

# Performance and Governance Coileanadh agus Riaghlachas

Directorate Service Plan (2017-2022)

Plana Seirbheis na Buidhne-stiùiridh (2017-2022)

(Updated 26 May 2021)

(Ùraichte 26 Cèitean 2021)

# Ambitious

# Sustainable

# Connected

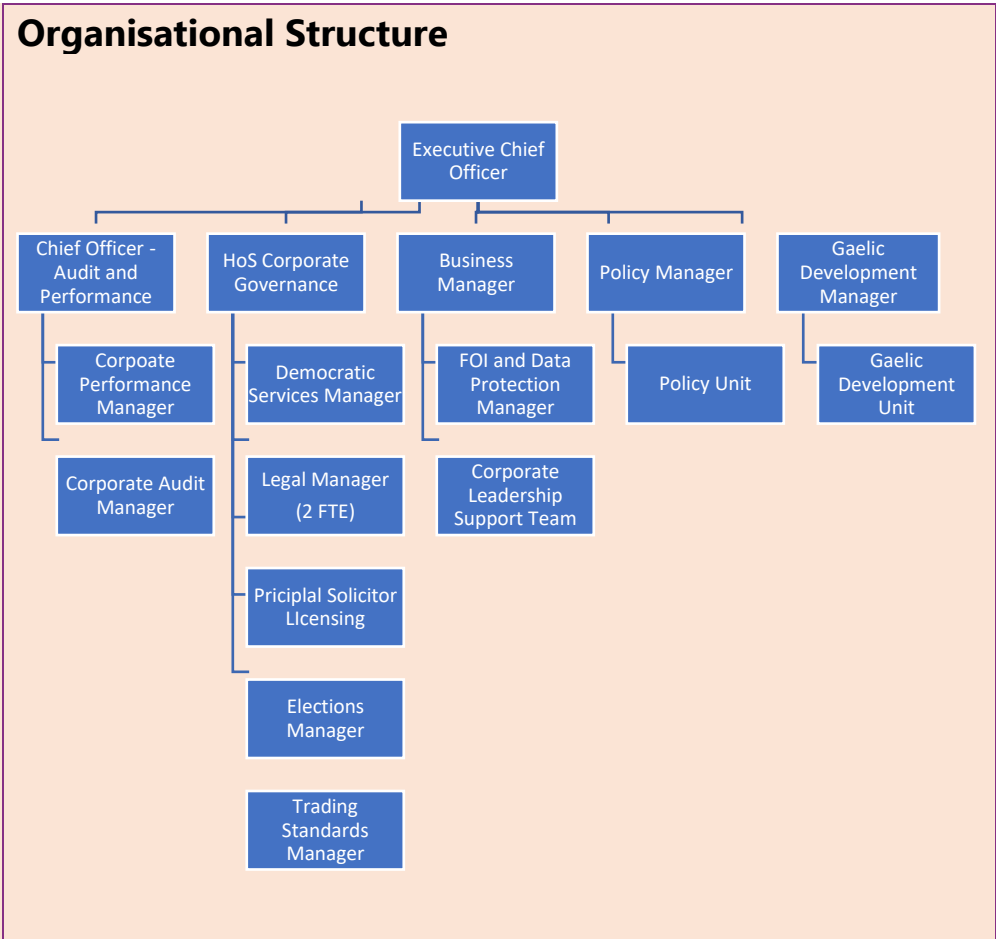
Key Priorities Prìomhachasan		Key Performance Indicators Prìomh Thaisbeanairean Coileanaidh
Through the work of the new Policy Development Unit support Members to represent and promote the Highlands.	Support the Council Administration and all Service Directorates to implement the Council's Programme.	<ul style="list-style-type: none"> <li>• Agree and report annually priorities to represent and promote the Highlands;</li> <li>• Cost of Internal Audit (per £m Council net expenditure);</li> <li>• Meeting Statutory Duties on Public Performance Reporting and Risk;</li> <li>• Directorate- average days absence per employee;</li> <li>• Directorate - Invoices payments within 30 days;</li> <li>• Directorate - FOI requests met within 20 days;</li> <li>• Time taken to respond to complaints (Stage 1- 5 days, Stage 2 – 20 days);</li> <li>• Annual Code of Corporate Governance approved and monitored.</li> <li>• Annual report to Council on progress delivering the Council's BVAR Improvement Plan.</li> <li>• Delivery of Gaelic Language Plan 3 targets</li> <li>• Cost of Trading Standards per 1000 population</li> <li>• During 2021/22 a new service-wide performance framework will be developed drawing on a range of data, external reports and self-evaluation. KPIs to use will be refreshed.</li> </ul>
Deliver effective elections management which achieve accurate results and maintain the confidence of the electorate.	Ensure there are effective governance arrangements in place including the annual Code of Corporate Governance.	
Deliver an effective statutory internal audit service. Robust arrangements for the prevention of fraud and effective detection and investigation of fraud.	Ensure corporate performance is effectively measured, reported, scrutinised and used to improve services and deliver Best Value. Ensure the statutory duty of Public Performance Reporting is achieved.	
Support the Council to embed effective corporate risk management processes.	Promote & Support Gaelic language and culture.	

