

The Highland Council

Agenda Item	7.b
Report No	RES/04/24

Committee: Corporate Resources

Date: 7 March 2024

Report Title: Performance and Governance – Revenue Budget Monitoring and Service Performance Reporting for Quarter 3: 1 October 2023 to 31 December 2023

Report By: Interim Executive Chief Officer, Performance and Governance

1. Purpose/Executive Summary

- 1.1 This report provides Members with the Q3 2023/24 monitoring statement for Performance and Governance ('the Service'). The Service budget for 2023/24 is £6.339m with a predicted end of year underspend forecast of £0.218m.
- 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 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; and
 - Scrutinise** the Service's 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

- 4.1 Revenue monitoring statements showing actual expenditure up to Quarter 3 and year-end estimates are set out in **Appendix 1 and 2**. The predicted annual expenditure of the Service is £6.122m against a budget of £6.339m, which represents an underspend of £0.218m.
- 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 principal reason for the movement of year end predictions between Quarter 2 and Quarter 3 is the realignment of the Climate Change and Energy Teams from the Performance and Governance budget to the Deputy Chief Executive Budget.

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

- 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 3 the Service lost an average of 2.06 days per employee compared to an average of 3.35 for the Council as a whole.

Performance and Governance

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
Performance and Governance	0.49	0.65	1.15	1.08	2.13	1.53	1.75	2.06
Highland Council	2.22	2.24	1.58	1.89	2.88	2.48	2.08	3.35

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 3 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

	Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24	
Performance and Governance	0		0		3	67 %	1	100 %	2	100 %	4	100 %	2	100 %	2	100 %
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	
Performance and Governance	4	0 %	2	50 %	3	33 %	0		2	50 %	1	100 %	1	0 %	1	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	
Performance and Governance	0		0		1	0 %	1	100 %	0		0		0		1	100 %
Highland Council	57	37 %	38	18 %	34	32 %	22	36 %	15	33 %	32	50 %	32	41 %	28	57 %

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 3 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	Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24	
		25	88 %	32	72 %	33	94 %	31	87 %	47	74 %	43	84 %	29	86 %	26

% 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

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 10- and 30-days during Quarter 3 against a target of 95% and 75%, respectively, was as follows:

Performance and Governance - 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
Performance and Governance	97.7 %	97.8 %	97.2 %	97.4 %	94.4 %	98.5 %	95.4 %	98.1 %
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
Performance and Governance	69.5 %	85.0 %	83.9 %	90.5 %	88.7 %	93.4 %	90.8 %	83.2 %
Highland Council	53.1 %	67.5 %	73.4 %	70.4 %	71.6 %	72.8 %	80.9 %	75.3 %

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 *Performance and Governance - PIs and Actions that Contribute to Corporate Plan*

PIs/Actions in the Corporate Plan	Period	Data	Period	Data	Period	Data
% Gaelic Learner Secondary Pupils CP1.11	AY 20/21	15.95 %	AY 21/22	15.69 %	AY 22/23	14.60 %
% Gaidhlig Secondary Pupils CP1.11	AY 20/21	2.99 %	AY 21/22	3.12 %	AY 22/23	3.14 %
% GM Nursery Pupils CP1.11	AY 20/21	7.16 %	AY 21/22	7.50 %	AY 22/23	8.59 %
New measures and indicators for Gaelic developed as part of the new GLP CP1.11	Q1 23/24	Completed	Q2 23/24		Q3 23/24	
Culture and heritage events promoted through press and social media CP1.12	Q1 23/24	On Target	Q2 23/24	On Target	Q3 23/24	On Target
Highland AR App used to promote Highland heritage and culture CP1.12	Q1 23/24	Completed	Q2 23/24		Q3 23/24	
No. Gaelic culture reports promoted through press releases and social media CP1.12	FY 20/21		FY 21/22		FY 22/23	44
Work with partners to support campaigns to keep public spaces clean and safe CP2.07	Q1 23/24	On Target	Q2 23/24	On Target	Q3 23/24	On Target
ERDs being completed - PGV CP5.01	Q1 23/24	Some Slippage	Q2 23/24	On Target	Q3 23/24	On Target

7. Service Plan Progress

7.1

Corporate Leadership Support , Policy Development & Supporting Elected Members Q3 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	Q2 23/24	On Target	Q3 23/24	On Target		Review Q4 23/24
Effective engagement with parliament and government	Q2 23/24	On Target	Q3 23/24	On Target		Review Q4 23/24
Highland Armed Forces and Veterans' Community Covenant action plan	Q2 23/24	On Target	Q3 23/24	On Target		Review Q4 23/24
Robust internal governance and ELT support	Q2 23/24	On Target	Q3 23/24	On Target		Review Q4 23/24
Members Learning & Training Programme	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q4 23/24
Support external engagement	Q2 23/24	On Target	Q3 23/24	On Target		Review Q4 23/24

