

Agenda Item	4.
Report No	CP/02/24

Committee: Communities and Place

Date: 6 March 2024

Report Title: Communities and Place – Revenue Budget Monitoring and Service Performance Reporting for Q3 1 October 2023 to 31 December 2023

Report By: Executive Chief Officer, Communities and Place

1. Purpose/Executive Summary

- 1.1 The report provides Members with the monitoring statement as at Quarter 3 position for 23/24. The Service budget is £43.920m with a predicted year end overspend of £1.050m which is largely in-line with the estimated outturn as at Quarter 2 of £0.934m overspend.
- 1.2 This report also provides performance information on:
- Corporate Indicators
 - Contribution to the Corporate Plan
 - Service Plan Progress
 - Mitigation of Service Risks
 - Service updates outwith the Corporate Indicators or Service Plan

The content and structure is intended to:

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

2. Recommendations

- 2.1 Members are asked to:
- Consider** the Service's revenue monitoring position
 - Scrutinise** the Service's performance and risk information.

3. Implications

- 3.1 Resource:
These are described throughout the report including discussing the latest budget positions.

- 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:
Risk implications to the budget position will be kept under regular review with updates reported to this Committee.
- 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. Communities and Place Revenue Budget – Quarter 3 23/24

- 4.1 The revenue monitoring statement for 23/24 showing net expenditure as at Quarter 3 and year-end forecasts can be found at **Appendix 1**. **Appendix 2** provides further information including the gross position and more detailed information on the variances against each activity. The forecasted outturn is an overspend of £1.050m. The budget for Quarter 3 at £43.920m is £2.489m higher than at Quarter 2 and principally reflects the budget adjustment pertaining to the backdated pay awards paid during Quarter 3.
- 4.2 This forecast includes the delivery of all approved savings of £1.455m (**Appendix 3**). As reported previously, the digitisation of the Garden Waste application service will not complete until 24/25 due to other greater Council-wide ICT/digital transformation priorities including the replacement of its Finance and HR system. Nonetheless, the latest income collections for this particular service area are £0.042m ahead of prior year and perhaps reflect the ongoing efforts to promote the service and benefits and quality of service delivered.
- 4.3 The current forecast outturn also includes overspends in Kerbside Refuse collections, Public Conveniences, and Fleet & Plant. These are partially offset by underspends in the other sections in the Service. An overspend of £573k is forecasted for the Administration heading. This is attributable to efficiency savings yet to be allocated to other budget headings in the Service.
- 4.4 **Appendix 2** provides further information against each activity. The Waste budget is forecasted to underspend by £0.586m. This is attributable to staff underspends and income collections being higher than anticipated with high fuel costs providing particular challenge.
- 4.5 Public Health and Bereavement Services is forecasted to overspend by £0.095m. Staff costs and repairs in Public Conveniences are cost pressures with sale of lairs within Bereavement Services reporting a current pressure.

- 4.6 The Community Spaces budget is forecasted to overspend by £0.057m. This is predominantly due to staff vacancies and the consequential impact on internal recharge / income and contractor costs.
- 4.7 The various budgets associated with ward management, community support, service points and registrars are forecast to underspend by £0.257m and largely due to staff vacancies.
- 4.8 The Stores and Logistics budget is forecasted to overspend by £1.168m. This is predominantly due to staff vacancies and the consequential impact on internal recharge / income and higher fleet lease renewal costs.
- 4.9 As per the Service structures the Council has in place, the budget and responsibility for other aspects of the costs of service sit outwith the budgets shown above. Examples include property rates, energy, maintenance, servicing, facilities management, cleaning etc. which sit within the Property and Housing Service budget. Similarly, support services and central teams including Finance, HR, legal, ICT sit within their respective budgets. The costs in these instances will often not be readily allocated down to Communities and Place service level, nor is there any need to do so for internal Council budget management. These costs of course form part of the overall cost of any particular service function/area service irrespective the Service or budget in which they are held.

