

Agenda Item	7.c
Report No	RES/17/22

HIGHLAND COUNCIL

Committee: Corporate Resources Committee

Date: 8 September 2022

Report Title: Performance and Governance Directorate Service Plan 2022/23

Report By: Executive Chief Officer Performance and Governance

1. Purpose/Executive Summary

- 1.1 This report introduces the Performance and Governance draft Directorate Service Plan for 2022/23. The Plan sets out our Directorate priorities for 2022/23. Further development of the plan will be required during to take a longer-term view of strategic and operational priorities over the life of the new Council 2022/27. This follows local government elections in May 2022 and the need to reflect how the Directorate will contribute to the delivery of new corporate priorities to be set out in the new Council Programme and Corporate Plan which are currently under development. The draft Directorate Service Plan is set out in Appendix 1 of this report.

2. Recommendations

- 2.1 The Committee is invited to comment on the draft Performance and Governance Directorate Service Plan for 2022/23; and
- 2.2 Note that the draft plan will be subject to review following the approval of a new Council Programme and Corporate Plan and completion of development work outlined in section 5 of this report.

3. Implications

- 3.1 Resource: The Directorate Service Plan outlines the revenue budget associated with the Directorate, along with the high-level organisational structure. The Plan highlights how we are achieving Best Value and transforming the Directorate to achieve efficiency savings. The resources section at page 12 of the Plan provides a high-level summary of the budget for 2022/23. The resources available take account of the core budget agreed at the Council meeting in

March 2022, budgets are monitored and reported on quarterly. Any material change which will affect Service Plan delivery will be reported to future Committee meetings to enable informed decisions on any amendment required to be made.

- 3.2 Legal: Directorate Service Plans set out the planned objectives and measures which together form the framework for annual public performance reporting. The Directorate is responsible for discharging the statutory duties and functions set out in the Council's Scheme of Delegation including the Authority's Monitoring Officer; the delivery of elections; resilience and emergency planning; legal and regulatory matters; and Trading Standards.
- 3.3 Community (Equality, Poverty and Rural): Activities within the Plan are subject to screening for Equality Impact Assessment (EQIA). Screening will take place once the plan is finalised and the results have been passed to the Council's Equalities Officer as part of the corporate monitoring systems for Equalities Legislation. Screening will also consider any policy, strategy and plans linked to the delivery of the Service Plan and their impact.
- 3.4 Climate Change/Carbon Clever: The Performance and Governance Directorate is responsible for ensuring there is a strong corporate focus on delivering as a whole organisation against the Council's ambitious targets. This will require active collaboration across all the Council's Directorates and prioritisation to accelerate change, capitalising on the ability to make connections across multiple council projects and workstreams. This remit will continue to be driven through the Climate Change Committee.
- 3.5 Risk: Directorate risks are managed through the Corporate Risk Register and the Directorate Risk Register which are monitored quarterly. Risks are subject to ongoing review and changes will be reported to future Committee meetings and relevant corporate risks are also reported to the Executive Leadership Team (ELT) and to every Audit & Scrutiny Committee.
- 3.6 Gaelic: The Performance and Governance Directorate leads on Gaelic development for the Council under its policy function, working in collaboration with the Education Service. Once approved the Directorate Service Plan will have headings and sub-headings translated into Gaelic in keeping with Council policy.

4 Background

- 4.1 This draft Directorate Service Plan relates to the key functions, resources and strategic improvements for the Directorate. The Plan is structured around five key sections:
 1. Vision
 2. Strategic Priorities
 3. Priorities, Improvement Actions and Measures
 4. Resources – Directorate budget and staffing.
 5. Service Risks

The focus of the draft plan is on improving Directorate performance and supporting the development of the new Council Programme and Corporate Plan. Following local government elections in May 2022 a new Council Programme and Corporate Plan are under development. The Service Plan will need to reflect how the

Directorate will contribute to the delivery of the new Programme and Corporate Plan. Therefore, further review will be required to take account of longer-term strategic priorities over the life of the new Council 2022/27. The draft Directorate Service Plan is provided as Appendix 1 of this report.

