

Agenda Item	<b>5.b</b>
Report No	<b>RES/12/24</b>

**Committee:** Corporate Resources

**Date:** 6 June 2024

**Report Title:** Performance and Governance Service: Performance Monitoring - 1  
January 2024 to 31 March 2024

**Report By:** Interim Executive Chief Officer, Performance and Governance

## 1. Purpose/Executive Summary

1.1 This report also provides performance information on:

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

1.2 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:

- Scrutinise** and **Note** the Service's performance and risk information; and
- Agree** the suggested removal of actions as set out in paragraph 6 of the report.

## 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 Performance - Corporate Indicators**

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

**4.2 Service Attendance Management**

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

4.2.2 In Quarter 4 the Service lost an average of 2.08 days per employee compared to an average of 3.48 for the Council as a whole.

**Performance and Governance**

**Average number working days per employee lost through sickness absence**

Average Days Lost	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24
Performance and Governance	0.65	1.15	1.08	2.13	1.53	1.75	2.06	2.08
Highland Council	2.24	1.58	1.89	2.88	2.48	2.08	3.35	3.48

**4.3 Service Complaints Response Times**

4.3.1 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’).

4.3.2 Performance for complaints during Quarter 4 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**

	Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24	
<b>Performance and Governance</b>	0		3	<b>67 %</b>	1	<b>100 %</b>	2	<b>100 %</b>	4	<b>100 %</b>	2	<b>100 %</b>	2	<b>100 %</b>	4	<b>100 %</b>
<b>Highland Council</b>	170	<b>61 %</b>	163	<b>90 %</b>	137	<b>93 %</b>	101	<b>90 %</b>	159	<b>92 %</b>	132	<b>78 %</b>	150	<b>80 %</b>	189	<b>76 %</b>

**Investigation Resolution within 20 days**

	Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24	
<b>Performance and Governance</b>	2	<b>50 %</b>	3	<b>33 %</b>	0		2	<b>50 %</b>	1	<b>100 %</b>	1	<b>0 %</b>	1	<b>100 %</b>	1	<b>100 %</b>
<b>Highland Council</b>	65	<b>46 %</b>	54	<b>31 %</b>	49	<b>47 %</b>	63	<b>41 %</b>	97	<b>63 %</b>	85	<b>49 %</b>	67	<b>48 %</b>	98	<b>45 %</b>

**Escalated Resolution within 20 days**

	Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24	
<b>Performance and Governance</b>	0		1	<b>0 %</b>	1	<b>100 %</b>	0		0		0		1	<b>100 %</b>	0	
<b>Highland Council</b>	38	<b>18 %</b>	34	<b>32 %</b>	22	<b>36 %</b>	15	<b>33 %</b>	32	<b>50 %</b>	32	<b>41 %</b>	28	<b>57 %</b>	34	<b>35 %</b>

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

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

4.4.2 The performance for FOI response times during Quarter 4 against a corporate target of 90% was as follows:

**Freedom of Information Requests - Performance and Governance**

**% of FOIs closed compliant with the legislative timescale**

<b>% FOIs Compliant - Performance and Governance</b>	Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24	
	32	<b>72 %</b>	33	<b>94 %</b>	31	<b>87 %</b>	47	<b>74 %</b>	43	<b>84 %</b>	29	<b>86 %</b>	26	<b>92 %</b>	51	<b>80 %</b>

<b>% FOIs Compliant - Highland Council</b>	Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24	
	462	<b>73 %</b>	364	<b>82 %</b>	478	<b>81 %</b>	536	<b>75 %</b>	399	<b>84 %</b>	333	<b>88 %</b>	338	<b>89 %</b>	548	<b>77 %</b>

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%.

4.4.3 During Quarter 4 the CRIT team focussed resource on dealing with the historic FOI backlog with good success. However, a consequence of this focus contributed to reduced performance in relation to more recent FOI requests, and this is reflected in both the P&G and council wide figures for Quarter 4.

## 4.5 Service Invoice Payment Times

4.5.1 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.