5. Service Performance – Corporate Indicators

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

5.2 Service Attendance Management

Staff absence is a nationally benchmarked indicator. Effective absence management supports staff, maintains productivity, and contributes to the Council's benchmarked performance. In Quarter 3 the Service lost an average of 4.38 days per employee compared to an average of 3.35 for the Council as a whole.

Communities and Place

Average number working days per employee lost through sickness absence

Average Days Lost	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24
Communities and Place	3.42	3.42	3.45	2.74	3.60	3.80	4.27	4.38
Highland Council	2.22	2.24	1.58	1.89	2.88	2.48	2.08	3.35

- 5.3 The Service will continue to focus on increased engagement and support to staff utilising all HR Policies available to improve this area. This includes fully utilising the Occupational Health services and critically appraising the range of data including long-term absences to better understand the reasons for absence and how best to support staff back into work wherever practicable. Quarter 3 performance overall is very similar to prior Quarter. Positively, long-term absence (over 28 days) has reduced compared to Quarter 2 but short-term has increased with viral (cold, flu etc.) the most common reason for absence. The HR Attendance Support Officers continue to play an important role in assisting both managers and employees and their support extends to situations where absence has become very complex or when an employee faces a life changing or terminal diagnosis.

5.4 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 3 against a corporate target of 80% was as follows:

Complaints - Communities and Place

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

Frontline Resolution within 5 days

	Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24	
Communities and Place	39	74 %	71	70 %	64	94 %	33	100 %	22	95 %	64	97 %	37	92 %	37	86 %
Highland Council	161	62 %	170	61 %	163	90 %	137	93 %	101	90 %	160	92 %	133	78 %	153	79 %

Investigation Resolution within 20 days

	Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24	
Communities and Place	4	75 %	6	17 %	4	100 %	2	50 %	4	0 %	11	36 %	8	38 %	2	100 %
Highland Council	48	44 %	65	46 %	54	31 %	49	47 %	63	41 %	97	63 %	85	49 %	67	48 %

Escalated Resolution within 20 days

	Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24	
Communities and Place	7	57 %	6	33 %	5	20 %	3	33 %	2	50 %	8	75 %	4	75 %	5	80 %
Highland Council	57	37 %	38	18 %	34	32 %	22	36 %	15	33 %	32	50 %	32	41 %	28	57 %

- 5.5 Reflecting the frontline nature of many of the services Communities and Place deliver, the Service recognises the importance of this area and performance overall is positive. The majority of complaints fall under the 5 days frontline resolution category. Complaints in the other categories are generally very complex and therefore require more time to respond. Nonetheless overall performance compared to the Council average is positive.

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

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

The performance for FOI response times during Quarter 3 against a corporate target of 90% was as follows:

Freedom of Information Requests - Communities and Place

% of FOIs closed compliant with the legislative timescale

% FOIs Compliant - Communities and Place	Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24	
	77	75 %	77	84 %	63	92 %	101	86 %	96	84 %	63	90 %	58	95 %	56	95 %

% FOIs Compliant - Highland Council	Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24	
	400	76 %	462	73 %	364	82 %	478	81 %	536	75 %	399	84 %	333	88 %	338	89 %

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%.

Quarter 3 performance exceeded the target of 90% and continues to compare favourably to Council performance.

5.7 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 days and 10 days during Quarter 3 against a target of 95% and 77%, respectively, was as follows:

Communities and Place - Invoice Payments

Invoice Payment within 30 days	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24
Communities and Place	93.2 %	97.2 %	97.2 %	96.8 %	96.4 %	97.5 %	98.4 %	98.6 %
Highland Council	89.1 %	94.1 %	94.2 %	95.1 %	94.9 %	95.1 %	96.7 %	95.6 %

Invoice Payment less than 10 days	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24
Communities and Place	57.0 %	78.1 %	78.6 %	75.2 %	72.7 %	81.2 %	90.6 %	89.2 %
Highland Council	53.1 %	67.5 %	73.4 %	70.4 %	71.6 %	72.8 %	80.9 %	75.3 %

The Service continues to achieve a high standard for Invoice Payments within 30 days achieving 98.6% and for Invoice payments less than 10 days we have paid 89.2%. Both exceed target and Council performance overall.