- 4.2. The Service Plan is an active document and once finalised will be subject to update and review on an annual basis and submitted to Committee for consideration. Any review will take account of internal and external influences and actions arising from monitoring activity throughout the year. Review and update will also take account of any future amendments to the Corporate Plan in subsequent years following its initial approval by Council.
- 4.3 The plan will be monitored on a quarterly basis and quarterly reports will be provided to Committee as part of an integrated finance and performance report allowing for ongoing scrutiny of delivery by Members.

5. Developing Directorate Service Plans for 2023/4 forward

- 5.1 In order to review the plan and update a number of other elements of review are also required by the end of March 2023 in order to submit an updated Plan to Committee by the first committee cycle of 2023/24:
 - **Performance Analysis** - in order to drive continuous improvement, the Directorate needs to be aware of its KPIs and review them in the context of the annual budget process to support setting targets and improvement actions for the financial year or longer term where required. Financial monitoring is an element for every part of the Directorate and financial trends and outturns will be reported quarterly alongside performance data.
 - **Business Intelligence (BI)** - Most of the Council's KPIs are annual measures therefore it is important that Committee is sighted on more regular reporting on performance. On a quarterly basis Committee will be provided with the following business intelligence reflecting corporate requirements with further Service specific:
 - Budget – in year and projected outturn of revenue budget
 - Directorate staff sickness absence trends and targets (contribution to nationally benchmarked KPI)
 - Directorate Complaints
 - Directorate FOI performance against targets
 - Directorate invoice processing against target (contribution to nationally benchmarked KPI).
 - Service specific BI
 - **Risk Analysis** - The Directorate's Management Team regularly reviews service delivery risks along with any Directorate owned or supported corporate risks. This is a continuous process and Committee will be informed of any significant change that might impact on the delivery of the Service Plan.
 - **Best Value** – The Council operates in the context of Best Value which is focused on the continuous improvement of the organisation and is subject to review by external audit annually. The Service Plan and monitoring reports are evidence in relation to the delivery of Best Value. The Council's most

recent Best Value Assurance Report (BVAR) in January 2020 resulted in an improvement plan approved by Council in March 2020 and the Directorate has a responsibility to contribute to the delivery of the improvement plan until completed.

- **Inspections, Internal and External Audit Reports** - the Directorate will review reports and consider if any improvement actions identified require action and monitoring through the Service Plan and advise Committee accordingly.
- **Workforce Planning** - Improvements in performance will be delivered through having the right staff in the right place with the right skills through effective workforce planning including training and development, wellbeing support, performance management and appraisal, transition, sustainability, flexibility and redeployment. The Service Plan will contain any significant strategic improvement needed in order to deliver effective work force planning.
- **Staff Health, Safety & Wellbeing** – The plan should consider any action required to improve staff engagement, health, safety & wellbeing making use of staff survey results to identify areas of improvement.
- **Digital Transformation** – the Plan should consider the role of digital transformation in supporting Directorate improvement activity, identifying any strategic projects in the Service Plan working in partnership with ICT Services.

6. Equality and Community Impact Assessment, and Strategic Environmental Assessment

6.1 Committee should be aware that the Service Plan once finalised is subject to the following statutory processes:

- Equality and Community Impact Assessment – the Plan will be assessed for potential impacts on communities and an Equalities Impact Assessment has also been completed. This helps us to achieve our duties in respect to the Public Sector Equality Duty, including socio-economic impacts at a strategic level, and a Council commitment to consider rural and poverty impacts. Assessments will be carried out for equality, rural and poverty impacts.
- Strategic Environmental Assessment - The Council has a legal duty to consider for all plans, programmes and strategies, the relevance of the Environmental Assessment (Scotland) Act 2005. A pre-screening assessment will be completed and submitted to the Scottish Government.