4.5.2 The performance for invoice payment times within 30- and 10-days during Quarter 4 against a target of 95% and 75%, respectively, was as follows:

### Performance and Governance - Invoice Payments

Invoice Payment within 30 days	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24
Performance and Governance	97.8 %	97.2 %	97.4 %	94.4 %	98.5 %	95.4 %	98.1 %	94.8 %
Highland Council	94.1 %	94.2 %	95.1 %	94.9 %	95.1 %	96.7 %	95.6 %	93.6 %

Invoice Payment less than 10 days	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24
Performance and Governance	85.0 %	83.9 %	90.5 %	88.7 %	93.4 %	90.8 %	83.2 %	79.3 %
Highland Council	67.5 %	73.4 %	70.4 %	71.6 %	72.8 %	80.9 %	75.3 %	69.7 %

## 5. Service Contribution to the Performance Plan

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

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	Q2 23/24		Q3 23/24		Q4 23/24	
Culture and heritage events promoted through press and social media    CP1.12	Q2 23/24	On Target	Q3 23/24	On Target	Q4 23/24	On Target
Highland AR App used to promote Highland heritage and culture    CP1.12	Q2 23/24		Q3 23/24		Q4 23/24	
No. Gaelic culture reports promoted through press releases and social media    CP1.12	FY 21/22		FY 22/23	44	FY 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	Q4 23/24	On Target
ERDs being completed - PGV    CP5.01	Q2 23/24	On Target	Q3 23/24	On Target	Q4 23/24	On Target

## 6. Service Plan Progress

6.1

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

An officer review of the Service Plan has led to the proposal that all above actions have either been completed or are business as usual and should be removed.

6.2

Legal & Governance: Provide High-Quality Legal Advice and representation Q4 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Digital solution to store legal files	Q3 23/24	Some Slippage	Q4 23/24	Some Slippage		Due to complete Q4 23/24
Monitor Guardianship applications within 30 days	Q3 23/24	93 %	Q4 23/24	88 %	90 %	
Short Term Lets Licensing Regime	Q3 23/24	Completed	Q4 23/24			Completed Q3 23/24

The intention to create a stand-alone “digital solution to store legal files” has been overtaken by a corporate project for document storage. As legal files will in time be able to be held on this system it is no longer thought necessary to have this action in the Service Plan and removal is therefore proposed.

6.3

Legal & Governance: Tackle Unfair & Unsafe Trading Practices and Assist Business Growth Q4 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Develop new Trading Standards Performance Indicator	Q3 23/24	On Target	Q4 23/24	Completed		Due to complete Q4 23/24
Cost of Trading Standards, Money Advice and Citizen Advice per 1000 population    ENV5a	FY 22/23	£ 8,548	FY 23/24		£ 10,573	annual update November
Trading Standards - business advice - 14 days	FY 22/23	81.60 %	FY 23/24		84.3 %	annual update June

6.4

Communications & Resilience: Internal & External Communications Q4 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	Q3 23/24	On Target	Q4 23/24	On Target		Target is ongoing. Review Q4 23/24.
Highland AR App used to promote Highland heritage and culture    CP1.12	Q3 23/24		Q4 23/24			Completed Q1 23/24
Work with partners to support campaigns to keep public spaces clean and safe    CP2.07	Q3 23/24	On Target	Q4 23/24	On Target		Target is ongoing
Monitor and report Business Continuity training uptake and plan completion	Q3 23/24	On Target	Q4 23/24	On Target		Review Q4 23/24
Ranking for Scottish LAs for Social Media	Q3 23/24	10	Q4 23/24	10	10	
Report debrief learning in Resilience Group action plans	Q3 23/24	On Target	Q4 23/24	On Target		Review Q4 23/24
Report on and increase overall engagement stats for social media	Q3 23/24	On Target	Q4 23/24	On Target		Reported and published regularly
Rolling programme of face-to-face and Teams staff engagement	Q3 23/24	On Target	Q4 23/24	On Target		Review Q4 23/24

6.5

Corporate Performance, Audit & Information Governance: Information Governance Q4 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Develop the Business Intelligence action plan	Q3 23/24	Some Slippage	Q4 23/24	Some Slippage		Due to complete Q3 23/24
Implement the cross-service Information Governance action plan	Q3 23/24	Some Slippage	Q4 23/24	Some Slippage		Due to complete Q3 23/24
Increase completion of Information Management Training: Elected Members	Q3 23/24	39 %	Q4 23/24	39 %		
Increase completion of Information Management Training: Staff	Q3 23/24	60 %	Q4 23/24	61 %		
Reduce data breaches reported to ICO	FY 22/23	5	FY 23/24			

6.5.1 The action to “Develop the Business Intelligence action plan” will be picked up in the corporate project for Data and Digital Solutions within the Operational Delivery Plan, therefore it is no longer thought necessary to have this action in the Service Plan and removal is proposed.

