THE HIGHLAND COUNCIL

Committee: **Corporate Resources Committee**

Date: 08 June 2023

Report Title: **Depute Chief Executive Service – Performance Monitoring Quarter 3 – 1 January 2023 to 31 March 2023**

Report By: Interim Depute Chief Executive

1. Purpose/Executive Summary

1.1 The report details relevant performance data and contextual information as outlined in the Directorate Service Plan. Future reports will bring together revenue and performance information into a single monitoring report to support financial governance, inform decision making, and enable improvement actions to be identified. This approach is intended to strengthen Member scrutiny and improve accessibility for a wider audience including the public

1.2 Financial monitoring information on the 2022/23 final outturn and the Quarter 1 2023/24 position will be provided to the 6 September 2023 meeting of this Committee.

2. Recommendations

2.1 Members are asked to:

   i. Scrutinise the Service performance information provided in this report.

3.   **Implications**

3.1   **Resource**: There are no implications arising as a result of this report.

3.2   **Legal:** Implications relate to meeting statutory requirements for public performance reporting (PPR) and the statutory duty of Best Value. These require the Council to provide balanced and transparent information which informs the public on Council performance and how public money is used.

3.3   **Risk:** There are no direct implications arising as a result of this report. Work is underway to review and update a Service risk register. These risks, when identified and documented along with risk management actions, are loaded into the Council's Performance and Risk Management System (PRMS) for ongoing monitoring. ICT operational risks are presently managed jointly with Wipro where appropriate and are monitored through monthly ICT service reviews. Following the in-sourcing of much of the ICT service, responsibility for most ICT technical risks is now with the Council and the new ICT structure takes this into account. Certain aspects relating to the data centre and cybersecurity still remain with Wipro.

3.4   There are no Equalities, Legal, Climate Change/Carbon Clever, Rural, or Gaelic implications arising as a direct result of this report.

4.   **Depute Chief Executive Service Performance Information**

4.1   The following section shows the Service performance for Absence, Complaints, FOIs and Invoice payments.

4.2   **Service Sickness Absence**

       The indicator for staff sickness absence is a nationally benchmarked indicator and it is important that all managers focus on effective absence management in order to support staff, maintain productivity and contribute to the Council's overall benchmarked performance. For **Q4** 2022/23 the Service shows an average of 2.19 days lost per employee compared to a rate of 2.97 for the Council as a whole.

Absence DCE Qtr
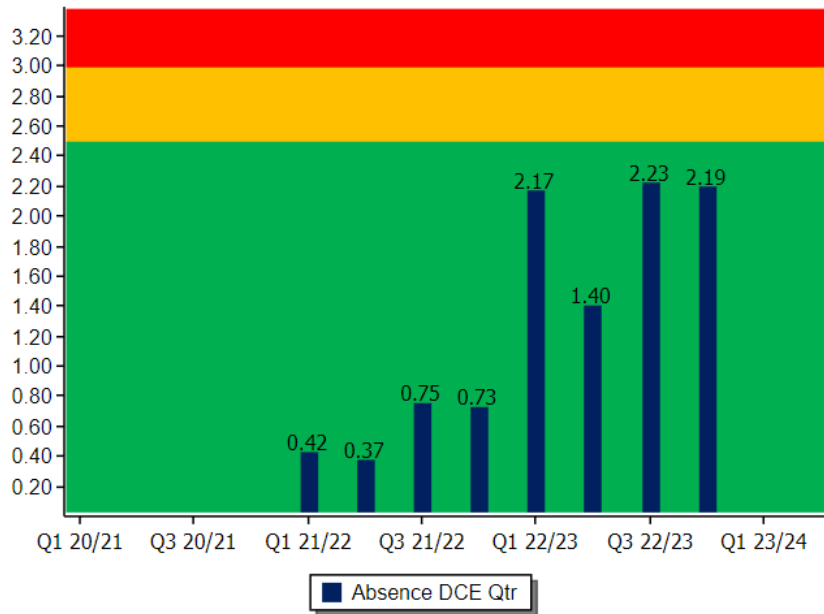
4.3 **Service Complaints Response Times**

The Model Complaint Handling Procedure was introduced in April 2021 to set out the Council's corporate ambitions to improve performance. The reported measures below represent the end-to-end process, and therefore the combined performance of the Complaints Handling Team in Communities & Place (allocation, quality assurance and issue) and Depute Chief Executive Service (checking records, investigation, responding to complaints and approvals). Collaboration across the Directorates continues to identify process and other quality improvements to improve performance for frontline resolution within 5-days and those complaints that are escalated with a performance target of 20 days.

