | | | | | |
|--|----------|-----------|----------|-----------|--------------|--------------------------|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| ICT % customers satisfied - monthly | M8 23/24 | 96.3 % | M9 23/24 | 97.0 % | 95.0 % | |
| ICT % service contacts resolved within 24 hrs - monthly | M8 23/24 | 67.7 % | M9 23/24 | 60.0 % | 70.0 % | |
| ICT Avg wait time [seconds] for Service Desk contacts - monthly | M8 23/24 | 51 | M9 23/24 | 43 | 60 | |
| ICT User Satisfaction [SOCITM] - Annual | FY 21/22 | 5.00 | FY 22/23 | 5.50 | | |
| % windows devices functional and receiving all security updates | Q2 23/24 | 94 | Q3 23/24 | 85 | 100 | |
| ICT Strategy implemented CP5.04 | Q2 23/24 | On Target | Q3 23/24 | On Target | | Due to complete 2027 |
| Consolidate the in-house ICT Service | Q2 23/24 | On Target | Q3 23/24 | Completed | | Due to complete Q3 23/24 |
| Reduce the reliance on the Data Centre | Q2 23/24 | On Target | Q3 23/24 | On Target | | Due to complete Q1 27/28 |
| Start a rolling refresh programme for Windows devices and software | Q2 23/24 | On Target | Q3 23/24 | On Target | | Due to complete Q1 24/25 |

ICT: Provision of robust, secure and sustainable in-house ICT service Q3 23/24

| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
|--|----------|---------------|----------|---------------|--------------|--------------------------|
| Continue to review value for money of ICT service | Q2 23/24 | On Target | Q3 23/24 | Completed | | Due to complete Q3 23/24 |
| Full ICT team recruited | Q2 23/24 | Some Slippage | Q3 23/24 | On Target | | Due to complete Q4 23/24 |
| Cybersecurity protection implement first phase of ICT Strategy | Q2 23/24 | On Target | Q3 23/24 | On Target | | Due to complete Q4 23/24 |
| Set up cyber incident support contract | Q2 23/24 | Completed | Q3 23/24 | | | Due to complete Q2 23/24 |
| Update and test cyber incident response plan | Q2 23/24 | On Target | Q3 23/24 | On Target | | Due to complete Q4 23/24 |
| Implement printer rationalisation and introduce cloud printing | Q2 23/24 | Some Slippage | Q3 23/24 | Some Slippage | | Due to complete Q4 23/24 |
| Roll out new corporate telephony to support new ways of working | Q2 23/24 | On Target | Q3 23/24 | On Target | | Due to complete Q2 24/25 |
| Implement new network model to support move to SWAN2 | Q2 23/24 | On Target | Q3 23/24 | On Target | | Due to complete Q2 24/25 |
| Further develop partnership working and engagement with NHS[H] re ICT requirements | Q2 23/24 | Some Slippage | Q3 23/24 | Some Slippage | | Ongoing |

Transition to Net Zero and a climate-ready organisation Q3 23/24

| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
|--|----------|-----------|----------|---------------|--------------|--|
| 8 Thematic Actions Plans | Q2 23/24 | | Q3 23/24 | | | Due to complete Q4 23/24 |
| Council carbon emissions tonnes CO2e CP4.07/4.09 | FY 21/22 | 33,766 | FY 22/23 | 36,147 | 49,077 | HC update - due September |
| Energy consumption across Council's estate CP4.07/4.09 | FY 21/22 | 124.378 | FY 22/23 | | | |
| CO2 emissions area wide per capita CP4.07 CLIM01 | FY 21/22 | -0.36 | FY 22/23 | | | LGBF update - due July following yr |
| CO2 emissions area wide: emissions within scope of LA per capita CP4.07 CLIM02 | FY 21/22 | 6.41 | FY 22/23 | | | LGBF update - due July following yr |
| Net Zero Strategy & Fully Costed Action Plan: Report Progress CP4.07 | Q2 23/24 | On Target | Q3 23/24 | Some Slippage | | Due to complete Q3 23/24 |
| Develop an Adaptation Strategy and Action Plan | Q2 23/24 | On Target | Q3 23/24 | Some Slippage | | Due to complete Q4 23/24 |
| Incorporate Just Transition principles into strategic planning/Net Zero strategy CP4.11 | Q2 23/24 | | Q3 23/24 | | | Completed Q1 23/24 |
| Engage with and support all Council Services to actively contribute to development of the Net Zero Action Plan | Q2 23/24 | On Target | Q3 23/24 | On Target | | Due to complete Q4 23/24 |
| Progress live sustainability software to allow measuring of engagement CP4.03 | Q2 23/24 | On Target | Q3 23/24 | On Target | | Due to complete Q4 23/24 |
| Introduce sustainability software: live data on carbon emissions CP4.09 | Q2 23/24 | On Target | Q3 23/24 | On Target | | Implement by June 23, go live Q4 23/24 |
| Projects assisting in reducing energy purchased - due to start reporting Q1 24/25 CP4.10 | Q2 23/24 | | Q3 23/24 | | | |