Protect Highland consumers and businesses by tackling unfair and unsafe trading practices and assist business growth through best practice.	Deliver an effective internal and external communications service, to inform service users, and promote confidence in Council's use of resources.	
Support the Recovery Improvement and Transformation Programme and jointly sponsor Climate Change and Energy; Digital Transformation; Economic Development.	Ensure resilience to plan effectively for risks and respond to emergencies. Ensure the Council meets statutory resilience obligations within the Civil Contingencies Act and other legislation.	
Offer effective support to meetings of the Council, its Committees and ALEOs.	Support the Council and its services through the provision of high-quality legal advice.	
Support the delivery of the Council's Best Value Assurance Report (BVAR) Improvement Plan.	Ensure the Council has robust Information Management and Information Risk processes and procedures in place.	

# Resources

## Goireasan

Revenue Budget	
Section	
Exec Office & Directorate	477,195
Cosla	126,054
Information Management	76,646
Members	1,711,322
Communications & Resilience	244,399
Legal Services	352,670
Licensing	(419,214)
Democratic Services	662,311
Elections	240,512
Trading Standards	662,979
Audit & Performance	885,126
Gaelic Development	720,929
<b>Grand Total</b>	<b>5,740,929</b>



The Directorate receives approximately £4M income in addition to the base budget. The major sources of this relate to a range of regulatory and licensing activities plus grants relating to Gaelic development from the Scottish Government and Bòrd na Gàidhlig.

# Delivering the Corporate Plan

## A' Lìbhrigeadh a' Phlana Chorpóra

	Performance Analysis	Target	Actions
<b>Support the Council's engagement with Government bodies and influence national policy on the Council's agreed policies and investment priorities.</b>	Report to Council to demonstrate the breadth and effectiveness of national engagement.	Annually	Report to Council.
<b>Absence (non-teaching) LGBF CORP6b</b>	Data is not yet available for the new organisation structure. Continue to ensure that absence management policies are adhered to and staff wellbeing is a focus for the Directorate. Set targets for improvement once baseline data is available. Functions which make up the new Directorate have consistently performed well and <b>for 2020/21 Absence Days Lost per Employee was 2.14 days compared to 6.44 days for the Council overall.</b>	Quarterly ongoing	Report absence to Corporate Resources Committee quarterly. Manage absence to maintain high performance and contribute to the annual corporate target of less than 10.12 days by 2021/22.

<b>Reduce Staff and Member Travel Costs</b>	Monitor staff and Member travel ensuring use of grey fleet is maximised.	Monthly review and reporting September annually	Monitor and report annually to Corporate Resources Committee. Manage and reduce costs to contribute to the corporate target of reducing staff travel costs to £2.3m by 2021/22 and the recurring Service savings in the Members' budget of £20,000
<b>Maintain recruitment controls to shape the workforce and align with budget and service delivery priorities</b>	Ensure strong governance around recruitment in the Directorate contributing to corporate policy and controls	Annual performance report to Council – September Annually	Contribute to annual performance report on recruitment controls.
<b>Promote and support the Gaelic language and culture through the 3rd generation Gaelic Language Plan (GLP)</b>	Delivery monitored through PRMS. 4 <sup>th</sup> iteration of the GLP in development building on previous plans.	Quarterly Report on progress to the Gaelic Committee. Annual report to Council each Autumn	Contribute to the Council annual performance report on Corporate Plan outcome 2.7 on GLP. Utilise the Council's Corporate Performance Reporting System (PRMS) to monitor and enable quarterly performance reports to Committee.
<b>Review structures and governance arrangements to ensure we are adaptive to our local and Highland-wide priorities</b>	Review Autumn 2022 and report to Council thereafter	3 <sup>rd</sup> Quarter 2021	Engage with Members and officers following the summer recess to undertake a SWOT analysis of current arrangements and make recommendations