Designation: ECO Performance and Governance

Author: Strategic Lead Corporate Audit & Performance Manager

Date: 1 August 2022

Appendices: Performance and Governance Directorate Service Plan 2022/23

Performance and Governance

Draft Directorate Service Plan (2022-2027)

Directorate Vision

- **Ambitious** – supporting a high performing Council, which is self-aware, continuously improving and benchmarks against best practice
- **Sustainable** – our people and resources are effectively deployed to support the organisation achieve Best Value and demonstrate strong internal controls
- **Connected** – the work of the Directorate is valued and creates a collaborative focus for continuous improvement across the Council and with partners

Performance – we will be a high performing, ambitious Council, focused on continuous improvement to provide best value to the people and communities we serve. To do this we will have a strong performance management framework; robust scrutiny and self-evaluation; and a culture and ethos of challenge and improvement.

Governance – we will continue to have strong and effective governance arrangements in place to deliver high standards of public accountability, transparency, and fairness. To do this we will ensure our democratic, internal audit and risk and resilience arrangements and communications promote openness and integrity; decisions are made in accordance with the Council’s Scheme of Delegation and all legislative and regulatory requirements; and responsibility is fully understood and appropriately discharged throughout every level of the organisation.

Policy - We will deliver a strong policy function, promoting and reflecting Highland interests at every level of government and in the Scottish and UK Parliaments, particularly in relation to the critical opportunities and challenges around climate change and energy, our commitment to Gaelic language and culture and the protection and promotion of island and rural communities.

Kate Lackie

Executive Chief Officer, Performance and Governance

Strategic Priorities

Maximise the financial and environmental opportunities arising from the huge renewable energy potential of the Highlands and lead the Council's response to the climate and ecological emergency through the delivery of the Net Zero Strategy

Engage with partners, communities and stakeholders to develop the Council's Gaelic Language Plan for 2023-2027

Plan for and deliver a range of elections over the next 18 months including a UK Parliamentary election and potential national referendum

Support the continuing professional development of the Council's elected Members with a particular focus on those newly elected in May 2022 through the roll out of Member Induction Programme and wider opportunities for learning and development

Support a high performing Council, which is self-aware, continuously improving and benchmarks against best practice

People and resources are effectively deployed to support the organisation achieve Best Value and demonstrate strong internal controls. The Service will create a collaborative focus for continuous improvement across the Council and with partners.

Creating and maintaining a fair and safe trading environment in the Highlands for consumers and reputable businesses. Promoting fair and sustainable economic growth through working with and fostering excellence among legitimate local businesses and taking firm action against scammers and others who treat consumers badly

Increase our resilience, and that of our communities, against risk associated with severe weather and cyber disruptive events.

Directorate Priorities, Improvement Actions and Measures

Priority	Improvement Actions	How we will measure success	Targets
<p>Ensure corporate performance is effectively measured, reported, scrutinised and used to improve services and deliver Best Value. Ensure the statutory duty of Public Performance Reporting is achieved.</p>	<ul style="list-style-type: none"> • Develop dashboards to improve access and visualisation of the Council's performance. • Develop corporate and Public Performance Reporting (PPR) to include measuring progress against targets and benchmarks in line with BVAR recommendations. • Implement a Directorate Service Planning process based on data analysis to inform improvement activity and enable Strategic Committees to monitor progress. • Embed the Business Partner Model for Corporate Performance across the Council. • Deliver an initial 3-year Corporate Programme of Self-assessment using the Public Services Improvement Framework (PSIF). • Support the Council Administration and all Service 	<ul style="list-style-type: none"> • Support the development of the Council's new Programme and Corporate Plan 2022-27. • Council Corporate Plan 2017-22 - Annual Performance Report to Council. • Annual SPI and Benchmarking report to Council. • Directorate Service Plans submitted to Strategic Committees. • Reduce % PRMS content overdue for update and monitor quarterly. • Annual report to Council on the delivery of the BVAR Improvement Plan. • PSIF Programme reported to Audit & Scrutiny with six monthly reports to Audit and Scrutiny committee on progress of PSIF programme thereafter. • Business Intelligence Strategy report to Committee 	<ul style="list-style-type: none"> • By October 2022 • By Sept 2022 • March 2023 • By Sept 2022 • 70% (starting 21/22) (Latest is Q4 21/22, 59%). • Sept 2022 and annually. • Nov 2022 • Sep 2022