6. Service Contribution to the Corporate Plan

PIs/Actions in the Corporate Plan	Period	Data	Period	Data	Period	Data
Involved Communities: Area Place Plans for each Council area CP2.04/CP3.07/CP4.03/CP5.06	Q1 23/24	On Target	Q2 23/24	On Target	Q3 23/24	On Target
Street Cleanliness Score CP2.07 ENV3c	FY 20/21	94.96 %	FY 21/22	93.70 %	FY 22/23	96.10 %
Continue partnership with ILM CP4.06	Q1 23/24	On Target	Q2 23/24	On Target	Q3 23/24	On Target
% Household waste recycled CP4.06 ENV6a	FY 20/21	35.7 %	FY 21/22	37.4 %	FY 22/23	37.2 %
Increase areas identified for food growing and ecological benefit CP4.11	Q1 23/24	On Target	Q2 23/24	On Target	Q3 23/24	On Target
ERDs being completed - CPL CP5.01	Q1 23/24	Some Slippage	Q2 23/24	Some Slippage	Q3 23/24	Some Slippage
The 'My Council' project CP5.03	Q1 23/24	On Target	Q2 23/24	On Target	Q3 23/24	On Target
Supporting and engaging with Community Councils CP5.05	Q1 23/24	On Target	Q2 23/24	On Target	Q3 23/24	On Target

6.2 Overall, progress against the PIs and actions are positive. Work continues to deliver ERDs across the Service in line with the new ERD process designed by HR.

7. Service Plan Progress

Community Development and Involvement Approaches Q3 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Agreement of new Allotments policy	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q4 23/24
Involved Communities: Area Place Plans for each Council area CP2.04/CP3.07/CP4.03/CP5.06	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q3 25/26
Develop and implement a new integrated impact assessment tool	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q3 24/25
Develop a marketing approach to promote and increase civil ceremonies offering	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q1 24/25
Development of Community Benefits Policy Procured and Voluntary Benefits	Q2 23/24	On Target	Q3 23/24	Some Slippage		Due to complete Q4 23/24
External Annual Examination by National Records of Scotland	CY 2022		CY 2023		98 %	Update due November
Implementation of new SPSO Child Friendly Complaints process – UNCRC	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q4 23/24
Review of the Community Council Scheme	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q3 25/26
Undertake Review of Customer Services process/operations and implement changes	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q1 24/25

Bereavement Services, Transforming Services for Significant Life Events Q3 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Bereavement: Progressing Lean review of burials	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q4 23/24
Delivery of Burial Ground Projects	Q2 23/24	On Target	Q3 23/24	On Target		Targets set in project plan
Develop an approach for refurbishment /modernisation of Inverness crematorium	Q2 23/24	On Target	Q3 23/24	On Target		Review by Q4 23/24

7.3

Environmental Health Q3 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
95% of high risk private water supplies are inspected and sampled	FY 21/22	42 %	FY 22/23	44 %	95 %	HC update - due August
Business case to review resources re sampling private water supplies	Q2 23/24	On Target	Q3 23/24	Some Slippage		Due to complete Q3 23/24
Develop revised PI for food safety based on risk of premises	Q2 23/24	On Target	Q3 23/24	Completed		Complete Q3 23/24

7.4

Transforming our Approach to Community Spaces Q3 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Review playpark strategy	Q2 23/24	On Target	Q3 23/24	Completed		Completed Q3 23/24
Develop community volunteering policy	Q2 23/24	Some Slippage	Q3 23/24	Some Slippage		Due to complete Q3 23/24
Progress the workstreams in the Amenities Review	Q2 23/24	Completed	Q3 23/24			Completed Q2 23/24