Legal & Governance: Provide High-Quality Legal Advice and representation Q3 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Digital solution to store legal files	Q2 23/24	On Target	Q3 23/24	Some Slippage		Due to complete Q4 23/24
Monitor Guardianship applications within 30 days	Q2 23/24	94 %	Q3 23/24	93 %	90 %	
Short Term Lets Licensing Regime	Q2 23/24	On Target	Q3 23/24	Completed		Completed Q3 23/24

Legal & Governance: Tackle Unfair & Unsafe Trading Practices and Assist Business Growth Q3 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Develop new Trading Standards Performance Indicator	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q4 23/24
Cost of Trading Standards, Money Advice and Citizen Advice per 1000 population ENV5a	FY 21/22	£ 8,426	FY 22/23	£ 8,548	£ 10,573	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 Q3 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Culture and heritage events promoted through press and social media CP1.12	Q2 23/24	On Target	Q3 23/24	On Target		Target is ongoing. Review Q4 23/24.
Highland AR App used to promote Highland heritage and culture CP1.12	Q2 23/24		Q3 23/24			Completed Q1 23/24
Work with partners to support campaigns to keep public spaces clean and safe CP2.07	Q2 23/24	On Target	Q3 23/24	On Target		Target is ongoing
Monitor and report Business Continuity training uptake and plan completion	Q2 23/24	On Target	Q3 23/24	On Target		Review Q4 23/24
Ranking for Scottish LAs for Social Media	Q2 23/24	10	Q3 23/24	10	10	
Report debrief learning in Resilience Group action plans	Q2 23/24	On Target	Q3 23/24	On Target		Review Q4 23/24
Report on and increase overall engagement stats for social media	Q2 23/24	On Target	Q3 23/24	On Target		Reported and published regularly
Rolling programme of face-to-face and Teams staff engagement	Q2 23/24	On Target	Q3 23/24	On Target		Review Q4 23/24

Corporate Performance, Audit & Information Governance: Information Governance Q3 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Develop the Business Intelligence action plan	Q2 23/24	On Target	Q3 23/24	Some Slippage		Due to complete Q3 23/24
Implement the cross-service Information Governance action plan	Q2 23/24	On Target	Q3 23/24	Some Slippage		Due to complete Q3 23/24
Increase completion of Information Management Training: Elected Members	Q2 23/24	36 %	Q3 23/24	39 %		
Increase completion of Information Management Training: Staff	Q2 23/24	59 %	Q3 23/24	60 %		
Reduce data breaches reported to ICO	FY 21/22		FY 22/23	5		

Corporate Performance, Audit & Information Governance: Risk Management Q3 23/24

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

Corporate Performance, Audit & Information Governance: Performance Reporting Q3 23/24

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

Corporate Performance, Audit & Information Governance: Audit & Fraud Q3 23/24

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

Legal & Governance: Elections Q3 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Digital Accessibility Project	Q2 23/24	On Target	Q3 23/24	On Target		Review Q4 23/24
High performance standards for Returning Officer	Q2 23/24	On Target	Q3 23/24	Completed		Review Q4 23/24
Polling Station Review	Q2 23/24	On Target	Q3 23/24	Completed		Due to complete Q4 23/24
Support work of Electoral Commission reviewing Parliamentary Election forms	Q2 23/24	Some Slippage	Q3 23/24	Some Slippage		Review Q4 23/24

Legal & Governance: Effective Governance Arrangements Q3 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	Q2 23/24	On Target	Q3 23/24	On Target		Due to complete Q4 23/24
Review arrangements for managing Council business	Q2 23/24	On Target	Q3 23/24	Completed		Due to complete Q3 23/24
Issue Committee papers 10 days prior to meetings	Q2 23/24		Q3 23/24			Data expected quarterly

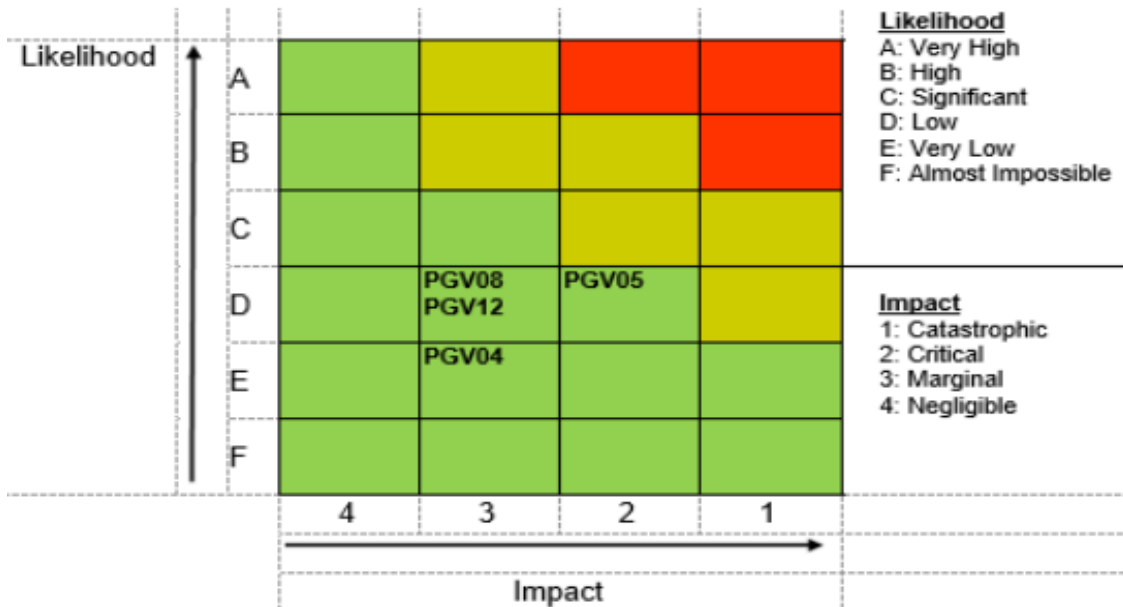
Gaelic: Promote, support and develop Gaelic language and culture Q3 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
% Gaelic Learner Secondary Pupils CP1.11	AY 21/22	15.69 %	AY 22/23	14.60 %		Update due January
% Gaidhlig Secondary Pupils CP1.11	AY 21/22	3.12 %	AY 22/23	3.14 %		Update due January
% GM Nursery Pupils CP1.11	AY 21/22	7.50 %	AY 22/23	8.59 %		Update due January
% GM Primary Pupils CP1.11	AY 21/22	6.44 %	AY 22/23	6.64 %		Update due January
New measures and indicators for Gaelic developed as part of the new GLP CP1.11	Q2 23/24		Q3 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