Priority	Improvement Actions	How we will measure success	Targets
	<p>Directorates to develop and monitor the delivery of Council's Programme.</p> <ul style="list-style-type: none"> • Deliver a corporate approach to effective high quality Business Intelligence, supporting informed decisions using high quality information 		
<p>Deliver an effective statutory internal audit service. Robust arrangements for the prevention of fraud and effective detection and investigation of fraud.</p>	<ul style="list-style-type: none"> • Deliver the 2022/23 Internal Audit Plan. • Develop online training modules for Members on their scrutiny role. • Campaign to promote good practice in the detection and prevention of fraud. 	<ul style="list-style-type: none"> • Quarterly progress reports to Audit & Scrutiny Committee on Internal Audit Plan and work of Audit & Fraud Team. • Cost Internal Audit per £m net Council spend (Financial Year) • Delivery of campaign on detection and prevention of fraud. 	<ul style="list-style-type: none"> • Quarterly ongoing • National average • By Dec 2022
<p>Support the Council to embed effective strategic risk management processes.</p>	<ul style="list-style-type: none"> • Embed corporate and strategic risk processes into the new Council structure. • Risk management forms part of new Directorate Service Plans and regular Directorate monitoring. 	<ul style="list-style-type: none"> • Risk integrated into Service Plan and Directorate monitoring. • All Directorate Risk Registers reviewed and on PRMS for monitoring. 	<ul style="list-style-type: none"> • September 2022 • July 2022

Priority	Improvement Actions	How we will measure success	Targets
Protect Highland consumers and businesses by tackling unfair and unsafe trading practices and assist business growth through best practice.	Increase activity in the following areas: <ul style="list-style-type: none"> • Advisory visits undertaken • Covert test purchases undertaken • Machines tested and calibration income raised. • Interventions with businesses. 	<ul style="list-style-type: none"> • ENV5a - Cost of Trading Standards per 1000 population • Trading Standards - business advice - 14 days (Financial Year) Activities: <ul style="list-style-type: none"> • No. advisory visits by Trading Standards (Financial Quarter) • No. covert test purchase by Trading Standards (Financial Quarter) • No. of machines tested, and calibration income raised by Trading Standards (Financial Quarter) 	<ul style="list-style-type: none"> • National average • Maintain performance over 3-year rolling average 10% increase against all activities by March 2023
Support the Council and its services through the provision of high-quality legal advice – specialist professional services – Legal & litigation; conveyancing	<ul style="list-style-type: none"> • Introduction of Short Term Lets Licensing Regime • Develop and implement smart instruction form to digitise, standardise and simplify the process of instructing Legal Services • Design, circulate and analyse customer satisfaction survey to obtain feedback as part of the continuous improvement process in Legal Services. 	<ul style="list-style-type: none"> • Short Term Lets Regime in Place. • Develop pilot for smart instruction form. • Develop customer satisfaction survey and issue. 	<ul style="list-style-type: none"> • By October 2022 • By March 2023 • By Oct 2022