The combined performance for the end-to-end process in respect of complaints during **Q4** against a corporate target of 80% was as follows:

	Target	Service	Highland Council
5-days frontline resolution	80%	0	90.1%
20-days investigation	80%	0 *(1 complaint not in timescale)*	41.3%
20-days escalation	80%	0	33.33

The one complaint received in the period did fail the target date due to complexity and the need to involve multiple Services. Changes to the complaints process have been introduced by the Complaints Handling Team to directly involve the relevant Head of Service to ensure there is clear ownership in future.

4.4   **Service Freedom of Information (FOI) Response Times**

For **Q4** 2022/23 the Service shows that 72% of 18 FOI requests were actioned within legislative timescales, compared to 71% of 577 FOI requests for the Council actioned within legislative timescales.
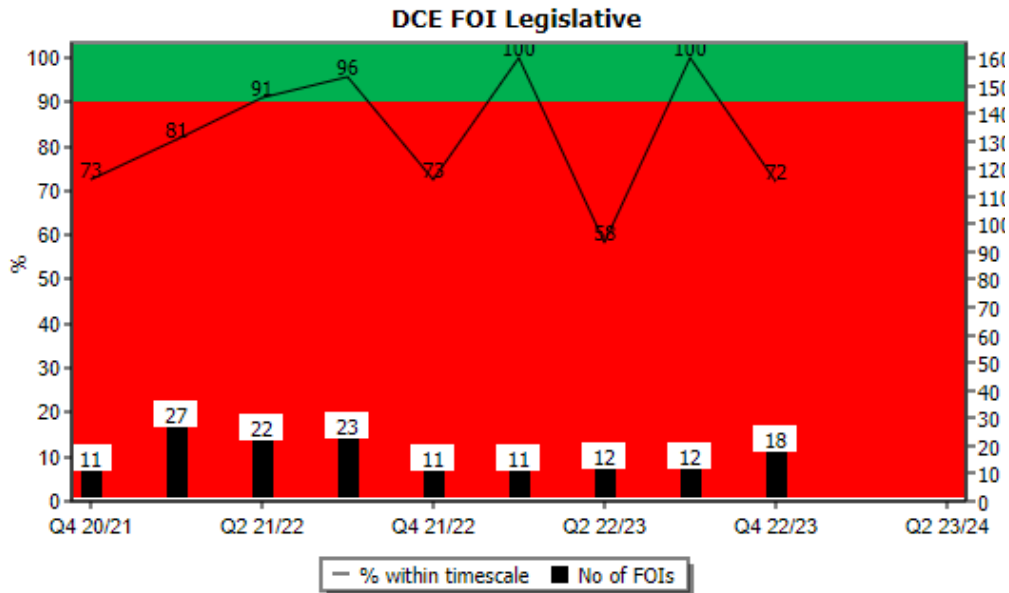
4.5   **Invoice Payments**

These indicators measure the Council's efficiency of paying invoices and analyses the number of invoices paid within 10 days and 30 days of receipt as a percentage of all invoices paid. The Service is consistently making a positive contribution to achieving corporate targets, noting that invoices paid within 30 days is a Council Statutory Performance Indicator (SPI). Current available data for **Q4** is outlined below:

	Target	Service	Highland Council
Invoices paid within 10 days	77%	88.3%	71.6%
Invoices paid within 30 days	95%	100%	94.9%

5.   **Depute Chief Executive Service Plan Dashboard**

5.1   Appendix 1 an overview of performance information for the Directorate as outlined in the Draft Depute Chief Executive Service Plan approved by Committee on 8th September 2022. This is provided for completeness.

5.2   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 Q4. Dashboards providing full details are provided in Appendix 2.

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. Details are given with the Service Plan Dashboards in Appendix 2.

6.   Depute Chief Executive Service Risks

6.1   In addition to leading on several Corporate Risks, which are reported to Audit & Scrutiny Committee every quarter, the Service maintains a Service Risk Register. Work is ongoing to develop the Service Risk Register, giving a joined-up view of risks from the various teams in the Service, and it will be included in this report in future.

