

Agenda Item	6b
Report No	RES/21/23

The Highland Council

Committee: Corporate Resources

Date: 6 September 2023

Report Title: Performance and Governance – Revenue Budget Monitoring Report 22/23 Outturn & Quarter 1 23/24 and Service Performance Reporting for Quarter 1 23/24

Report By: Interim Executive Chief Officer, Performance and Governance

1. Purpose/Executive Summary

1.1 This report provides Members with the 2022/23 final outturn monitoring statement for Performance and Governance ('the Service'). The Service budget for 2022/23 was £6.130m with a year-end overspend of £0.343m. The Service budget includes the Members' budget of £1.701m with a reported overspend of £0.094m which is wholly attributable to central service recharge adjustments which are detailed at Para 4.2.

1.2 This report also provides Members with the Q1 2023/24 monitoring statement for the Service. The Service budget for 2023/24 is £5.796m with a forecasted end of year underspend of £0.128m.

1.3 This report also provides performance information on:

- Corporate Indicators
- Contribution to the Corporate Plan
- Service Plan Progress
- Mitigation of Service Risks

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 invited to:
- i. Consider the Service revenue monitoring position; and
 - ii. Scrutinise the Service performance and risk information.

3. Implications

- 3.1 Resource
There are no implications arising as a direct result of this report.
- 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 Community implications arising from this report.
- 3.4 Climate Change/Carbon Clever
There are no relevant implications arising from this report.
- 3.5 Risk
There are no risk implications arising as a direct result of this report.
- 3.6 Health and Safety (risks arising from changes to plant, equipment, process, or people).
There are no immediate 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 – Final Outturn 22/23

- 4.1 Revenue monitoring statements for 22/23 showing the net and gross position are set out in **Appendix 1** and **Appendix 2** respectively.
- 4.2 The final position at year end was £6.473m against a budget of £6.130m which represents an overspend of £0.343m. This represents a movement of £0.519m on the reported Quarter 3 forecast of £0.176m underspend. There are two principal reasons for this movement. Firstly, the decision not to drawdown £0.210m from earmarked reserves for Energy & Sustainability due to the Council's underspend overall. Secondly, the Corporate Finance review of central service recharging which resulted in a movement of £0.311m. In the absence of these two factors, the Service would have been reporting a year end position of £0.175m underspend.
- 4.3 Members are reminded that monitoring reports to this committee earlier in 22/23 forecasted an underspend which was principally related to staff vacancies.

5. Revenue Budget – Quarter 1 23/24

5.1 Revenue monitoring statements showing actual expenditure up to Quarter 1 and year-end forecasts are set out in **Appendix 3 and 4**. The forecasted annual expenditure of the Service is £5.668m against a budget of £5.796m, which represents an underspend of £0.128m.

5.2 This forecast includes the delivery of all approved savings of £0.333m (**Appendix 5**).

The main variance contributing to the Service’s forecasted underspend is staff vacancies.

6. Service Performance - Corporate Indicators

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

6.2 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 1 the Service lost an average of 1.53 days per employee compared to an average of 2.48 for the Council as a whole.

Performance and Governance

Average number working days per employee lost through sickness absence

Average Days Lost	Q2 21/22	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24
Performance and Governance	0.45	0.77	0.49	0.65	1.15	1.08	2.13	1.53
Highland Council	1.52	1.83	2.22	2.24	1.61	1.92	2.88	2.48

6.3 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’).