Priority	Improvement Actions	How we will measure success	Targets
Support elected Members to represent and promote the Highlands.	<ul style="list-style-type: none"> • Introduce hybrid meetings • Issue Members' survey 	<ul style="list-style-type: none"> • Hybrid meetings established and monitor uptake. • Regularly survey Members. 	<ul style="list-style-type: none"> • Summer 2022 • Sept 2022 annually
Ensure effective governance arrangements including the annual review of Code of Corporate Governance and responsibility for the Council's Financial Regulations.	<ul style="list-style-type: none"> • Prepare 2022/23 Code of Corporate Governance • Provide effective support to meetings of the Council, its Committees and ALEOs. 	<ul style="list-style-type: none"> • Code of Corporate Governance approved by Audit & Scrutiny Committee 	<ul style="list-style-type: none"> • Sept 2022
Ensure the Council has robust Information Governance and Information Risk processes and procedures in place.	<ul style="list-style-type: none"> • Update Information Asset Register and implement processes for maintaining accuracy • Improve Cross-Service Information Governance arrangements • Undertake Information Risk Gap Analysis 	<ul style="list-style-type: none"> • Updated Information Asset Register in place. • Regular meetings of the Information Governance Board • Gather evidence of Service compliance with legislation and policy and monitor and review progress • Gap Analysis completed • Refreshed Information Governance Strategy approved by Committee 	<ul style="list-style-type: none"> • Nov 2022 • Bi-monthly • Ongoing • Jan 2023 • Sept 2022
Promote, support and develop Gaelic	<ul style="list-style-type: none"> • Development of Gaelic Language Plan 4 (GLP4) 	<ul style="list-style-type: none"> • New GLP4 approved by Council. 	<ul style="list-style-type: none"> • Summer 2023

Priority	Improvement Actions	How we will measure success	Targets
<p>language and culture to maximise the cultural, economic and educational benefits to the Highlands.</p>	<ul style="list-style-type: none"> • Increase the number of Gaelic Language Learners • Increase the number of GME pupils • Increase Gaelic and Gaidhlig pupil attainment 	<ul style="list-style-type: none"> • Quarterly reports to committee on increasing participation across multiple indicators. 	<ul style="list-style-type: none"> • Increase GME pupil numbers across 3-18 in Highland by up to 6% within each provision. • Increase GME pupil numbers across 3-18 in Highland by up to 6% within each provision.
<p>Deliver a responsive and effective internal and external communications function to inform service users and promote confidence in Council's use of resources.</p> <p>Deliver an effective resilience service, which fulfils statutory requirements and</p>	<ul style="list-style-type: none"> • Improve use of Plain English • Increase opportunities for staff engagement • Improve digital capacity and engagement • Centralise and develop marketing capacity • Increase uptake for Resilience training • Improve Business Continuity Training and undertake external training. 	<ul style="list-style-type: none"> • Develop Plain English training package • Collaborate on a rolling programme of face to face staff engagement, and Online Teams staff briefings. • Reporting on social media engagement stats • Ranking for Scottish Local Authorities for Social Media (Twitter and Facebook) • Centralised marketing & advertising budgets • Monitor and report training plan and uptake/attendance. 	<ul style="list-style-type: none"> • October 2022 • Ongoing • Quarterly • Maintain top 10 ranking. • By April 2023 • Ongoing/Report Annually •

Priority	Improvement Actions	How we will measure success	Targets
promotes resilience across the council and communities.	<ul style="list-style-type: none"> • Capture learning to improve practices and plans 	<ul style="list-style-type: none"> • Develop Business Continuity Plan training package and monitor uptake • Report debrief learning in Resilience Group action plans 	<ul style="list-style-type: none"> • Dec 2022 • Annually
Provide high quality effective Corporate Leadership Support/Policy Development	<ul style="list-style-type: none"> • Develop Water Safety Policy • Take forward Implementation of Islands Act • Enhance engagement and influence with COSLA • Develop protocol for member safety and Security • Support political engagement over bids for the Levelling Up Fund and UK Shared Prosperity Fund 	<ul style="list-style-type: none"> • Water Safety: Report to Committee • Islands Act: Annual Report to Committee • Feedback from Member survey 	<ul style="list-style-type: none"> • Oct 2022 • December 2022 • Oct 2022
Deliver effective elections management which achieve accurate results and maintain the confidence of the electorate.	<ul style="list-style-type: none"> • Lessons learned from Local Government Elections • Maintain high levels of engagement in the democratic process • Polling Place Review • Respond to and implement outcome of review of Local Government Boundary proposals. 	<ul style="list-style-type: none"> • Apply improvements to planning for future elections and by elections • Monitor and report electoral engagement and turn out to Returning Officer • Polling Station Review concluded. • A comprehensive engagement exercise is undertaken with Elected Members and informed the Council's response 	<ul style="list-style-type: none"> • Sept annually • Within 1 month of election • June 2023 • By April 2023