# Successes and Areas for Improvement and Development

## Soirbheasan agus Raointean airson Leasachadh

	Successes	Areas for Improvement and Development
<b>Corporate Performance and Corporate Risk Management</b>	<ul style="list-style-type: none"> <li>✓ Completed review of Directorate Service Planning guidance in response to BVAR (January 2021).</li> <li>✓ Completed review and refreshed approach to SPI and Benchmarking reporting or March 2021 Council.</li> <li>✓ Completed review of the Council’s approach to Corporate Risk Management including Strategy (March 2021).</li> <li>✓ Piloted Power BI to improve data visualisation across the Council (January 2021).</li> <li>✓ Presented Corporate and Public Performance Reporting include progress against targets and benchmarks to October 2020 Council.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Ensure that public performance reporting is based on assessment of progress against targets and meets Best Value requirements.</li> <li>❖ Embedding corporate performance and risk management processes across new Council structure.</li> <li>❖ Developing dashboards to improve access and understanding of Council’s Corporate Performance Indicators.</li> <li>❖ Further develop the use of PRMS and Power BI to improve the use of data.</li> <li>❖ Develop corporate performance reporting to further improve PPR.</li> <li>❖ Self-Evaluation - implement a corporate process for critical self-evaluation and review the work of high performing Councils to inform the approach.</li> <li>❖ Commence development of Corporate Plan 2022-2027</li> </ul>

	Successes	Areas for Improvement and Development
<b>Internal Audit &amp; Fraud Investigation</b>	<ul style="list-style-type: none"> <li>✓ Completed review of the governance arrangements for the Audit &amp; Scrutiny Committee.</li> <li>✓ HC Whistleblowing Policy reviewed and transferred to Fraud Team Management. New procedures in place.</li> <li>✓ Internal Audit Plan approved.</li> <li>✓ Annual survey of Members of the effectiveness of Audit &amp; Scrutiny Committee.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Promoting good practice in the prevention and detection of fraud.</li> <li>❖ Support Members to undertake more effective scrutiny.</li> <li>❖ Improve reporting format of progress against Internal Audit Plan.</li> <li>❖ Undertake programme of learning visits to other Councils to review and ensure best practice approach to Audit</li> </ul>
<b>Trading Standards</b>	<ul style="list-style-type: none"> <li>✓ Dealing with Trading Standards matters during the pandemic, in particular scams, premises restrictions, product safety and consumer refunds.</li> <li>✓ Assisting local businesses with new trading obligations relating to EU Exit.</li> <li>✓ Continuing to improve situation for Highland buyers in relation to internet delivery surcharges.</li> <li>✓ Protecting vulnerable consumers such as elderly through anti-scams work including call-blocker installations.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Restart work suspended or reduced during pandemic restrictions, e.g.:               <ul style="list-style-type: none"> <li>• Tobacco and age restricted sales</li> <li>• Weights and Measures calibration</li> </ul> </li> </ul>



	Successes	Areas for Improvement and Development
<b>Legal Services</b>	<ul style="list-style-type: none"> <li>✓ Even without adjusting for Covid Conveyancing &amp; Commercial are managing an increased workload in 2020 over 2019.</li> <li>✓ Digitisation of work processes ongoing.</li> <li>✓ Supported remote regulatory meetings and prepared meeting protocols.</li> <li>✓ Review of Scheme of Delegation in respect of planning applications.</li> </ul>	<ul style="list-style-type: none"> <li>❖ GDPR compliance work requires completion during 2021 (File storage &amp; destruction).</li> <li>❖ Conveyancing &amp; Commercial plan to offer 'legal surgeries' to services.</li> <li>❖ Implement full digitisation of legal records as part of the Digital Transformation Programme.</li> </ul>
<b>Democratic Services</b>	<ul style="list-style-type: none"> <li>✓ Supported the move to online/virtual Committee and Council meetings.</li> <li>✓ Developed a SharePoint site to allow for the electronic distribution of papers including a system for secure distribution of confidential papers.</li> <li>✓ Developed an electronic voting system in conjunction with ICT Services.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Supporting Services to ensure papers are distributed in accordance with Standing Orders.</li> <li>❖ Support the Redesign Board's review of hard copy report distribution.</li> <li>❖ Support review of area support arrangements – Autumn 2021.</li> <li>❖ Preparation for new Council 2022.</li> </ul>