6.5.2 The action to “Implement the cross-service Information Governance action plan” now requires a lower priority due to competing demands within the Operational Delivery Plan.

6.6

Corporate Performance, Audit & Information Governance: Risk Management Q4 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Review and improve Risk Management approach	Q3 23/24	Some Slippage	Q4 23/24	Completed		Due to complete Q3 23/24

6.7

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

6.7.1 The action to “Review Public Performance Reporting Framework” has some slippage in relation to the target date, this is because of the Performance Reporting of the Delivery Plan and the revised Performance Plan supporting the Corporate Programme. A new target date of Q4 24/25 is proposed.

6.8

Corporate Performance, Audit & Information Governance: Audit & Fraud Q4 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	Q3 23/24		Q4 23/24			Completed Q2 23/24
Develop a quarterly Audit indicator	Q3 23/24	Some Slippage	Q4 23/24	Some Slippage		Due to complete Q3 23/24

6.8.1 The action “Develop a quarterly Audit indicator” has been reviewed and it is considered that it would not add value beyond the existing internal audit reporting to the Audit Committee. It is therefore proposed to remove this action from the Service Plan.

6.9

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

6.10

Legal & Governance: Effective Governance Arrangements Q4 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	Q3 23/24	On Target	Q4 23/24	Completed		Due to complete Q4 23/24
Review arrangements for managing Council business	Q3 23/24	Completed	Q4 23/24			Due to complete Q3 23/24
Issue Committee papers 10 days prior to meetings	Q3 23/24		Q4 23/24	72 %		Data expected quarterly

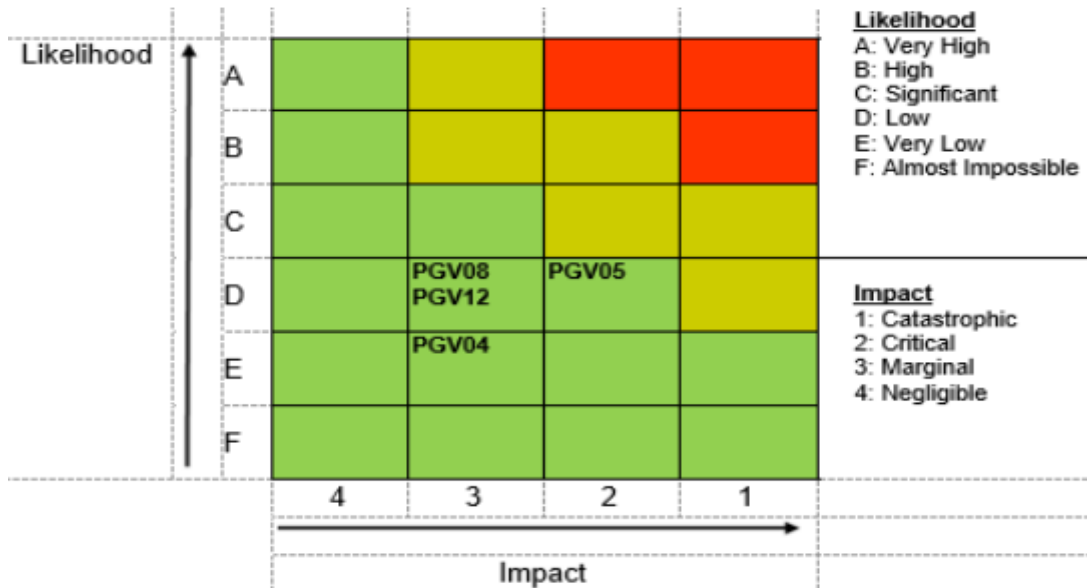
6.11

Gaelic: Promote, support and develop Gaelic language and culture Q4 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 %		annual update January
% Gaidhlig Secondary Pupils    CP1.11	AY 21/22	3.12 %	AY 22/23	3.14 %		annual update January
% GM Nursery Pupils    CP1.11	AY 21/22	7.50 %	AY 22/23	8.59 %		annual update January
% GM Primary Pupils    CP1.11	AY 21/22	6.44 %	AY 22/23	6.64 %		annual update January
New measures and indicators for Gaelic developed as part of the new GLP    CP1.11	Q3 23/24		Q4 23/24			Completed Q1 23/24

7. Service Risks

7.1

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



Designation: Interim Executive Chief Officer, Performance and Governance

Date: 15 May 2024

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