Performance for complaints during Quarter 1 against a corporate target of 80% was as follows:

Complaints - Performance and Governance

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

Frontline Resolution within 5 days

	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
Performance and Governance	0		4	75 %	0		0		3	67 %	1	100 %	2	100 %	4	100 %
Highland Council	263	62 %	207	62 %	161	62 %	170	61 %	163	90 %	137	93 %	101	90 %	162	92 %

Investigation Resolution within 20 days

	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
Performance and Governance	0		3	67 %	4	0 %	2	50 %	3	33 %	0		2	50 %	1	100 %
Highland Council	32	63 %	68	54 %	48	44 %	65	46 %	54	31 %	49	47 %	63	41 %	97	63 %

Escalated Resolution within 20 days

	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
Performance and Governance	0		0		0		0		1	0 %	1	100 %	0		0	
Highland Council	43	40 %	45	51 %	57	37 %	38	18 %	34	32 %	22	36 %	15	33 %	32	50 %

6.4 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 1 against a corporate target of 90% was as follows:

Freedom of Information Requests - Performance and Governance

% of FOIs closed compliant with the legislative timescale

% FOIs Compliant - Performance and Governance	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
		34	97 %	46	96 %	29	83 %	38	74 %	38	92 %	33	85 %	49	73 %	46

% FOIs Compliant - Highland Council	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
		391	87 %	414	84 %	400	76 %	462	73 %	364	82 %	478	81 %	536	75 %	399

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%.

6.5 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 30- and 10-days during Quarter 1 against a target of 95% and 77%, respectively, was as follows:

Performance and Governance - Invoice Payments

Invoice Payment within 30 days	Q2 21/22	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24
Performance and Governance	96.6 %	97.3 %	97.7 %	97.8 %	97.2 %	97.4 %	94.4 %	98.5 %
Highland Council	95.8 %	94.2 %	89.1 %	94.1 %	94.2 %	95.1 %	94.9 %	95.1 %

Invoice Payment less than 10 days	Q2 21/22	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24
Performance and Governance	91.9 %	75.4 %	69.5 %	85.0 %	83.9 %	90.5 %	88.7 %	93.4 %
Highland Council	80.2 %	67.8 %	53.1 %	67.5 %	73.4 %	70.4 %	71.6 %	72.8 %

7. Service Contribution to the Corporate Plan

7.1 The Corporate Plan 2022/27 was approved by Council on 9th March 2023 - the Indicators and Actions contributing to the priorities set out in the Corporate Plan are shown below.

PIs/Actions in the Corporate Plan	Period	Data	Period	Data	Period	Data
CP1.11 % Gaelic Learner Secondary Pupils	AY 20/21	15.95 %	AY 21/22	15.69 %	AY 22/23	14.60 %
CP1.11 % Gaidhlig Secondary Pupils	AY 20/21	2.99 %	AY 21/22	3.12 %	AY 22/23	3.14 %
CP1.11 % GM Nursery Pupils	AY 20/21	7.16 %	AY 21/22	7.50 %	AY 22/23	8.59 %
CP1.11 New measures and indicators for Gaelic developed as part of the new GLP	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	Completed
CP1.12 Culture and heritage events promoted through press and social media	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP1.12 Highland AR App used to promote Highland heritage and culture	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP1.12 No. Gaelic culture reports promoted through press releases	FY 20/21		FY 21/22		FY 22/23	
CP2.07 Work with partners to support campaigns to keep public spaces clean and safe	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP3.02 % EES:ABS grant funding utilised	FY 20/21		FY 21/22		FY 22/23	
CP4.02 Green Hydrogen: Joint venture opportunities	Q3 22/23	Some Slippage	Q4 22/23	On Target	Q1 23/24	Some Slippage
CP4.02 Low carbon travel & transport [LAIP and LCTT]	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP4.03 Progress live sustainability software to allow measuring of engagement - due to start Q2 23/24 possibly	Q3 22/23		Q4 22/23		Q1 23/24	