Designation: Interim Executive Chief Officer, Performance and Governance

Date: 14 February 2024

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Appendices: Appendix 1: Service Revenue Expenditure Monitoring Report
 Appendix 2: Service Budget 2023/24 December Monitoring
 Appendix 3: Savings BRAG Status

PERFORMANCE & GOVERNANCE Revenue Expenditure Monitoring Report

APPENDIX 1

1 April 2023 to 31 December 2023

	£000 Actual Year To Date	£000 Annual Budget	£000 Year End Estimate	£000 Year End Variance	
BY ACTIVITY					
Members	1,459	1,759	1,734	(25)	
Performance & Governance Corporate	394	428	441	13	
Performance & Governance Directorate	644	858	789	(69)	
Emergency Planning	38	51	44	(6)	
Corporate Communications	321	372	394	22	
Legal Services	792	412	353	(58)	
Licensing	(3,518)	(419)	(296)	122	
Democratic Services	537	760	643	(117)	
Elections	201	209	322	113	
Trading Standards	597	758	706	(52)	
Corporate Audit & Performance	756	1,153	991	(161)	
Energy & Sustainability	0	0	0	0	
Total	2,221	6,339	6,122	(218)	0 0 0
BY SUBJECTIVE					
Staff Costs	6,369	7,296	7,483	187	
Other Expenditure	571	536	743	206	
Gross Expenditure	6,939	7,832	8,226	394	
Grant Income	(34)	(41)	(63)	(22)	
Other Income	(4,684)	(1,452)	(2,041)	(589)	
Total Income	(4,718)	(1,493)	(2,104)	(611)	
	2,221	6,339	6,122	(218)	

Notes

1. %age of Annual Expenditure	Sep 23/24	35%
	Sep 22/23	69%

PERFORMANCE & GOVERNANCE BUDGET 2023/24 - DECEMBER MONITORING

	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
BY ACTIVITY														
Members														
Members	1,759	1,460	1,735	(24)	(17)	(7)	(1)	(1)	(1)	(1)	1,759	1,459	1,734	(25)
Performance & Governance Corporate														
Performance & Governance Corporate	428	394	441	13	(4)	18	0	(1)	(1)	(1)	428	394	441	13
Performance & Governance Directorate														
Performance & Governance Directorate	858	644	789	(69)	(85)	(108)	0	0	0	0	858	644	789	(69)
Communications & Resilience														
Corporate Communications	392	376	469	(392)	(382)	20	(20)	(55)	(74)	20	372	321	394	22
Emergency Planning	76	77	78	(76)	1	(0)	(26)	(39)	(33)	(8)	51	38	44	(6)
Corporate Governance														
Legal	425	874	490	(425)	59	6	(13)	(82)	(137)	(124)	412	792	353	(58)
Licensing	863	949	1,324	(863)	438	23	(1,281)	(4,467)	(1,620)	(339)	(419)	(3,518)	(296)	122
Democratic Services	812	537	726	(322)	(106)	19	(52)	0	(83)	(30)	760	537	643	(117)
Elections	209	207	328	1,114	4	115	0	(6)	(6)	(6)	209	201	322	113
Trading Standards	858	664	855	(132)	(3)	0	(100)	(67)	(149)	(49)	758	597	706	(52)
Corporate Audit & Performance														
Corporate Audit & Performance	1,153	756	991	(161)	(157)	(167)	0	0	0	0	1,153	756	991	(161)
Energy & Sustainability														
Energy & Sustainability	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	7,832	6,939	8,226	(1,336)	(251)	(81)	(1,493)	(4,718)	(2,104)	(537)	6,339	2,221	6,122	(218)

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	