

The Highland Council

Agenda Item	5.b
Report No	RES/38/23

Committee: Corporate Resources

Date: 7 December 2023

Report Title: Performance and Governance – Revenue Monitoring and Performance Reporting for Q2 1st July – 30th September 2023

Report By: Interim Executive Chief Officer, Performance and Governance

1. Purpose/Executive Summary

1.1 This report provides Members with the Q2 2023/24 monitoring statement for Performance and Governance ('the Service'). The Service budget for 2023/24 is £5.809m with a forecasted end of year overspend of £0.246m.

1.2 This report also provides performance information on:

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

1.3 The content and structure are 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:

- Consider** the Service revenue monitoring position; and
- 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 – Quarter 2 23/24**

4.1 Revenue monitoring statements showing actual expenditure up to Quarter 2 and year-end estimates are set out in **Appendix 1 and 2**. The predicted annual expenditure of the Service is £6.056m against a budget of £5.809m, which represents an overspend of £0.246m.

4.2 This forecast includes the delivery of all approved savings of £0.333m (**Appendix 3**). The saving for Trading Standards has been achieved in year, however further team adjustments are required to ensure recurrence.

4.3 The main variances contributing to the Service's forecasted year end overspend arises from movements in Energy & Sustainability and Licensing between Q1 and Q2, (£0.297m & £0.066m respectively). The Energy & Sustainability element relates to the uneven funding pattern for externally funded projects and this income is expected to realign before year end. The Licensing element relates to an under recovery of fees (particularly in liquor) and increased costs e.g. taxi driver medicals. A fee review is currently under way.

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-paragraphs.

5.2 **Service Attendance Management**

5.2.1 Staff absence is a nationally benchmarked indicator. Effective absence management supports staff, maintains productivity, and contributes to the Council's benchmarked performance.

5.2.2 In Quarter 2 the Service lost an average of 1.75 days per employee compared to an average of 2.09 for the Council as a whole.

Performance and Governance

Average number working days per employee lost through sickness absence

Average Days Lost	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24
Performance and Governance	0.77	0.49	0.65	1.15	1.08	2.13	1.53	1.75
Highland Council	1.83	2.22	2.24	1.58	1.89	2.88	2.48	2.09

5.3 Service Complaints Response Times

5.3.1 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').

5.3.2 Performance for complaints during Quarter 2 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

	Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24	
Performance and Governance	4	75 %	0		0		3	67 %	1	100 %	2	100 %	4	100 %	2	100 %
Highland Council	207	62 %	161	62 %	170	61 %	163	90 %	137	93 %	101	90 %	160	92 %	135	79 %

Investigation Resolution within 20 days

	Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24	
Performance and Governance	3	67 %	4	0 %	2	50 %	3	33 %	0		2	50 %	1	100 %	1	0 %
Highland Council	68	54 %	48	44 %	65	46 %	54	31 %	49	47 %	63	41 %	97	63 %	85	49 %

Escalated Resolution within 20 days

	Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24	
Performance and Governance	0		0		0		1	0 %	1	100 %	0		0		0	
Highland Council	45	51 %	57	37 %	38	18 %	34	32 %	22	36 %	15	33 %	32	50 %	32	41 %

5.3.3 A low number of Service complaints translates into less meaningful percentages against the 80% target. For example, the 0% for Investigation Resolution within Q2 23/24 arises from one complaint being answered within 25 rather than 20 days.

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

- 5.4.1 FOI requests are co-ordinated by CRIT in collaboration with the Service teams which may hold information relevant to the request.
- 5.4.2 The performance for FOI response times during Quarter 2 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	Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24	
		41	95 %	25	88 %	32	72 %	33	94 %	31	87 %	47	74 %	43	84 %	29

% FOIs Compliant - Highland Council	Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24	
		414	84 %	400	76 %	462	73 %	364	82 %	478	81 %	536	75 %	399	84 %	333

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%.

5.5 Service Invoice Payment Times

- 5.5.1 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.
- 5.5.2 The performance for invoice payment times within 30- and 10-days during Quarter 2 against a target of 95% and 77%, respectively, was as follows:

Performance and Governance - Invoice Payments

Invoice Payment within 30 days	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24
Performance and Governance	97.3 %	97.7 %	97.8 %	97.2 %	97.4 %	94.4 %	98.5 %	95.4 %
Highland Council	94.2 %	89.1 %	94.1 %	94.2 %	95.1 %	94.9 %	95.1 %	96.7 %

Invoice Payment less than 10 days	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24
Performance and Governance	75.4 %	69.5 %	85.0 %	83.9 %	90.5 %	88.7 %	93.4 %	90.8 %
Highland Council	67.8 %	53.1 %	67.5 %	73.4 %	70.4 %	71.6 %	72.8 %	80.9 %

6. Service Contribution to the Corporate Plan

- 6.1 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.