PIs/Actions in the Corporate Plan	Period	Data	Period	Data	Period	Data
CP4.07 CLIM01 - CO2 emissions area wide per capita	FY 20/21	0.84	FY 21/22		FY 22/23	
CP4.07 CLIM02 - CO2 emissions area wide: emissions within scope of LA per capita	FY 20/21	5.39	FY 21/22		FY 22/23	
CP4.07 Net Zero Strategy & Fully Costed Action Plan: Report Progress	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP4.07 No. HC & Public EV Charger Sites	FY 20/21		FY 21/22	85	FY 22/23	96
CP4.07/4.09 Council carbon emissions tonnes CO2e	FY 20/21	35,408	FY 21/22	33,766	FY 22/23	
CP4.07/4.09 Energy consumption across Council's estate	FY 20/21	126.606	FY 21/22	124.378	FY 22/23	
CP4.08 Identify income opportunities from renewable technologies	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP4.09 Introduce sustainability software: live data on carbon emissions - due to start reporting Q2 23/24	Q3 22/23		Q4 22/23		Q1 23/24	
CP4.09 Options appraisal for sites for energy saving interventions	Q3 22/23		Q4 22/23	No Significant	Q1 23/24	No Significant
CP4.10 Develop solar panel installations performance data - due to start reporting Oct 2023	Q3 22/23		Q4 22/23		Q1 23/24	
CP4.10 Projects assisting in reducing energy purchased - due to start reporting Q1 24/25	Q3 22/23		Q4 22/23		Q1 23/24	
CP4.11 Incorporate Just Transition principles into strategic planning/Net Zero strategy	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	Completed
CP5.01 ERDs being completed - PGV	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	Some Slippage

8. Service Plan Progress

8.1

Corporate Performance and Public Performance Reporting Q1 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Annual Performance Report to Council	Q4 22/23		Q1 23/24			Completed Q2 22/23
Annual report to Council on progress delivering the Council's BVAR Improvement Plan	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
Annual SPI and Benchmarking Report	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
Business Intelligence Strategy report	Q4 22/23		Q1 23/24			Completed Q2 22/23
Develop dashboards for Council's performance	Q4 22/23		Q1 23/24			Completed Q3 22/23
Directorate Service Plans Submitted to Strategic Committees	Q4 22/23		Q1 23/24			Completed Q2 22/23
Embed the Business Partner Model	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
New Council Programme and Corp. Plan 2022-27	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
PSIF Programme reported to Audit & Scrutiny	Q4 22/23	No Significant Progress	Q1 23/24	Some Slippage		Due to complete Q3 22/23

Action: PSIF Programme reported to Audit & Scrutiny

- The target date was Q3 2022/23. There was a delay in meeting this target due to resourcing in addition to a revised approach to PSIF. This was reported to Audit and Scrutiny Committee on 15th June 2023 and is continuing into the proposed 2023/24 Service Plan

Embed Effective Strategic Risk Management Q1 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
All Directorate Risk Registers on PRMS	Q4 22/23	Some Slippage	Q1 23/24	Some Slippage		Due to complete Q2 22/23
Risk integrated into Service Plan and Directorate Monitoring	Q4 22/23	Some Slippage	Q1 23/24	Completed		Completed Q1 23/24

Action: All Directorate Risk Registers on PRMS

- The target date was Q2 2022/23. Progress has been made however all Service Risk Registers are not yet fully embedded and robustly managed on PRMS. This action is continuing into the 2023/24 Service Plan for further monitoring.

Deliver an Effective Statutory Internal Audit Service Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Campaign to promote good practice in the detection and prevention of fraud	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
Cost Int Audit per £m net Council spend	FY 21/22	£ 708.57	FY 22/23			Update due August - HC
Online scrutiny training for Members	Q4 22/23		Q1 23/24			Completed Q3 22/23
Quarterly progress reports to Audit & Scrutiny Committee on Internal Audit Plan	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23

Ensure Effective Governance Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Code of Corporate Governance approved by Audit & Scrutiny	Q4 22/23		Q1 23/24			Completed Q2 22/23

Information Governance and Information Risk Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Complete Information Risk Gap Analysis	Q4 22/23		Q1 23/24			Completed Q4 22/23
Evidence service compliance with legislation and policy	Q4 22/23	On Target	Q1 23/24	On Target		Ongoing
Implement the Information Governance Strategy	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete 2027
Refreshed Information Governance Strategy approved	Q4 22/23		Q1 23/24			Completed Q2 22/23
Regular Meetings of Information Governance Board	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
Updated Information Asset Register	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23