Transition to Net Zero and a climate-ready organisation Q3 23/24

| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
|---|----------|---------------|----------|-------------------------|--------------|--------------------------|
| Establish a working group to consider the Local Authority Circular Economy Framework | Q2 23/24 | Some Slippage | Q3 23/24 | No Significant Progress | | Due to complete Q2 23/24 |
| Develop a vision and strategy to embed circular economy into the Council's operations | Q2 23/24 | Some Slippage | Q3 23/24 | Some Slippage | | Due to complete Q4 23/24 |
| Thematic group ensures circular economy is embedded in Net Zero thematic action plan | Q2 23/24 | Some Slippage | Q3 23/24 | Some Slippage | | Due to complete Q4 23/24 |
| Report to Council regarding review of the Local Authority Circular Economy Framework | Q2 23/24 | Some Slippage | Q3 23/24 | Some Slippage | | Due to complete Q1 24/25 |
| ELT and SLT complete Carbon Literacy training - due to start reporting FY24/25 | Q2 23/24 | | Q3 23/24 | | | 100% by Mar 25 |
| Existing staff complete carbon literacy training - due to start reporting FY24/25 | Q2 23/24 | | Q3 23/24 | | | 80% by March 25 |
| New staff complete Carbon Literacy training as part of induction - due to start reporting FY24/25 | Q2 23/24 | | Q3 23/24 | | | 100% ongoing |
| Detailed carbon plan for each service | Q2 23/24 | | Q3 23/24 | | | Target 8 by March 24 |
| Develop Carbon Literacy training to be delivered to the ELT and SLT | Q2 23/24 | On Target | Q3 23/24 | On Target | | Due to complete Q4 23/24 |
| Review Carbon Literacy training feedback - due to start Q1 24/25 | Q2 23/24 | | Q3 23/24 | | | Due to complete Q1 24/25 |
| Support all Council services to adopt carbon budgeting and complete service target setting activity | Q2 23/24 | On Target | Q3 23/24 | Some Slippage | | Due to complete Q4 23/24 |
| Achieve approval of Council Carbon budget and service-level Carbon budget targets | Q2 23/24 | Some Slippage | Q3 23/24 | Some Slippage | | Due to complete Q4 23/24 |

Transition to Net Zero and a climate-ready organisation Q3 23/24

| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
|--|----------|---------------|----------|---------------|--------------|---|
| No. HC & Public EV Charger Sites CP4.07 | FY 21/22 | 85 | FY 22/23 | 96 | | Target for FY 23/24 to follow Path Finder Project |
| Low carbon travel & transport [LAIP and LCTT] CP4.02 | Q2 23/24 | Completed | Q3 23/24 | | | Due to complete Q2 23/24 |
| Publish a tender for long term development of EV and award contract to a commercial partner | Q2 23/24 | Some Slippage | Q3 23/24 | Some Slippage | | Due to complete Q3 23/24 |
| Evaluate the market and establish a model for EV charger point investment across the Highlands | Q2 23/24 | Some Slippage | Q3 23/24 | Some Slippage | | Due to complete Q2 24/25 |
| Monitor EV charging point usage monthly - start reporting Q3 23/24 | Q2 23/24 | | Q3 23/24 | On Target | | Ongoing |
| Deliver the LHEES Strategy and Implementation Plan for publication | Q2 23/24 | On Target | Q3 23/24 | Completed | | Due to complete Q3 23/24 |
| Undertake public consultation on the LHEES Strategy | Q2 23/24 | On Target | Q3 23/24 | Completed | | Due to complete Q3 23/24 |

Renewables Q3 23/24

| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
|---|----------|-------------------------|----------|-------------------------|--------------|---------------------------------|
| Existing renewable energy generation assets to be inspected in FY | Q2 23/24 | | Q3 23/24 | | | 50% by Mar 24 |
| Develop solar panel installations performance data - due to start reporting Mar 24 CP4.10 | Q2 23/24 | | Q3 23/24 | | | Target tbc |
| Implement a remote performance monitoring system for renewable assets - due to start reporting March 2024 | Q2 23/24 | | Q3 23/24 | | | Start reporting from March 2024 |
| Identify income opportunities from renewable technologies CP4.08 | Q2 23/24 | On Target | Q3 23/24 | On Target | | Ongoing |
| Green Hydrogen: Joint venture opportunities CP4.02 | Q2 23/24 | Some Slippage | Q3 23/24 | Some Slippage | | Due to complete Q2 23/24 |
| Options appraisal for sites for energy saving interventions CP4.09 | Q2 23/24 | No Significant Progress | Q3 23/24 | No Significant Progress | | |
| Monitor/report remedial and maintenance actions for renewable energy generation assets | Q2 23/24 | Some Slippage | Q3 23/24 | Some Slippage | | Due to complete Q1 24/25 |
| Renewable Technologies: Action plan developed | Q2 23/24 | Some Slippage | Q3 23/24 | On Target | | Ongoing |