7.5

Fleet Rationalisation [Sustainable Business Travel] Q3 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Continue low emission approach for provision of heavy fleet	Q2 23/24	On Target	Q3 23/24	On Target		Review by Q4 23/24
Design Sustainable Business Travel Approach and Action Plan	Q2 23/24	Completed	Q3 23/24			Completed Q2 23/24
Reduce size of light fleet	FY 21/22		FY 22/23			

7.6

Waste Q3 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Street Cleanliness Score CP2.07 ENV3c	FY 21/22	93.70 %	FY 22/23	96.10 %	94.40 %	LGBF update - due December
% Household waste recycled CP4.06 ENV6a	FY 21/22	37.4 %	FY 22/23	37.2 %	37.0 %	HC update - due September LGBF update - due December
Deliver RIF Project – Implementation [phased]	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q2 25/26
Deliver the Lochaber Waste Transfer Station Project	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q3 24/25
Delivery Bulky Waste Shredders	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q1 24/25
Net Cost of Waste Collection per Premise ENV1a	FY 21/22	£ 90.50	FY 22/23	£ 87.72	£ 88.66	HC update - due November LGBF update - due December
Net Cost of Waste Disposal per Premise ENV2a	FY 21/22	£ 100.11	FY 22/23	£ 103.06		HC update - due November LGBF update - due December
Net Cost of Street Cleaning per 1000 popn ENV3a	FY 21/22	£ 8,805	FY 22/23	£ 9,880	£ 9,880	HC update - due November LGBF update - due December
% adults satisfied - refuse collection ENV7a	FY 21/22	91.3 %	FY 22/23	92.0 %	86.7 %	LGBF update - due December
% adults satisfied - street cleaning ENV7b	FY 21/22	65.7 %	FY 22/23	69.7 %	58.3 %	LGBF update - due December
Undertake feasibility assessment into Energy from Waste Plant	Q2 23/24	On Target	Q3 23/24	Completed		Completed Q3 23/24

- 7.7 Overall, progress against the PIs and actions is very positive and Members are reminded that this is being achieved within a financial environment including approved Service savings of £1.455m to be delivered as reported earlier in this report.
- 7.8 There are 3 actions reporting some slippage. It is intended that the Community Benefits Policy will be reported to this Committee for Member consideration in May 24. Work continues on compiling the Business Case reviewing resources pertaining to water sampling services and this will be completed by March 24. Work also continues on the review of the Community Volunteering Policy, and it is anticipated that this will complete by Quarter 2 24/25.

8. Service Risks Mitigation

- 8.1 The Service is further developing the administration of the Service Risk Register to be managed on PRMS. This includes delivery of key projects, availability of parts/stock/vehicles, finance and sustainable workforce.

Designation: Executive Chief Officer, Communities and Place

Date: 13 February 2024

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Appendices: Appendix 1: Communities & Place Service Budget December 2023/24
Appendix 2: Communities & Place Service Budget December 2023/24
Appendix 3: Communities & Place 2023/24 Savings

COMMUNITIES AND PLACE SERVICE BUDGET DECEMBER 2023/24

	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY				
Waste Management Services	24,919	16,683	24,333	(586)
Public Health & Bereavement Services	2,950	3,194	3,045	95
Community Spaces	2,182	3,650	2,239	57
Community Support, Contact & Engagement	3,533	3,431	3,276	(257)
Stores & Logistics	8,428	11,266	9,596	1,168
Administration	1,908	631	2,481	573
TOTAL	43,920	38,855	44,970	1,050
BY SUBJECTIVE				
Staff Costs	38,318	28,725	36,972	(1,346)
Other Expenditure	31,580	26,158	33,610	2,030
Gross Expenditure	69,898	54,883	70,582	684
Grant Income	(306)	97	(650)	(344)
Other Income	(25,672)	(16,125)	(24,962)	710
Total Income	(25,978)	(16,028)	(25,612)	366
NET TOTAL	43,920	38,855	44,970	1,050