Elections Management Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Apply improvements to planning future elections	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
Monitor and report electoral engagement	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Polling Station Review	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q1 23/24
Review of Local Government Boundary Proposals	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Review of UK Parliamentary Constituencies	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24

Support Elected Members Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Introduce hybrid meetings	Q4 22/23		Q1 23/24			Completed Q2 22/23
Regularly survey Members	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23

Corporate Leadership Support & Policy Development Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Feedback from Member Survey	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Water Safety: Report to Committee	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
Islands Act: Annual Report to Committee	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24

Gaelic Language and Culture Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
CP1.11 % Gaidhlig Secondary Pupils	AY 22/23	3.14 %	AY 23/24			Update due November
CP1.11 % GM Nursery Pupils	AY 22/23	8.59 %	AY 23/24			Update due November
CP1.11 % GM Primary Pupils	AY 22/23	6.64 %	AY 23/24			Update due November
% GM Subjects Secondary Pupils	AY 22/23	2.55 %	AY 23/24			Update due November
New GLP4 approved by Council	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q2 23/24
Quarterly reports to committe on Gaelic participation	Q4 22/23	On Target	Q1 23/24	On Target		Ongoing

Tackle Unfair & Unsafe Trading Practices and Assist Business Growth Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
ENV5a - Cost of Trading Standards, Money Advice and Citizen Advice per 1000 population	FY 21/22	£ 8,426	FY 22/23		£ 10,592	Update due Dec - LGBF
Trading Standards - business advice - 14 days	FY 21/22	86.27 %	FY 22/23	81.60 %	85.5 %	Update due June - HC

Provide High-Quality Legal Services Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Short Term Lets Licensing Regime	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q3 22/23
Develop and issue customer satisfaction survey	Q4 22/23	Some Slippage	Q1 23/24	Completed		Completed Q1 23/24
Pilot for smart instruction form	Q4 22/23		Q1 23/24			Completed Q1 22/23

Communications & Resilience Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Centralised marketing & advertising budgets	Q4 22/23	No Significant Progress	Q1 23/24	No Significant Progress		Due to complete Q1 23/24
Develop Plain English training package	Q4 22/23	Some Slippage	Q1 23/24	Completed		Completed Q1 23/24
Monitor and report Business Continuity Training Uptake	Q4 22/23	On Target	Q1 23/24	On Target		Ongoing
Ranking for Scottish LAs for Social Media	Q4 22/23	10	Q1 23/24	10	10	
Report debrief learning in Resilience Group action plans	Q4 22/23	On Target	Q1 23/24	On Target		
Report on overall engagement stats for social media	Q4 22/23	On Target	Q1 23/24	On Target		Reported and published regularly
Rolling programme of face-to-face and Teams staff engagement	Q4 22/23	On Target	Q1 23/24	On Target		Ongoing

Renewable Energy & the Climate and Ecological Emergency Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
CP4.07 CLIM01 - CO2 emissions area wide per capita	FY 21/22		FY 22/23			Update due July following yr - LGBF
CP4.07 CLIM02 - CO2 emissions area wide: emissions within scope of LA per capita	FY 21/22		FY 22/23			Update due July following yr - LGBF
Climate change Adaption Strategy by 2024	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q1 24/25
CP4.07/4.09 Council carbon emissions tonnes CO2e	FY 21/22	33,766	FY 22/23		49,077	Update due Sept - HC
CP4.07/4.09 Energy consumption across Council's estate	FY 21/22	124.378	FY 22/23			
CP4.02 Green Hydrogen: Joint venture opportunities	Q4 22/23	On Target	Q1 23/24	Some Slippage		Due to complete Q2 23/24
CP4.02 Low carbon travel & transport [LAIP and LCTT]	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q1 23/24 - extension required to Q2 23/24
Support delivery of energy saving building improvements	Q4 22/23	Some Slippage	Q1 23/24	Some Slippage		Ongoing
Renewable Technologies: Action plan developed	Q4 22/23	On Target	Q1 23/24	Some Slippage		Due to complete Q3 22/23
CP4.07 Net Zero Strategy & Fully Costed Action Plan: Report Progress	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q3 23/24
CP4.08 Identify income opportunities from renewable technologies	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q1 23/24

9. Service Risks Mitigation

9.1 Service Risks are included in the Service Plan. The Service is further developing the administration of the Service Risk Register to be managed and monitored on PRMS.