Energy Efficiency Q3 23/24

| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
|--|----------|---------------|----------|-------------------------|--------------|--|
| % EES:ABS grant funding utilised CP3.02 | FY 21/22 | | FY 22/23 | 90 % | 80 % | Update due Oct 23, thereafter June each year |
| % SSE Renewable grant utilised | FY 21/22 | | FY 22/23 | | | 100% by Mar 24 |
| Issue Energy Company Obligation Flex declarations | FY 21/22 | | FY 22/23 | | | Target 40 by March 24 |
| Develop plan to deliver the EES: Area Based Scheme for the Highlands | Q2 23/24 | On Target | Q3 23/24 | On Target | | Due to complete Q2 24/25 |
| Ensure optimised use of funding available through the ECO flex funding route | Q2 23/24 | Some Slippage | Q3 23/24 | On Target | | Due to complete Q1 24/25 |
| Ensure quarterly updates/report to committee on ECO funding | Q2 23/24 | On Target | Q3 23/24 | On Target | | TBC by Dec 23 |
| Monitor/report HC allocated funds from SSE Renewable grant | Q2 23/24 | On Target | Q3 23/24 | On Target | | Due to complete Q4 24/25 |
| Pilot ECO funded project for Council properties | Q2 23/24 | Some Slippage | Q3 23/24 | No Significant Progress | | Due to complete Q1 24/25 |
| Work with contractors to build ECO projects in the region | Q2 23/24 | Some Slippage | Q3 23/24 | Some Slippage | | Due to complete Q1 24/25 |

Current areas of slippage or no update:

Service Plan

| Action / Performance Indicator: | Update: |
|---|---|
| ICT % service contacts resolved within 24 hrs - monthly | Pressures still being seen in the ICT Service Desk due to staff absences and vacancies. There have also been an increased number of calls due to the changes happening with printing and telephony. |
| % windows devices functional and receiving all security updates | Low score due to computers being offline during October and December school holidays. As soon computers were switched on again in the new year, updates would have been installed. |
| Implement printer rationalisation and introduce cloud printing | Delay in start due to contract finalisation, extend to Q1 24/25. |
| Further develop partnership working and engagement with NHS[H] re ICT requirements | Regular meetings now being set up - starting in March 2024. |
| Net Zero Strategy & Fully Costed Action Plan: Report Progress | Competing priorities/cross-council capacity issues – report to Climate Change Committee to agree extended timeline. |
| Develop an Adaptation Strategy and Action Plan | Linked to NZ strategy, recruiting to take this work forward, recruitment closed Feb 24. |
| Establish a working group to consider the Local Authority Circular Economy Framework | No agreement yet as to whether this will be a separate group, extension date TBC. |
| Develop a vision and strategy to embed circular economy into the Council's operations | Further discussion required to align approach to full council approved NZ strategy, working in partnership cross-council. |
| Thematic group ensures circular economy is embedded in Net Zero thematic action plan | Work underway, but timeline may extend, issues with capacity cross-council to support action. |
| Report to Council regarding review of the Local Authority Circular Economy Framework | As noted, the cross-council approach is under discussion and to be agreed. |
| Support all Council services to adopt carbon budgeting and complete service target setting activity | This requires development in parallel with the NZ action plans, which are delayed due to partnership work cross-council – competing priorities/lack of capacity. |
| Achieve approval of Council Carbon budget and service-level Carbon budget targets | |
| Publish a tender for long term development of EV and award contract to a commercial partner | Tender process has had some delays, extension required and due to be published end of Jan. |
| Evaluate the market and establish a model for EV charger point investment across the Highlands | Extension required to Q2, linked to tender process delay – this action is linked to an action dependent on a tender appointment being made, and the procurement process supporting the tender appointment has been delayed (which is also reflected in the PRMS update for the related action). |
| Green Hydrogen: Joint venture opportunities | See Corporate Plan update in section 6 |
| Options appraisal for sites for energy saving interventions | |
| Monitor/report remedial and maintenance actions for renewable energy generation assets | Pilot inspections undertaken Autumn 2023 and remedial actions identified and actioned Jan 2024. |
| Pilot ECO funded project for Council properties | Costings and funding available, but partner service agreement required to move forward with the work - partnership work delays, provisional target June 2024 – |

| | |
|---|---|
| | there is an opportunity for free cavity wall and loft insulation to council owned properties before 31/3/24, this offer is time sensitive, current cross-service partnership work indicates this may not be taken up. |
| Work with contractors to build ECO projects in the region | Costings and funding available, but partner service agreement required to move forward with the work - partnership work delays, target provisionally June 2024. |

