

Agenda Item	17
Report No	HC/58/16

**Review of the Performance Framework for the Council Programme
Highland First 2015-17**

Report by Chief Executive

Summary

This report proposes amendments to commitments and the high level actions and indicators for measuring progress with delivering the Council's Programme 'Highland First' 2015-17.

1. Introduction

- 1.1 The Council agreed its Programme for 2015-17 'Highland First' on 13 August 2015 with final amendments being agreed at Council on 3 September 2015. To be clear about how the Programme will be delivered and performance monitored and reported, a suite of high level actions and indicators were approved by Members on 29 October 2015 and these provide the performance framework for the Programme.
- 1.2 Following the annual report to Council on the Programme on 8 September 2016 a review of the performance framework has been carried out to ensure monitoring arrangements are in place and to take account of work reported to Council as complete or any budget implications.
- 1.3 The corporate performance framework provides evidence for external scrutiny and to the public on how the Council is performing. It also forms an important part of the Council's overall approach to statutory duties in Public Performance Reporting (PPR). It is therefore important that the Council measures progress regularly and reports on it openly in keeping with the Council Values of Delivering, being Open and Improving.

2. Proposed amendments to the performance framework

- 2.1 Proposed changes are detailed at Appendix 1 and may be required because:
 - The operating context for the Council has changed e.g. new demands or pressures on services, new models of service delivery are designed;
 - The financial context has changed in terms of changing costs or funding levels;
 - Agreed actions have been completed and reported to Council and can be recommended for removal from the framework;
 - Some indicators may need to be replaced because data is not available or some may need to be improved.
- 2.2 It is worth noting that many of the indicators for health and social care are derived from the partnership agreement with NHS Highland for integrated services and these are kept under review through the Education, Children & Adult Services Committee. Governance arrangements are therefore through Council's approval of committee minutes. Changes made through this route are updated into the Corporate Performance Framework for reporting against the Council's Programme.

- 2.3 All Service Plans have been aligned to the performance framework, providing more information on service level activity to support each commitment made in the Programme. In-year performance monitoring by Members is through committees, including any reports following inspections and audits. The Council's electronic system for performance and risk management is fully populated with the actions and indicators for the Programme, including those from Service Plans.
- 2.4 Service Plans will be amended to reflect the decisions made as a result of this report within our electronic system and these will also be taken account of when Service Plans are next submitted to Strategic Committees in 2017. These will also be monitored through the Chief Executive's Quarterly Performance Reviews (QPR) with Directors. The Council Leader also reviews progress quarterly with Strategic Committee Chairs and Vice-Chairs.
- 2.5 In addition to the changes recommended to the performance framework there are 2 commitments recommended to be marked as 'achieved in 2015/16' as they have been met as reported to Council on 8 September 2016. These are also noted in Appendix 1.
- Enhancing our Town Centres: work has concluded on the use of the Business Rates Incentive Scheme (commitment 18)
 - Community Works: budgets have been disaggregated to all 8 local area committees (commitment 23)

3. Implications

- 3.1 **Resources, legal and risk:** The performance framework is aligned to the Council's resources. The Council has a legal duty to demonstrate how it will achieve Best Value for public resources. This includes what the Council will prioritise and what it expects to achieve and this is set out in the Council Programme and performance framework. The performance framework enables monitoring and management of progress and this minimises any risk of failing to deliver the Council's commitments.
- 3.2 **Equality, climate change/Carbon Clever and rurality:** The Programme contains explicit commitments on community resilience planning and contributing to Scotland's climate change declaration. It also commits to continuing to implement the Fairer Highland Plan and the general and specific duties of the Equality Act (2010). There are also a number of commitments which support rural communities including fuel poverty, fairer fuel prices, meeting local housing needs, community transport and benefitting from the strengthening of local democracy.
- 3.3 **Gaelic:** The Programme contains a commitment on the delivery of the Gaelic Language Plan and working with our partners and communities to develop Gaelic as a regional asset.

4. Recommendations

Members are asked to:

- 4.1 Agree the commitments identified in paragraph 2.5 are marked as 'achieved in 2015/16.
- 4.2 Consider and agree the amendments to the corporate performance framework for the Council Programme 'Highland First' 2015-17 as outlined in Appendix 1.
Members are asked to note that:
- 4.3 The performance framework will be used to update service plans and changes will be monitored through QPRs until Service Plans are refreshed in 2017.
- 4.4 Progress with delivering the Council's Programme will be reported in year through Strategic Committees and annually to the Council.

Designation: Chief Executive

Date: 5 December 2016

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Proposed Amendments to the Corporate Performance Framework

Note: The relevant commitment number has been identified at the end of each amendment. The Council Programme, 'Highland First' can be accessed at the following web address for reference:

http://www.highland.gov.uk/downloads/file/4611/programme_of_the_highland_council

1. A Community Led Highland

1.1 Actions and indicators recommended for removal as reported as complete to Council on 8 September 2016:

- Agree localism action plan by December 2015 (commitment 1)
- Review of the Community Challenge Fund by March 2016 (commitment 2)
- Review & develop a sustainable integrated transport plan (commitment 6)
- Review of community transport across the Highlands (commitment 6)
- CPP agrees by March 2016 how to make best use of the Socio- Economic Performance (SEP) index (commitment 9)
- Member workshop to examine Land Reform Bill & lobbying priorities by October 2015 (commitment 10)