6.2

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	Q4 22/23	On Target	Q1 23/24	Completed	Q2 23/24	
CP1.12 Culture and heritage events promoted through press and social media	Q4 22/23	On Target	Q1 23/24	On Target	Q2 23/24	On Target
CP1.12 Highland AR App used to promote Highland heritage and culture	Q4 22/23	On Target	Q1 23/24	Completed	Q2 23/24	
CP1.12 No. Gaelic culture reports promoted through press releases and social media	FY 20/21		FY 21/22		FY 22/23	44
CP2.07 Work with partners to support campaigns to keep public spaces clean and safe	Q4 22/23	On Target	Q1 23/24	On Target	Q2 23/24	On Target
CP5.01 ERDs being completed - PGV	Q4 22/23	On Target	Q1 23/24	Some Slippage	Q2 23/24	On Target

7. Service Plan Progress

7.1

Corporate Leadership Support , Policy Development & Supporting Elected Members Q2 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Effective development & delivery of Corporate policy areas	Q1 23/24	On Target	Q2 23/24	On Target		Review Q4 23/24
Effective engagement with parliament and government	Q1 23/24	On Target	Q2 23/24	On Target		Review Q4 23/24
Highland Armed Forces and Veterans' Community Covenant action plan	Q1 23/24	On Target	Q2 23/24	On Target		Review Q4 23/24
Robust internal governance and ELT support	Q1 23/24	On Target	Q2 23/24	On Target		Review Q4 23/24
Members Learning & Training Programme	Q1 23/24	On Target	Q2 23/24	On Target		Due to complete Q4 23/24
Support external engagement	Q1 23/24	On Target	Q2 23/24	On Target		Review Q4 23/24

Legal & Governance: Provide High-Quality Legal Advice and representation Q2 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Digital solution to store legal files	Q1 23/24	On Target	Q2 23/24	On Target		Due to complete Q4 23/24
Monitor Guardianship applications within 30 days	Q1 23/24	91 %	Q2 23/24	97 %	90 %	
Short Term Lets Licensing Regime	Q1 23/24	On Target	Q2 23/24	On Target		Due to complete Q3 23/24

Legal & Governance: Tackle Unfair & Unsafe Trading Practices and Assist Business Growth Q2 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Develop new Trading Standards Performance Indicator	Q1 23/24	On Target	Q2 23/24	On Target		Due to complete Q4 23/24
ENV5a - Cost of Trading Standards, Money Advice and Citizen Advice per 1000 population	FY 21/22	£ 8,426	FY 22/23		£ 10,592	LGBF update - due December
Trading Standards - business advice - 14 days	FY 21/22	86.27 %	FY 22/23	81.60 %	85.5 %	HC update - due June

Communications & Resilience: Internal & External Communications Q2 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
CP1.12 Culture and heritage events promoted through press and social media	Q1 23/24	On Target	Q2 23/24	On Target		Target is ongoing. Review Q4 23/24.
CP1.12 Highland AR App used to promote Highland heritage and culture	Q1 23/24	Completed	Q2 23/24			Due to complete Q1 23/24
CP2.07 Work with partners to support campaigns to keep public spaces clean and safe	Q1 23/24	On Target	Q2 23/24	On Target		Target is ongoing
Monitor and report Business Continuity training uptake and plan completion	Q1 23/24	On Target	Q2 23/24	On Target		Review Q4 23/24
Ranking for Scottish LAs for Social Media	Q1 23/24	10	Q2 23/24	10	10	
Report debrief learning in Resilience Group action plans	Q1 23/24	On Target	Q2 23/24	On Target		Review Q4 23/24
Report on and increase overall engagement stats for social media	Q1 23/24	On Target	Q2 23/24	On Target		Reported and published regularly
Rolling programme of face-to-face and Teams staff engagement	Q1 23/24	On Target	Q2 23/24	On Target		Review Q4 23/24

Corporate Performance, Audit & Information Governance: Information Governance Q2 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Develop the Business Intelligence action plan	Q1 23/24	On Target	Q2 23/24	On Target		Due to complete Q3 23/24
Implement the cross-service Information Governance action plan	Q1 23/24	On Target	Q2 23/24	On Target		Due to complete Q3 23/24
Increase completion of Information Management Training: Elected Members	Q1 23/24		Q2 23/24	36 %		
Increase completion of Information Management Training: Staff	Q1 23/24		Q2 23/24	59 %		
Reduce data breaches reported to ICO	FY 21/22		FY 22/23	5		

Corporate Performance, Audit & Information Governance: Risk Management Q2 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Review and improve Risk Management approach	Q1 23/24	On Target	Q2 23/24	On Target		Due to complete Q3 23/24