Appendix 4 – Depute Chief Executive Service Risk Register

Service Risk:

| Risk No. | Risk Rating | Risk Name | Q2 Mitigation |
|----------|-------------|---|--------------------------|
| DCE01 | B1 | Loss of ICT Infrastructure and Services | On Target* |
| DCE02 | C1 | Loss of Data or Data Breach | On Target |
| DCE03 | C2 | Loss of Capacity/Capability to deliver the ICT service | On Target* |
| DCE04 | A2 | Increase in costs | On Target* |
| DCE05 | B2 | Capability & capacity to manage full portfolio of programme and projects to deliver transformation ambitions | On Target* |
| DCE06 | A1 | Failure to fully implement Net Zero Strategy and Action Plan within desired timescales | Some Slippage* |
| DCE07 | A1 | Delayed/Prolonged delivery of key projects postponing energy saving building improvements, impacting delivery of Net Zero targets | No Significant Progress* |
| DCE08 | C2 | Lack of accessible accurate data sources to support a quality data driven approach to achieving strategic goals (2 of 3 actions complete, remaining action is 'ongoing' to bed in oversight and consistency) | On Target |

*Mitigating Actions reporting 'some slippage':

| Action / Performance Indicator: | Update: |
|--|---|
| DCE01 & 2 – Cyber Security linked to Corporate Risk actions – Security & Resilience | Slippage only regarding the testing of the backup solution for CMT. The service is available but test with CMT postponed due to other priorities. Now plan in place to test with the Elections and Corporate Communications teams. |
| DCE02 – PCI-DSS: Implement technical changes required | Automated phone system is now implemented successfully. Work is progressing to move key application (Pay360) to cloud however identified several issues with coding and integrations due to version upgrade happening at same time. This has led to some slippage. W Tech1 finance implementation taking priority resource for UAT is also stretch so likely mid-May before tested and migrated. This is key dependency before PDQ machines can be replaced and new assisted phone system implemented for contract centre. Completion will likely be the following quarter. |
| DCE03 – Demand: Put in place appropriate governance to manage prioritisation of demand | Principles agreed. Process needs to bed in. |
| DCE03 – Recruitment to critical posts | Aiming for key posts to be filled by end of Q4. |

| | |
|--|--|
| DCE04 – Demand: Put in place appropriate governance to manage prioritisation of demand | Principles agreed. Process needs to bed in |
| DCE04 – Increase in costs: Demand Management | |
| DCE04 – Increase in costs: Review ICT strategic governance | |
| DCE05 – Portfolio management: Delivering on digital | Whilst good progress has been made with taking forward the Digital Strategy it has been done by very limited resources, if we are to fully deliver this Strategy and other key strategies that are key enablers to improving the way we operate and reduce costs we will need to invest in additional resources to support this. Requirements are however under assessment and will feed into the overall budget delivery approach and plan. |
| DCE06 – Action plan developed on time with strategy | Competing priorities/cross-council capacity issues, need to report to Climate Change Committee to agree extended timeline* |
| DCE06 – Adopt carbon budgeting across THC | Needs to be developed in parallel with NZ action plans, which are delayed due to partnership work cross-council - competing priorities/lack of capacity. |
| DCE06 – Member workshop/Board Meeting to be held in September | Workshops had re-aligned to fit the extended timeline for action plan development, as approved by the Climate Change Committee; however, this timeline requires further extension due to reasons given above – cross-council capacity/competing priorities. |
| DCE06 – Supporting communication plan created to embed Net Zero Strategy | Comms & Engagement Strategy & Action Plan is being developed in parallel with the Net Zero Action Plan* |
| DCE07 – Embed a Net Zero approach in all projects | Review of the Capital Programme has slowed the introduction of net zero across all projects. Proposed focus in a greater weighting in business cases should accelerate embedding net zero going forward. |
| DCE07 – Embed a Net Zero approach into capital programme management | Good engagement on Net Zero implications and reporting through the Capital Programme which will be reflected in a report to Council in March 2024. |
| DCE07 – Support communication plan re: Net Zero Strategy | Comms & Engagement Strategy & Action Plan is being developed in parallel with the Net Zero Action Plan* |