Priority	Improvement Actions	How we will measure success	Targets
<p>Maximise the financial and environmental opportunities arising from the huge renewable energy potential of the Highlands and lead the Council's response to the climate and ecological emergency</p>	<ul style="list-style-type: none"> Respond to and implement outcome of Review of UK Parliamentary constituencies Identify opportunities for deriving income from Renewable technologies Develop Joint Venture opportunities for Green Hydrogen Develop a place-based, partnership approach to climate change adaptation through Highland Adapts. Delivery of low carbon travel and transport programmes (LAIP and LCTT) to enable Highland transition to electric vehicles. Improved utilisation of resources to support & develop projects which deliver energy saving building improvements. Work across the Council to deliver the net zero strategy and action plan. 	<ul style="list-style-type: none"> Successful tender issued Action Plan developed Report to Council Reduce Council carbon emissions tonnes CO2e (Financial Year) Energy consumption across Council's estate (Financial Year) No. HC & Public EV Charger Sites (Financial Year) CLIM01 - CO2 emissions area wide per capita (Financial Year) (LGBF) CLIM02 - CO2 emissions area wide: emissions within scope of LA per capita (Financial Year) (LGBF) <p>Report progress in delivery of Net Zero Strategy and Action Plan to Committee</p>	<ul style="list-style-type: none"> July 2022 End 2022 Nov/Dec 2022 Target 3% annual reduction. Target set once net zero target date agreed. TBC Target set after 1st national data 2022/23 Target set after 1st national data 2022/23 Quarterly

Priority	Improvement Actions	How we will measure success	Targets
Corporate Priorities	<ul style="list-style-type: none"> • Support the Council's Change and Transformation Programme. • Support the delivery of the Council's Best Value Assurance Report (BVAR) Improvement Plan. • Support Improvement in the Council corporate indicators. 	<ul style="list-style-type: none"> • Service Absence rate (Financial Quarter) • Service Complaints – responded to within 5 days (Financial Quarter) • Service Complaints - Investigation – responded to within 20 days (Financial Quarter) • Service FOI Legislative requirement (20 days) (Financial Quarter) • % of staff ERDs completed (annual). • Reduce Staff travel costs (annual). 	<ul style="list-style-type: none"> • Below HC average. • 80% • 80% • 90% • 90% • >10%