1.2 Amendments to existing actions and indicators due to changed circumstances:

- Support the review of retained firefighters terms and conditions by March 2016. It is proposed to amend this indicator to reflect current partnership work to: 'Work with Scottish Fire & Rescue Service to explore alternatives to the delivery of recruitment training for new retained firefighters' (commitment 5)
- Test new partnership approaches to preventative spend and joint resourcing with two communities by March 2017. It is proposed to amend the target date to October 2017 in line with delivery of Local Outcome Improvement Plan (LOIP) and Locality plans (commitment 8)

2. A Well Served Highland

2.1 Actions and indicators recommended for removal as reported to Council on 8 September 2016 as complete:

- Review management arrangements for early years services (commitment 16)
- Lobby for Scottish Government funding for flood alleviation schemes (commitment 24)
- Put in place an update to the Roads Development Guidance by end March 2016 (commitment 29)

2.2 Recommended removal of existing actions and indicators due to changed circumstances:

- Libraries borrowers as a % of the resident population is recommended for removal, as indicated to Council on 9 September 2016. The full range of services extends beyond borrowing books and also includes public access computers and online resources. This indicator is therefore no longer relevant to the modern operation of library services (commitment 19)
- The percentage of recommended adult lending stock for adults purchased is recommended for removal, as indicated to Council on 9 September 2016. This indicator is no longer relevant to the modern operation of library services as above (commitment 19)
- The percentage of recommended children & teenagers lending stock for adults purchased is recommended for removal, as indicated to Council on 9

September 2016. This indicator is no longer relevant to the modern operation of library services as above (commitment 19)

- Identify key priority areas for EU funding post 2020 to plan interim lobbying is recommended for removal (commitment 20).

2.3 Amendments to existing actions and indicators:

- Provide a wider range of courses on-line for senior students and monitor the uptake. Amend to include the uptake and success of courses (commitment 32)

2.4 New actions and Indicators

- Total number of visitors to the Library Service (in person and virtual) is proposed as a replacement for library indicators removed above. The baseline is 2014/15 with 2,312,088 visitors and a target for 2016/17 of 2.5m. Note this indicator will also replace library borrowers as a % of the resident population as a local statutory performance indicator (SPI) (commitment 19)
- Attendance at Library events. The baseline is 258,011 in 2015/16 and events cover a wide range of opportunities which support early years' literacy development and encourage social interaction contributing to programmes such as the NHS Highland Loneliness campaign. The target for 2016/17 is 260,000.

2.5 Commitments met:

- Enhancing our Town Centres: work has concluded on the use of the Business Rates Incentive Scheme as reported to Council on 8 September 2016 and it is recommended to mark this commitment completed in 2015/16 (commitment 18)
- Community Works: budgets have been disaggregated to all 8 local area committees and it is recommended to mark this commitment completed in 2015/16 (commitment 23)

3. A Fairer Highland

3.1 Actions and indicators recommended for removal as reported to Council on 8 September 2016 as complete:

- Percentage of our buildings in which all public areas are suitable for and accessible to people with a disability. As reported to Council 2015/16 is the last year data will be reported as nationally the indicator is no longer seen as relevant and data is no longer collected. This indicator will also be reported for the last time later in the year as a local Statutory Performance Indicator (SPI) for 2015/16. Use of this indicator is now complete (commitment 47)
- Annually agree 10% of annual Housing Revenue Account (HRA) Capital Programme on external works including environmental improvements to 2016/17. Process has been established and a further action to monitor spend on the HRA capital programme will continue to report progress (commitment 48)
- Allocate 45% of HRA Capital Programme towards heating & energy efficiency, this process has now been established (commitment 53)
- Monitor defective building notices served in Highland & use to lobby for Government incentives. This work supported development of relevant legislation which came into force in January 2015. Action is therefore complete (commitment 56)
- Consider the review of local taxation by December 2015, this action is complete. We continue to work with both Governments to contribute to local taxation options (commitment 59)
- Develop a strategy to reduce energy costs in the Highlands especially fuel

poor households (commitment 61)

- Aim to include homes in fuel poverty in the Scottish Government Energy Efficiency schemes where requirements are met (commitment 61)

3.2 Recommended removal of existing actions and indicators due to changed circumstances:

- Partnership and stakeholder events to scope draft anti-poverty strategy by February 2016. Two new actions are proposed below to update delivery of the commitment (commitment 50)

3.3 New actions and Indicators

- We will ensure that our decision making is informed by the potential impact upon poverty and that an evidence base for potential action is provided to the new Council from May 2017 (commitment 50)
- We will work with our partners as part of the Community Planning structure in Highland to develop a Local Outcome Improvement Plan for Highland and Locality plans for our most vulnerable communities, both of which will focus on addressing socio-economic inequality (commitment 50)

4. Inverness City – the Capital of the Highlands

4.1 Actions and indicators recommended for removal as reported to Council on 8 September 2016 as complete:

- Inverness West Link, completion of enabling works by March 2016 (commitment 65)

4.2 Amendments to existing actions and indicators

- Opening of new Castle Viewing Platform; an amended target date of March 2017 is sought (commitment 66)
- Deliver Inverness City centre Wi-Fi; an amended target date of January 2017 is sought (commitment 67)