<b>Data Protection, FOI and Scottish Public Services Ombudsman</b>	<b>Successes</b>	<b>Areas for Improvement and Development</b>
	<ul style="list-style-type: none"> <li>✓ Supported Council staff and Councillors in relation to emergency powers and how these affected the processing of personal data.</li> <li>✓ Advised on the Council’s implementation of “helping hands” to ensure that the correct balance was struck between emergency powers and data protection principles.</li> <li>✓ Implementation of FOI action plan in relation to Scottish Information Commissioner’s intervention.</li> <li>✓ Participation in development of the Customer Improvement and Resolution Team (an outcome of the FOI action plan) to improve compliance with information requests and complaints management.</li> <li>✓ Participation in the progress and development of the new customer relationship management system including new processes for FOI requests and complaints.</li> <li>✓ Reduction in cases proceeding to the SPSO and upheld</li> </ul>	<ul style="list-style-type: none"> <li>❖ Provision of training and support for the newly established Customer Improvement and Resolution Team.</li> <li>❖ Testing and improvement of CRM processes for FOI and complaints including data verification and reporting.</li> <li>❖ Review and update publication scheme.</li> <li>❖ Completion of FOI action plan and conclusion of intervention.</li> <li>❖ Review of corporate information governance and risk to establish standards for information management including the processing of personal data.</li> <li>❖ Review and analysis of Secondary school use of pupil data with a view to agreeing strategy and standardisation.</li> <li>❖ Refresh Information Management Governance Board.</li> <li>❖ Agree Information Audit schedule.</li> <li>❖ Provide training and induction to new elected Members May 2022.</li> </ul>

<b>Gaelic Language &amp; Culture</b>	<b>Successes</b>	<b>Areas for Improvement and Development</b>
	<ul style="list-style-type: none"> <li>✓ Re-established the Gaelic Committee with an agreed workplan.</li> <li>✓ Quarterly reporting of progress against the GLP3 commitments through PRMS.</li> <li>✓ Regular and positive key partnership engagement activity.</li> <li>✓ Commitment to review Vision and Strategy recognising Highland as the largest provider of Gaelic Education in Scotland.</li> <li>✓ Digital adaptations creating legacy resources for learning and professional development.</li> <li>✓ Adapted Gaelic Adult learning and family classes delivered as live sessions online.</li> <li>✓ Adapted Gaelic 0-3 groups to online networks.</li> <li>✓ Bilingual press releases, provided for matters relating to Gaelic, now appear in Gaelic first on the Council’s website.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Review funding agreements with partner’s delivering outcomes of GLP3.</li> <li>❖ Further develop the use of networks to collaborate and enhance impact and resources available.</li> <li>❖ Review parental engagement with 0-5 groups and Gaelic awareness activity to mitigate recent drop in ELC enrolment.</li> <li>❖ Support Members to undertake effective scrutiny and develop cross-working on Gaelic education with the Education Committee.</li> <li>❖ Support schools to include website information on Gaelic Medium provision and Gaelic visibility in communication.</li> <li>❖ Engage with stakeholders to begin a 3-18 GME feasibility study in Inverness.</li> <li>❖ Complete review of Highland Vision and Strategy for Gaelic Development.</li> <li>❖ Support the Royal National Mod in Inverness October 2021.</li> <li>❖ Enhance corporate presence of Gaelic across all Council services and increase number of staff learning and using Gaelic.</li> </ul>