Corporate Performance, Audit & Information Governance: Performance Reporting Q2 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Corporate Plan progress reported to Council	Q1 23/24	On Target	Q2 23/24	Completed		Due to complete Q2 23/24
PSIF Programme reported to Audit & Scrutiny	Q1 23/24	Some Slippage	Q2 23/24	On Target		Due to complete Q3 23/24
Review Best Value Improvement Plan	Q1 23/24	Some Slippage	Q2 23/24	On Target		Due to complete Q4 23/24
Review Public Performance reporting Framework	Q1 23/24	On Target	Q2 23/24	On Target		Due to complete Q4 23/24
Robust and Consistent Quarterly Performance Reporting	Q1 23/24	Some Slippage	Q2 23/24	Some Slippage		Due to complete Q3 23/24
Statutory Performance Indicators reported to Council annually	Q1 23/24	On Target	Q2 23/24	On Target		Due to complete Q4 23/24

Corporate Performance, Audit & Information Governance: Audit & Fraud Q2 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Corporate fraud investigations reported to Audit & Scrutiny annually	Q1 23/24	On Target	Q2 23/24	On Target		Due to complete Q2 23/24
Develop a quarterly Audit indicator	Q1 23/24	On Target	Q2 23/24	On Target		Due to complete Q3 23/24

Legal & Governance: Elections Q2 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Digital Accessibility Project	Q1 23/24	On Target	Q2 23/24	On Target		Review Q4 23/24
High performance standards for Returning Officer	Q1 23/24	On Target	Q2 23/24	On Target		Review Q4 23/24
Polling Station Review	Q1 23/24	On Target	Q2 23/24	On Target		Due to complete Q4 23/24
Support work of Electoral Commission reviewing Parliamentary Election forms	Q1 23/24	Some Slippage	Q2 23/24	Some Slippage		Review Q4 23/24

Legal & Governance: Effective Governance Arrangements Q2 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Develop improved process for Code of Corporate Governance	Q1 23/24	On Target	Q2 23/24	On Target		Due to complete Q4 23/24
Issue Committee papers 10 days prior to meetings	Q1 23/24		Q2 23/24		100.00 %	Updated quarterly
Review arrangements for managing Council business	Q1 23/24	On Target	Q2 23/24	On Target		Due to complete Q3 23/24

Action: Issue Committee papers 10 days prior to meetings

- Reporting on this will commence in Q3 23/24

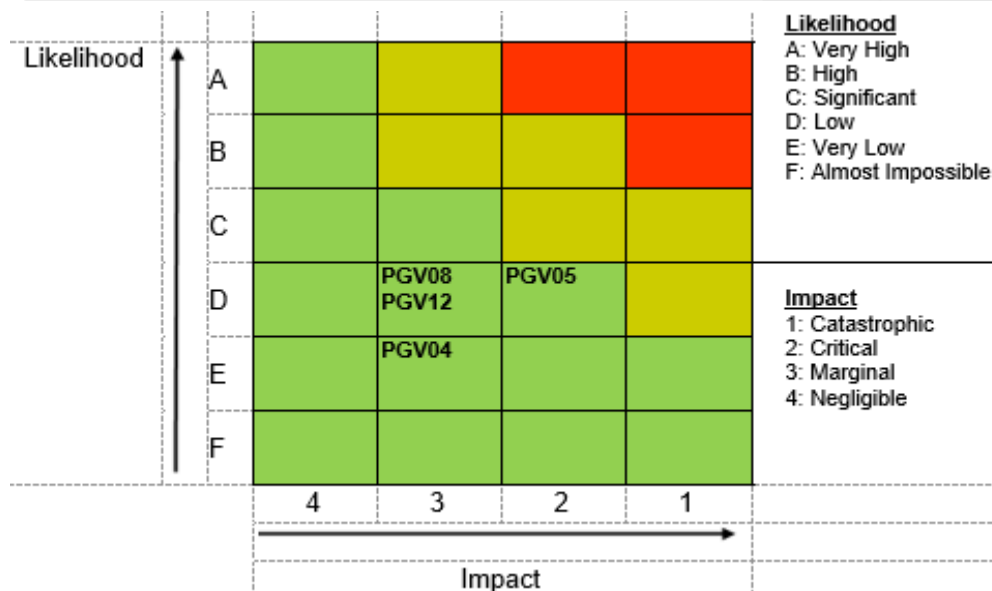
Gaelic: Promote, support and develop Gaelic language and culture Q2 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
CP1.11 % Gaelic Learner Secondary Pupils	AY 21/22	15.69 %	AY 22/23	14.60 %		Update due January
CP1.11 % Gaidhlig Secondary Pupils	AY 21/22	3.12 %	AY 22/23	3.14 %		Update due January
CP1.11 % GM Nursery Pupils	AY 21/22	7.50 %	AY 22/23	8.59 %		Update due January
CP1.11 % GM Primary Pupils	AY 21/22	6.44 %	AY 22/23	6.64 %		Update due January
CP1.11 New measures and indicators for Gaelic developed as part of the new GLP	Q1 23/24	Completed	Q2 23/24			Completed Q1 23/24