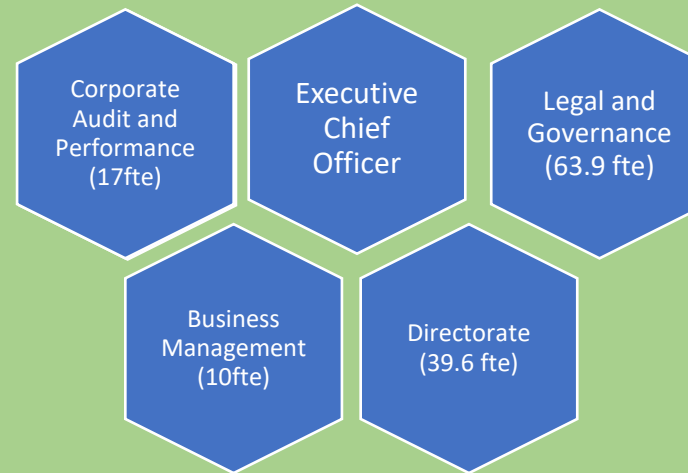
Resources

Revenue Budget 2022-23

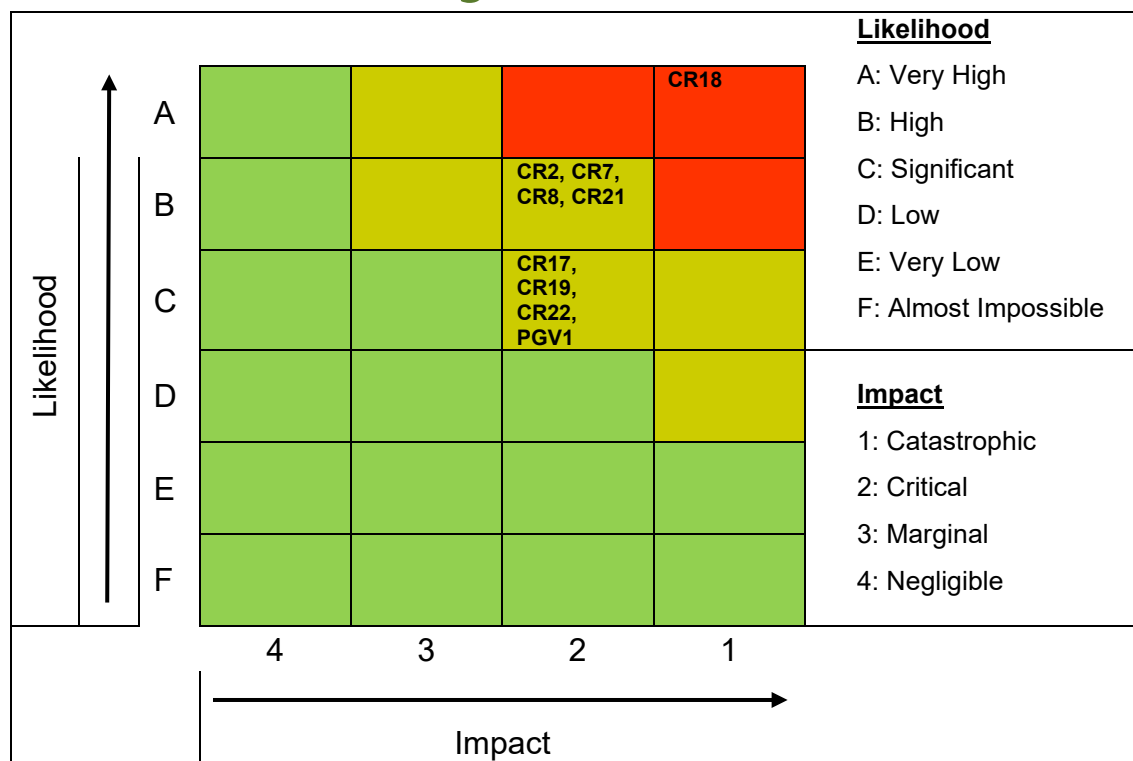
Section	
Members	1,702
Performance & Governance Corporate	278
COSLA	126
Performance & Governance Directorate	520
Emergency Planning	50
Corporate Communications	356
Legal Services	314
Licensing	(509)
Democratic Services	683
Elections	186
Trading Standards	685
Corporate Audit & Performance	926
Total	5,317

N.B adjustments still to be made to include Climate Change and Energy budget

Organisation Chart



Directorate Risk Register



Risk No.	Risk Rating	Risk Name
CR2	B2	Security and Resilience – Cyber Security (Review and test Business continuity plans)
CR7	B2	Climate Change
CR8	B2	Demographic Change (Workforce Plans)
CR17	C2	Open Water Safety
CR18	A1	COVID-19 (Operational continuity)
CR19	C2	Continuation of Education post COVID-19 (Tactical Group meetings)

CR21	B2	Elections
CR22	C2	Security and Resilience – Physical Assets and Infrastructure (Multi-agency planning and exercises)
PGV1	C2	Local Committees

The Performance and Risk Management System (PRMS) contains all identified Corporate and Directorate risks and is used to monitor mitigating actions quarterly.