7.   Contribution to the Corporate Plan

7.1   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 new measures that relate directly to programmes being delivered by the Service and these are listed below. Performance against these measures will be reported with the review of the Corporate Plan in Q2. Measures relating specifically to the Service, or 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.
- 5.4 - Key Improvement and Transformation projects will support budget savings and help deliver cashable benefits.
- 5.4 – Delivery of ICT and Digital Implementation Plans to be completed.

8.   Operational Service Performance Information

8.1   **ICT Services**

8.1.1   The table below shows the performance of the in-house ICT Service Desk for Q3 and Q4 2022/23. 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.

Several positive messages can be taken from the data shown:

- Customer satisfaction remains high and continues to exceed the target. What the data does not show is that the response rate has

increased – so more people are providing feedback and the satisfaction is increasing. This target will be raised from April 2023.

- Service Desk call wait times are all within the target.
- Very few calls are abandoned.

The data does show that more focus will be needed to resolve ICT incidents and requests quicker. A workstream within the ICT Strategy Programme is specifically looking at actions to improve service management processes that should improve performance for incidents and requests. Action is also being taken with schools to reduce Chromebook damage and that should then lead to a reduction in the number of repairs opened.

Measure	Target Performance			Actual Performance					
Description	Red	Amber	Green	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
% Satisfied customers	80%	85%	90%	94.8%	96.0%	95.3%	96.7%	95.2%	96.1%
% Service Desk calls abandoned	10%	7%	5%	5.3%	4.1%	3.1%	6.0%	3.5%	3.0%
Average Service Desk wait time	120s	90s	60s	46s	29s	24s	49s	37s	26s
% Incidents resolved within 24 hours	50%	60%	70%	61.1%	53.9%	53.2%	60.7%	62.5%	60.3%
% Incidents resolved within 7 days	70%	80%	90%	85.7%	81.2%	78.2%	85.0%	82.1%	81.5%
% Incidents resolved within 28 days	90%	95%	100%	96.1%	95.5%	93.7%	95.4%	95.6%	94.4%
Number of Active Incidents	N/A	N/A	N/A	638	589	426	616	637	625
Number of Active Requests	N/A	N/A	N/A	2852	1822	1389	1404	1157	1455
Number of incidents opened	N/A	N/A	N/A	2512	2908	1717	2842	2787	2867
Number of incidents closed	N/A	N/A	N/A	2446	2937	1911	2627	2787	2856
Number of requests opened	N/A	N/A	N/A	1811	2116	1160	1665	1696	2199
Number of requests closed	N/A	N/A	N/A	1679	2141	1465	1526	1755	1748
Number of Chromebook repairs opened	N/A	N/A	N/A	212	399	201	252	261	407
Number of Chromebook repairs closed	N/A	N/A	N/A	154	246	383	280	370	374

8.1.2   In June 2022 an ICT user satisfaction survey was carried out by SOCITM and the results were reported to the 1 December 2022 Corporate Resources Committee. The survey will be repeated in June 2023 as part of the ongoing commitment to measure and improve the service provided. A report will be presented to committee later in the year with the results.

8.1.3   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 March 2022.

As can be seen, all Wipro KPIs were met in Q4 2022/23.

	Description	Dec-22	Jan-22	Feb-22	Mar-22
KPI-01	Severity 1 incident resolution	Green	Green	Green	Green
KPI-02	Severity 2 incident resolution	Red	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

8.2   Transformation Team

8.2.1   The Transformation Team continues to work across Services supporting the successful delivery of benefits from cross organisational redesign and change; providing resource, support, and guidance in respect of programme/project management, change management, process improvement including LEAN, and business analysis.

8.2.2   This work includes providing the lead support for the Redesign Board, whose work programme comprises the following, all 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 Programme – targeted reviews for greatest positive impact in terms of financial and customer benefits

- Investment Programme – business case led initiatives aimed at increasing income, and delivering wider benefits, including economic, environmental, and social

8.2.3   The Team provides the Programme Management Office (PMO) function for the Council's Change & Improvement Projects, and this includes the monitoring and scrutiny of Project Performance and reporting the same through related Governance.

8.2.4   Included at **Appendix 1** of this report are the performance indicators relating to the monitoring of Project Performance (e.g. percentage of Transformation projects meeting timescales), and as a matter of routine, any project that is reporting a RED or AMBER status is reported through Governance along with the proposed corrective action.