<b>Corporate Communications &amp; Resilience</b>	<b>Successes</b>	<b>Areas for Improvement and Development</b>
	<ul style="list-style-type: none"> <li>✓ Initiated and maintained the emergency response to COVID-19 based on the Council’s Resilience framework.</li> <li>✓ Delivered COVID-19 messaging externally and internally.</li> <li>✓ Successful partnership work with LRP to address risks.</li> <li>✓ Delivery of off-site plans for COMAH and Nuclear sites.</li> <li>✓ Successful Office of Nuclear Radiation (ONR) audit.</li> <li>✓ Delivery of Resilience training use of social media to reach wider audiences (eg TikTok).</li> <li>✓ Introduction of Staff Connections engagement sessions and online access to information.</li> <li>✓ Enhanced digital communications (video productions).</li> </ul>	<ul style="list-style-type: none"> <li>❖ Further develop learning from debriefs to inform policies and response.</li> <li>❖ Develop resilience training packages.</li> <li>❖ Further develop training in Plain English across Council.</li> <li>❖ Develop staff and public information resources through film unit with enhanced focus on digital and visual/audio communications.</li> <li>❖ Develop a central coordinated marketing and campaigns resource.</li> </ul>

<b>Corporate Leadership Support/Policy Development</b>	<b>Successes</b>	<b>Areas for Improvement and Development</b>
	<ul style="list-style-type: none"> <li>✓ Established and supported virtual all-Member Covid-19 briefings.</li> <li>✓ Undertook lobbying activity on a range of issues.</li> <li>✓ Good practice guidance for governance arrangements during COVID-19.</li> <li>✓ Restructured the Corporate Leadership Support Team to provide effective support to senior officers.</li> <li>✓ Member Development Programme designed.</li> <li>✓ Support for Members workshops and seminars.</li> <li>✓ Supported Tactical and Gold COVID-19 meetings.</li> <li>✓ Introduced new Member expenses system.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Establish new Policy Unit.</li> <li>❖ Review Programme for Government and identify lobbying/influencing opportunities.</li> <li>❖ Enhance capacity to support corporate objectives.</li> <li>❖ Delivery of the Member development programme.</li> <li>❖ Design and deliver new Member induction 2022.</li> <li>❖ Support new Administration and development of new Council Programme 2022.</li> <li>❖ Work with the Chief Executive other Directorates to develop and deliver the Leadership Development Programme</li> </ul>

<b>Elections</b>	<b>Successes</b>	<b>Areas for Improvement and Development</b>
	<ul style="list-style-type: none"> <li>✓ Delivery of a successful by-election under COVID-19 conditions.</li> <li>✓ Delivery of a successful Scottish Parliament elections across three count centres under COVID safe conditions.</li> <li>✓ Enhanced communication through use of electronic information screens and live You Tube coverage through communications team.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Undertake full review and lessons learned from Scottish Parliamentary Election.</li> <li>❖ Seek to improve engagement with the Boundary Commission.</li> <li>❖ Review of polling districts following outcome of Boundary Commission Review.</li> <li>❖ Engagement with Crofting Commission elections in 2022.</li> <li>❖ Preparation for local government elections in 2022 and e-count.</li> </ul>

# Improvement Actions for 2020/21

## Gnìomhan Leasachaidh airson 2020/21

	Improvement Actions	How we will measure success
<b>Corporate Performance</b>	<ul style="list-style-type: none"> <li>Review the approach to performance monitoring reports to Strategic and Area Committees in collaboration with the Finance Team.</li> <li>Develop dashboards to improve access and visualisation of the Council's performance.</li> <li>Develop corporate and Public Performance Reporting (PPR) to include measuring progress against targets and benchmarks in line with BVAR recommendations.</li> <li>Implement a Directorate Service Planning process based on data analysis to inform improvement activity and enable Strategic Committees to monitor progress.</li> <li>Review the Council's approach to self-assessment and implement a new corporate approach.</li> <li>Implement a Business Partner Model for Corporate Performance across the Council.</li> </ul>	<ul style="list-style-type: none"> <li>Revised approach to financial and performance monitoring reports to Strategic and Area Committees for Q2 2021/22.</li> <li>Performance dashboards accessible for SPIs, KPIs and the Corporate Plan by June 2021.</li> <li>New Council Annual Performance Report format using measures and targets (October 2020 and annually).</li> <li>New Directorate Service Plans submitted to Strategic Committees by June 2021.</li> <li>New Corporate self-assessment process in place by December 2021.</li> <li>% PRMS content overdue for update.</li> <li>Annual report to Council on the delivery of the BVAR Improvement Plan. (September 2021 and annually).</li> <li>ELT/SLT Workshop to embed the requirements of Best Value for Council's PPR by June 2021.</li> </ul>