Designation: Executive Chief Officer Performance and Governance

Date: 24/08/2023

Authors: Paul Nevin, Interim ECO; Sophie Miller, Corporate Performance Business Partner

Background Papers: None

Appendix 1

PERFORMANCE & GOVERNANCE SERVICE Revenue Expenditure Monitoring Report

1 April 2022 to 31 March 22/23

	£000 Actual Year To Date	£000 Annual Budget	£000 Year End Estimate	£000 Year End Variance
BY ACTIVITY				
Members	1,794	1,701	1,794	93
Performance & Governance Corporate	493	448	493	44
Performance & Governance Directorate	1,010	1,018	1,010	(8)
Emergency Planning	54	55	54	(1)
Corporate Communications	387	378	387	9
Legal Services	498	433	498	65
Licensing	(335)	(454)	(335)	119
Democratic Services	600	724	600	(124)
Elections	649	649	649	0
Trading Standards	670	734	670	(64)
Corporate Audit & Performance	790	971	790	(180)
Energy & Sustainability	(137)	(527)	(137)	390
Total	6,473	6,130	6,473	343
BY SUBJECTIVE				
Staff Costs	8,864	8,579	8,864	285
Other Costs	3,630	1,563	3,630	2,067
Gross Expenditure	12,494	10,142	12,494	2,352
Grants	(3,637)	(1,381)	(3,637)	(2,256)
Other Income	(2,384)	(2,631)	(2,384)	247
Total Income	(6,021)	(4,012)	(6,021)	(2,009)
	6,473	6,130	6,473	343

PERFORMANCE AND GOVERNANCE SERVICES BUDGET 2022/23 - NEAR FINAL MONITORING

BY ACTIVITY	GROSS EXPENDITURE				VARIANCE ANALYSIS		GROSS INCOME				NET TOTAL			
	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Outturn	£'000 Year End Variance	£'000 Staff Costs Variance	£'000 Other Costs Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Outturn	£'000 Year End Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Outturn	£'000 Year End Variance
Members														
Members	1,702	1,794	1,794	92	1,652	142	0	0	0	0	1,702	1,794	1,794	92
Performance & Governance Corporate														
Performance & Governance Corporate	449	493	493	44	333	159	0	0	0	0	449	493	493	44
Performance & Governance Directorate														
Performance & Governance Directorate	1,018	632	632	(386)	630	3	0	377	377	377	1,018	1,010	1,010	(9)
Communications & Resilience														
Corporate Communications	388	431	431	43	399	32	(10)	(42)	(44)	(33)	378	389	387	10
Emergency Planning	81	91	91	10	89	2	(26)	(36)	(36)	(11)	55	54	55	(0)
Corporate Governance														
Legal	446	676	676	230	654	22	(13)	(178)	(178)	(165)	433	498	498	65
Licensing	828	1,111	1,111	283	904	207	(1,282)	(1,447)	(1,447)	(165)	(454)	(336)	(336)	119
Democratic Services	772	687	687	(85)	645	43	(48)	(87)	(87)	(39)	724	600	600	(124)
Elections	649	649	649	0	397	263	0	0	0	0	649	649	649	0
Trading Standards	834	835	835	1	789	46	(100)	(166)	(165)	(65)	734	669	670	(64)
Corporate Audit & Performance														
Corporate Audit & Performance	971	790	790	(180)	785	5	0	0	0	0	971	790	790	(180)
Energy & Sustainability														
Energy & Sustainability	2,007	4,293	4,293	2,287	1,587	2,707	(2,533)	(4,430)	(4,430)	(1,897)	(527)	(137)	(137)	390
TOTAL	10,143	12,483	12,484	2,340	8,864	3,631	(4,013)	(6,009)	(6,010)	(1,997)	6,131	6,474	6,473	343