Designation: Interim Depute Chief Executive

Date: 17 May 2023

Authors:

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Appendix 1 – Depute Chief Executive Service Plan Performance Dashboard

Members should note this is taken from the Council's performance and risk management system (PRMS). Where the number of RAG updates does not equal the number of Performance Indicators (PI) and Actions being monitored for each priority (last line on each box), this is due to PIs not being due for update in this quarter, e.g. or a RAG has not been set for a PI.

Depute Chief Executive Service Plan - Quarterly Monitor

Digital Transformation Q4 22/23

🟣	completed to date	2
🟢	on target	3
🟡	some slippage	2
🔴	no significant progress	0
🔵	not updated	0

The number of PIs and Actions monitored under this Priority: 7

Agreement on delivery of key projects in line with Council's programme and to further net zero ambitions Q4 22/23

🟣	completed to date	0
🟢	on target	1
🟡	some slippage	1
🔴	no significant progress	0
🔵	not updated	0

The number of PIs and Actions monitored under this Priority: 2

ICT Services Q4 22/23

🟣	completed to date	3
🟢	on target	7
🟡	some slippage	6
🔴	no significant progress	0
🔵	not updated	0

The number of PIs and Actions monitored under this Priority: 18

Support the successful delivery of Change and Improvement Initiatives across services Q4 22/23

🟣	completed to date	0
🟢	on target	6
🟡	some slippage	1
🔴	no significant progress	1
🔵	not updated	0

The number of PIs and Actions monitored under this Priority: 10

Note for Service Plan tables, if entry is blank:

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

Agreement on delivery of key projects in line with Council's programme and to further net zero ambitions Q4 22/23					
Actions PIs being Monitored in Service Plan	**Target Date**	**Period**	**Data**	**Period**	**Data**
Approval of programme of key projects to further net zero ambitions	due to complete Q2 23/24	Q3 22/23	On Target	Q4 22/23	Some Slippage
Ensure initiatives/projects/ICT solutions aligned to Net Zero Target	Due to complete Q1 23/24	Q3 22/23	On Target	Q4 22/23	On Target

Digital Transformation Q4 22/23					
Actions PIs being Monitored in Service Plan	**Target Date**	**Period**	**Data**	**Period**	**Data**
Digital "Hub" established	due to complete Q1 23/24	Q3 22/23	On Target	Q4 22/23	Some Slippage
CP5.04 Digital Strategy implemented	due to complete 2027	Q3 22/23	On Target	Q4 22/23	On Target
Digital Strategy - agreed and adopted	due to complete Q2 22/23	Q3 22/23		Q4 22/23	
ICT Strategy - agreed and adopted	due to complete Q2 22/23	Q3 22/23		Q4 22/23	
CP5.04 ICT Strategy implemented	due to complete 2027	Q3 22/23	On Target	Q4 22/23	On Target
New website arrangements in place	due to complete Q1 23/24	Q3 22/23	On Target	Q4 22/23	Some Slippage
Service Digital priorities mapped out	due to complete Q2 23/24	Q3 22/23	On Target	Q4 22/23	On Target

ICT Services Q4 22/23

Actions PIs being Monitored in Service Plan	Target Date	Period	Data	Period	Data
% windows devices functional and receiving all security updates		Q3 22/23	77	Q4 22/23	95
Expanding suite of PIs in place to measure ICT performance	due to complete Q4 22/23	Q3 22/23	On Target	Q4 22/23	Completed
ICT % customers satisfied - monthly		M12 22/23	96.1 %	M1 23/24	
ICT User Satisfaction [SOCITM] - Annual		FY 21/22	5.00	FY 22/23	
ICT % service contacts resolved within 24 hrs - monthly		M12 22/23	60.3 %	M1 23/24	
ICT Avg wait time [seconds] for Service Desk contacts - monthly		M12 22/23	26	M1 23/24	
Improved management of corporate systems and developing core business intelligence capabilities	Target ongoing	Q3 22/23	On Target	Q4 22/23	On Target
New corporate ICT finance model agreed	due to complete Q1 23/24	Q3 22/23	On Target	Q4 22/23	Some Slippage
New printing services implemented across the Council	due to complete Q1 23/24	Q3 22/23	On Target	Q4 22/23	On Target
New SWAN contract implemented	due to complete Q1 23/24	Q3 22/23	Some Slippage	Q4 22/23	Some Slippage
New telephony services implemented across the Council	due to complete Q1 23/24	Q3 22/23	On Target	Q4 22/23	Some Slippage
Plan and options defined for future service provision post Wipro contract	due to complete Q4 22/23	Q3 22/23	On Target	Q4 22/23	Completed
Plan for ICT infrastructure to be in place to support integrated care and health	due to complete Q2 23/24	Q3 22/23	On Target	Q4 22/23	On Target
Project to reduce data centre storage/backup	Due to complete Q4 22/23	Q3 22/23	On Target	Q4 22/23	Some Slippage
Refresh all out of support Chromebooks	due to complete Q3 22/23	Q3 22/23	Completed	Q4 22/23	
Revised cybersecurity services in place	due to complete Q2 23/24	Q3 22/23	On Target	Q4 22/23	On Target
Windows devices functional and receiving all security updates	due to complete Q3 23/24	Q3 22/23	On Target	Q4 22/23	On Target
Full ICT team recruited	due to complete Q1 23/24	Q3 22/23	Some Slippage	Q4 22/23	Some Slippage