8. Service Risks

8.1

Service Risk	Risk Rating	
PGV04 Public Performance Reporting	E	3
PGV05 Best Value Assurance Report [BVAR]	D	2
PGV08 Succession and Workforce Planning	D	3
PGV12 Licensing of Short Term Lets	D	3

8.2



Designation: Executive Chief Officer Performance and Governance

Date:

Author: Paul Nevin, Interim ECO, Sophie Stuart, Corporate Performance Business Partner, Jennifer Johnston, Accountant

PERFORMANCE & GOVERNANCE SERVICE Revenue					
1 April 2023 to 30 September 2023					
		£000	£000	£000	£000
		Actual	Annual	Year End	Year End
		Year To Date	Budget	Estimate	Variance
BY ACTIVITY					
Members		903	1,758	1,745	(13)
Performance & Governance Corporate		167	411	425	14
Performance & Governance Directorate		408	775	807	32
Emergency Planning		11	46	40	(6)
Corporate Communications		208	348	357	9
Legal Services		465	384	353	(31)
Licensing		(2,847)	(461)	(358)	103
Democratic Services		333	710	618	(92)
Elections		110	197	284	87
Trading Standards		385	707	677	(30)
Corporate Audit & Performance		460	1,082	959	(123)
Energy & Sustainability		(2,633)	(148)	150	297
Total		(2,030)	5,809	6,056	246
BY SUBJECTIVE					
Staff Costs		4,698	8,030	8,383	353
Other Costs		382	736	220	(516)
Gross Expenditure		5,080	8,766	8,604	(162)
Grants		(3,126)	(135)	(181)	(46)
Other Income		(3,984)	(2,821)	(2,367)	454
Total Income		(7,110)	(2,956)	(2,548)	408
		(2,030)	5,809	6,056	246
Notes					
1. %age of Annual Expenditure	Jun 22/23	-35%			
	Jun 21/22	33%			

PERFORMANCE AND GOVERNANCE SERVICES BUDGET 2023/24 - SEPTEMBER 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														
Members														
Members	1,759	905	1,746	(12)	(9)	(4)	(1)	(1)	(1)	(1)	1,758	903	1,745	(13)
Performance & Governance Corporate														
Performance & Governance Corporate	411	167	426	14	2	13	0	(1)	(1)	(1)	411	166	425	13
Performance & Governance Directorate														
Performance & Governance Directorate	775	408	807	32	16	16	0	0	0	0	775	408	807	32
Communications & Resilience														
Corporate Communications	368	246	431	63	47	16	(20)	(38)	(74)	(54)	348	208	357	9
Emergency Planning	72	50	73	1	3	(1)	(26)	(39)	(33)	(8)	46	11	40	(6)
Corporate Governance														
Legal	397	520	525	128	121	7	(13)	(55)	(171)	(159)	384	465	353	(31)
Licensing	820	567	1,169	349	338	11	(1,281)	(3,415)	(1,528)	(247)	(461)	(2,847)	(358)	103
Democratic Services	763	333	701	(62)	(72)	10	(52)	0	(83)	(30)	710	333	618	(92)
Elections	197	113	289	93	(17)	110	0	(3)	(6)	(6)	197	110	284	87
Trading Standards	807	419	811	4	(1)	5	(100)	(35)	(134)	(34)	707	385	677	(30)
Corporate Audit & Performance														
Corporate Audit & Performance	1,082	460	959	(123)	(112)	(12)	0	0	0	0	1,082	460	959	(123)
Energy & Sustainability														
Energy & Sustainability	1,316	892	666	(650)	36	(686)	(1,463)	(3,525)	(516)	947	(148)	(2,633)	150	297
TOTAL	8,766	5,080	8,604	(162)	353	(516)	(2,956)	(7,110)	(2,548)	408	5,809	(2,030)	6,056	246

Appendix 3

Saving Description	Agreed Saving £m	BRAG status
Corporate Performance/Information Governance	0.06	B
Trading Standards - Reduce work identifying online scams and addressing unfair delivery charges	0.04	A
Legal - reduce conveyancing team	0.03	B
Reduce committees - and so reduce committee srvice posts	0.013	B
Renewable Energy	0.18	G
Drone Filming	0.01	G
Total	0.333	