Appendix 3

PERFORMANCE & GOVERNANCE SERVICE Revenue Expenditure Monitoring Report

1 April 2023 to 30 June 2023

	£000 Actual Year To Date	£000 Annual Budget	£000 Year End Estimate	£000 Year End Variance
BY ACTIVITY				
Members	358	1,758	1,752	(6)
Performance & Governance Corporate	88	411	422	11
Performance & Governance Directorate	173	775	809	34
Emergency Planning	(14)	46	40	(6)
Corporate Communications	100	348	356	8
Legal Services	258	384	312	(72)
Licensing	(912)	(461)	(424)	37
Democratic Services	163	710	640	(70)
Elections	50	197	261	64
Trading Standards	194	707	699	(8)
Corporate Audit & Performance	223	1,082	962	(120)
Energy & Sustainability	(1,035)	(161)	(161)	0
Total	(354)	5,796	5,668	(128)
BY SUBJECTIVE				
Staff Costs	2,271	8,030	8,385	355
Other Costs	42	722	840	118
Gross Expenditure	2,312	8,752	9,225	473
Grants	(1,157)	(135)	(207)	(72)
Other Income	(1,509)	(2,821)	(3,350)	(529)
Total Income	(2,666)	(2,956)	(3,557)	(601)
	(354)	5,796	5,668	(128)

PERFORMANCE AND GOVERNANCE SERVICES BUDGET 2023/24 - JUNE MONITORING

BY ACTIVITY	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
Members														
Members	1,758	358	1,752	(6)	(1)	(5)	0	0	0	0	1,758	358	1,752	(6)
Performance & Governance Corporate														
Performance & Governance Corporate	411	88	422	11	1	9	0	0	0	0	411	88	422	11
Performance & Governance Directorate														
Performance & Governance Directorate	775	173	809	34	18	16	0	0	0	(0)	775	173	809	34
Communications & Resilience														
Corporate Communications	368	134	427	59	46	13	(20)	(34)	(71)	(51)	349	100	356	8
Emergency Planning	72	25	73	1	3	(1)	(26)	(39)	(33)	(8)	46	(14)	40	(6)
Corporate Governance														
Legal	397	284	501	104	102	2	(13)	(26)	(189)	(175)	383	258	312	(72)
Licensing	820	255	1,164	344	334	10	(1,281)	(1,168)	(1,588)	(307)	(461)	(913)	(424)	37
Democratic Services	763	163	720	(43)	(50)	7	(53)	0	(80)	(27)	710	163	640	(70)
Elections	197	50	261	64	(14)	78	0	0	0	0	197	50	261	64
Trading Standards	807	205	832	25	22	3	(100)	(11)	(133)	(33)	707	194	699	(8)
Corporate Audit & Performance														
Corporate Audit & Performance	1,082	223	962	(120)	(106)	(14)	0	0	0	0	1,082	223	962	(120)
Energy & Sustainability														
Energy & Sustainability	1,302	354	1,302	0	0	0	(1,463)	(1,389)	(1,463)	0	(161)	(1,035)	(161)	0
TOTAL	8,752	2,311	9,225	473	355	118	(2,956)	(2,666)	(3,557)	(601)	5,795	(356)	5,668	(128)

Appendix 5

Saving Description	Agreed Saving £m	BRAG status
Corporate Performance/Information Governance	0.060	B
Trading Standards - Reduce work identifying online scams and addressing unfair delivery charges	0.040	A
Legal - Reduce conveyancing team	0.030	G
Reduce committees - and so reduce committee Services posts	0.013	G
Renewable Energy	0.180	G
Drone Filming	0.010	G
Total	0.333	