Support the successful delivery of Change and Improvement Initiatives across services Q4 22/23

Actions PIs being Monitored in Service Plan	Target Date	Period	Data	Period	Data
% project ideas submitted translate into full projects		FY 21/22		FY 22/23	
% Project staff receiving Project Management training		FY 21/22	85 %	FY 22/23	
Attendance numbers at monthly drop in sessions		M12 22/23	18	M1 23/24	
% of Transformation projects meeting timescales		M12 22/23	71.8 %	M1 23/24	
Establish a change and improvement request process for Directorates	Target Q1 23/24	Q3 22/23	On Target	Q4 22/23	On Target
Identification of new ideas/innovations via Redesign and Change and Improvement Boards	Target ongoing	Q3 22/23	On Target	Q4 22/23	On Target
Internal stakeholder surveys reported and engagement reported annually	Target ongoing	Q3 22/23	On Target	Q4 22/23	On Target
Number of drop in sessions per quarter		Q3 22/23	1	Q4 22/23	2
Report to Redesign Board/Strategic Committees/Council	Target ongoing	Q3 22/23	On Target	Q4 22/23	On Target
Reporting approved projects through the Change & Improvement Board monthly	Target ongoing	Q3 22/23	On Target	Q4 22/23	On Target

Current areas of slippage:

Action / Performance Indicator:	Update:
Approval of programme of key projects to further net zero ambitions	Related paper being presented to Redesign Board on 30th May, completion date extended to end of September 2023.
Digital "Hub" established	Progress made in preparing for digital champions, but slippage now as the business case is made for investment in a platform to support them. Staffing resource in place, but on a temporary basis. Long-term staffing to be resolved.
New website arrangements in place	Now in scope of the My Council Programme and a new timescale will be agreed to fit programme outcomes.
New corporate ICT finance model in place	Core ICT staffing and contracts covered. There will be significant changes resulting from implementation of the ICT Strategy over the next 3 years, so further review will be required.
New SWAN contract implemented	There were delays to national contract award due to legal challenge, but this is now resolved and new contract is in place. Implementation of network changes will then be a follow-on project taking 2-3 years.
New telephony implemented across the Council	Under review as part of the My Council programme. Focus will be on priority areas required to deliver My Council objectives.
Project to reduce data centre storage backup	Project progressing, but slippage due to delays from supplier contracted to do the work. Likely to reach and exceed 25% reduction target by October 2023.
Full ICT team recruited	Progress being made, but still 7 vacancies with difficulties attracting more senior posts.
ICT % Service desk contacts resolved within 24 hours - monthly	The focus is on putting in place long term improvements to the process for resolving incidents. This will result in changes to the team and upskilling of team members so will take some time to lead to results.
% of Transformation projects meeting timescales	At the C & I Board held on 27th February 23, a move to bi-monthly reporting was agreed. Therefore, only projects scheduled to close at the end of March 23 submitted updates to 27th March C & I Board. Of the 8 Projects scheduled to close, one project requested an extension to timescale of 6 months hence the reduction to 28 projects running to schedule. Otherwise, assumption is that all other projects continue to run to timescale as per report to Feb C & I Board.
Target 3 drop-in sessions per quarter	Drop-in sessions for Q4: 2 Feb 23 and 1 March 23