Appendix 2

COMMUNITIES AND PLACE SERVICE BUDGET DECEMBER 2023/24

	GROSS EXPENDITURE				VARIANCE ANALYSIS		GROSS INCOME				NET TOTAL			
	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance	£'000 Staff Costs Variance	£'000 Other Costs Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY														
Waste Management Services														
Kerbside Refuse Collections	9,588	7,392	9,927	339	368	(29)	(5,918)	(4,849)	(5,912)	6	3,670	2,543	4,015	345
Waste Disposal (Transfer, Haulage & Landfill)	13,965	9,095	13,952	(13)	(144)	131	(559)	(412)	(664)	(105)	13,406	8,683	13,288	(118)
Recycling Centres, Transfer & Treatment	5,939	4,187	5,923	(16)	90	(106)	(250)	(240)	(847)	(597)	5,689	3,947	5,076	(613)
Street Cleaning	2,204	1,512	2,004	(200)	(208)	8	(50)	(2)	(50)	0	2,154	1,510	1,954	(200)
Public Health and Bereavement Services														
Environmental Health & Regulation	3,300	2,687	3,231	(69)	(142)	73	(867)	(266)	(835)	32	2,433	2,421	2,396	(37)
Bereavement Services, Burials & Cremations	5,700	4,170	5,483	(217)	(333)	116	(6,279)	(4,423)	(6,124)	155	(579)	(253)	(641)	(62)
Public Conveniences	1,361	1,136	1,482	121	48	73	(265)	(110)	(192)	73	1,096	1,026	1,290	194
Community Spaces														
Grounds Maintenance & Play Areas	8,361	6,753	8,091	(270)	(627)	357	(6,179)	(3,103)	(5,852)	327	2,182	3,650	2,239	57
Community Support, Contact and Engagement														
Ward & City Management	534	750	526	(8)	13	(21)	0	(25)	0	0	534	725	526	(8)
Ward Discretionary Grant	1,108	288	1,099	(9)	0	(9)	0	0	0	0	1,108	288	1,099	(9)
Policy & Community Support Co-ordination	437	405	389	(48)	(28)	(20)	(8)	229	(15)	(7)	429	634	374	(55)
Customer Contact (Service Points, Service Centre & Registrars)	2,125	2,242	1,941	(184)	(194)	10	(663)	(458)	(664)	(1)	1,462	1,784	1,277	(185)
Stores and Logistics														
Fleet & Plant	11,407	11,924	12,162	755	(707)	1,462	(3,778)	(1,820)	(3,387)	391	7,629	10,104	8,775	1,146
Stores	1,550	1,466	1,597	47	54	(7)	(996)	(498)	(1,000)	(4)	554	968	597	43
Travel Desk	245	194	224	(21)	(23)	2	0	0	0	0	245	194	224	(21)
Administration														
Service Leadership	2,074	682	2,551	477	487	(10)	(166)	(51)	(70)	96	1,908	631	2,481	573
TOTAL	69,898	54,883	70,582	684	(1,346)	2,030	(25,978)	(16,028)	(25,612)	366	43,920	38,855	44,970	1,050

Appendix 3 – 23/24 savings

Saving Description	Agreed Saving £m	BRAG status
Waste - Team redesign reducing reliance on overtime and agency	0.200	G
Vacancy Management - including opportunity-led by natural turnover, flexible retirements etc. and Attendance Management (especially LTAs)	0.250	G
Community Support & Engagement	0.100	B
Waste: Digitisation of Garden Waste	0.030	A
Waste: Review of Public Holiday Collections	0.050	B
Environmental Health: Review of resource management and structure	0.045	B
Public conveniences – honesty boxes	0.020	G
Garden waste	0.040	G
Registration charges	0.025	B
Review of Site Charging Policy at Storr	0.047	B
Increase charge for Bulky Uplifts	0.005	B
Business Waste Collection - Targeted work already being done	0.300	B
Business Waste Collection - Business growth - securing more customers	0.200	G
Business Waste Collections (Commercial)	0.100	G
Lair Purchases	0.023	B
Provision of Sites Local Operator Services to the AURN (Air Quality)	0.020	B
Total	1.455	