	<b>Improvement Actions</b>	<b>How we will measure success</b>
<b>Internal Audit &amp; Fraud</b>	<ul style="list-style-type: none"> <li>• Review of the Council’s Financial Regulations.</li> <li>• Deliver the 2021/22 Internal Audit Plan.</li> <li>• Develop online training modules for Members on their scrutiny role.</li> <li>• Campaign to promote good practice in the detection and prevention of fraud.</li> </ul>	<ul style="list-style-type: none"> <li>• Updated Financial Regulations approved by Audit &amp; Scrutiny Committee by September 2021.</li> <li>• Quarterly progress reports to Audit &amp; Scrutiny Committee on Internal Audit Plan.</li> <li>• Uptake of Members scrutiny training.</li> <li>• Develop Gantt Chart approach to managing Internal Audit Plan and timeline.</li> </ul>
<b>Corporate Risk Management</b>	<ul style="list-style-type: none"> <li>• Embed corporate risk processes into the new Council structure.</li> <li>• Review Corporate Risk Strategy to ensure effective scrutiny of risk (external audit action).</li> </ul>	<ul style="list-style-type: none"> <li>• Risk management forms part of new Directorate Service Plans and regular Directorate monitoring by June 2021.</li> <li>• All Directorate Risk Registers on PRMS by June 2021.</li> <li>• Corporate Risk Strategy review and approved by Audit &amp; Scrutiny Committee by June 2021.</li> </ul>
<b>Directorate/Corporate Leadership Support</b>	<ul style="list-style-type: none"> <li>• Develop Policy and political engagement activity, including the preparation of lobbying plans for specific topics.</li> <li>• Review the Council’s governance arrangements working with Members (target October 2021) (BVAR)</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly report to ELT and annual report to Council on lobbying activity as required by the Corporate Plan.</li> <li>• High level performance reports to the RIT Board, quarterly progress reports to relevant Committee.</li> </ul>





	<b>Improvement Actions</b>	<b>How we will measure success</b>
	<ul style="list-style-type: none"> <li>• Review the Council’s sub-committees and working groups to ensure their effectiveness (December annually) (BVAR).</li> <li>• Support the Chief Executive to review the effectiveness of the new organisational restructure and ensure there are effective work force plans and Directorate - Learning Plan are in place. (target December 2021) (BVAR).</li> <li>• Deliver outcomes of the Recovery Improvement and Transformation Programme.</li> <li>• Deliver Members Training and Development Programme.</li> <li>• Prepare an Induction Programme for new Members.</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of the Members Training and Development Programme Target February 2022.</li> <li>• Induction Programme rollout – target May - July 2022.</li> <li>• Report on Member training uptake April/May annually.</li> </ul>
<b>Trading Standards</b>	<ul style="list-style-type: none"> <li>• Restart suspended activities including tobacco and age restricted sales and weights and measures.</li> <li>• Review, redesign and relaunch website <a href="http://www.deliverylaw.uk">www.deliverylaw.uk</a></li> <li>• Continue to advise business and enforce provisions relating to the pandemic and EU Exit. Promote post-pandemic economic recovery in the Highlands.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of visits and number of test purchases carried out.</li> <li>• Number of machines tested, and calibration income raised.</li> <li>• Number of web hits, feedback from consumers, businesses and stakeholders.</li> <li>• Number of interventions with businesses, including advice, visits and investigations</li> <li>• Number of interventions with businesses.</li> </ul>

	Improvement Actions	How we will measure success
<b>Communications &amp; Resilience</b>	<ul style="list-style-type: none"> <li>• Develop a centralised Council marketing resource to coordinate marketing and attain best value.</li> <li>• Develop a digital unit to increase digital communications.</li> <li>• Deliver and promote plain English training.</li> <li>• Develop and deliver Resilience and business continuity training</li> </ul>	<ul style="list-style-type: none"> <li>• Centralise all marketing budgets to achieve corporate saving of 5%</li> <li>• Engagement stats for promoted posts and web hits.</li> <li>• Number of views of productions.</li> <li>• Number of staff undertaking plain English training.</li> <li>• Number of staff undertaking Resilience training.</li> </ul>