

Agenda Item	7
Report No	CP/11/23

THE HIGHLAND COUNCIL

Committee: Communities and Place

Date: 24 May 2023

Report Title: Communities and Place – Service Performance Reporting for Q4 – 1 Jan 2023 – 31 Mar 2023

Report By: Executive Chief Officer, Communities and Place

1. Purpose/Executive Summary

1.1 The report details relevant performance data and contextual information as outlined in the Directorate Service Plan. Future reports will bring together revenue and performance information into a single monitoring report to support financial governance, inform decision making, and enable improvement actions to be identified. This approach is intended to strengthen Member scrutiny and improve accessibility for a wider audience including the public.

2. Recommendations

2.1 Members are asked to scrutinise the Service's performance information.

3. Implications

3.1 Resource - There are no implications arising as a direct result of this report.

3.2 Legal: Implications relate to meeting statutory requirements for public performance reporting (PPR) and the statutory duty of Best Value. These require the Council to provide balanced and transparent information which informs the public on Council performance and how public money is used.

3.3 Community Impacts (Equality, Poverty, Rural and Island): There are no direct community impacts as a result of this report however a number of the actions/areas for development contained within the service plan have direct impacts. Impacts through these developments are considered as part of those work strands and reported as appropriate to committee.

3.4 Risk: There are no implications arising as a direct result of this report. However, the Service Plan has a section on the Corporate Risks that the Service is responsible for and monitoring of the mitigating actions is undertaken on quarterly basis. Work is ongoing to further develop the Service risk register.

4. Communities and Place Service Performance Information

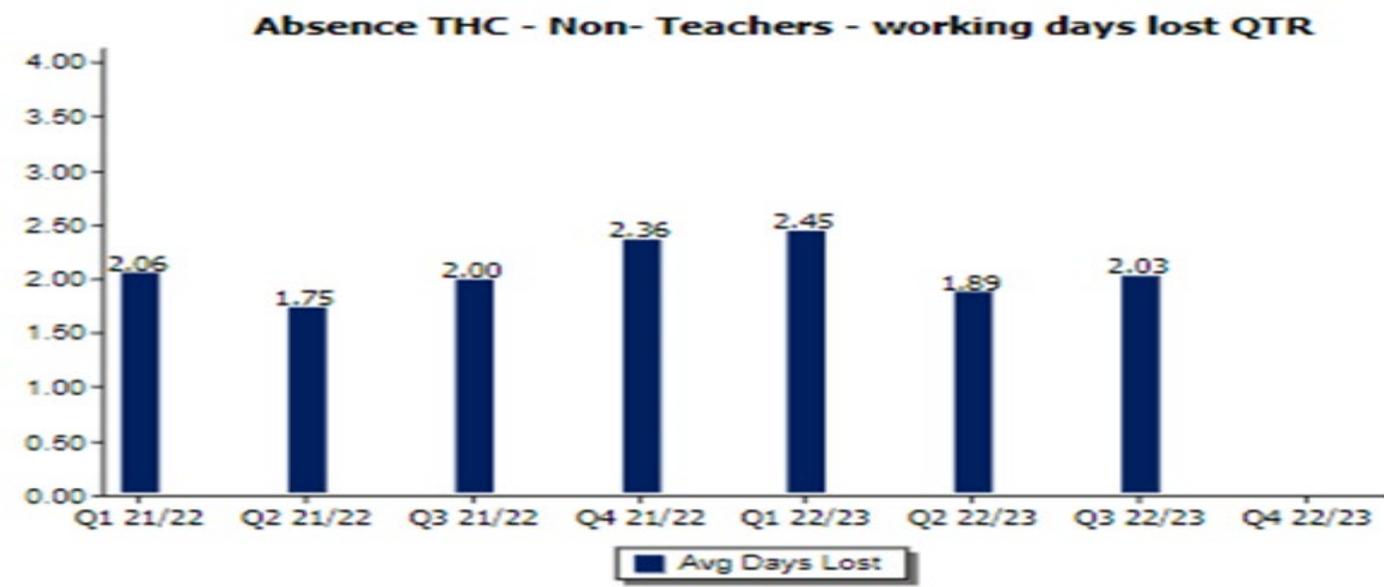
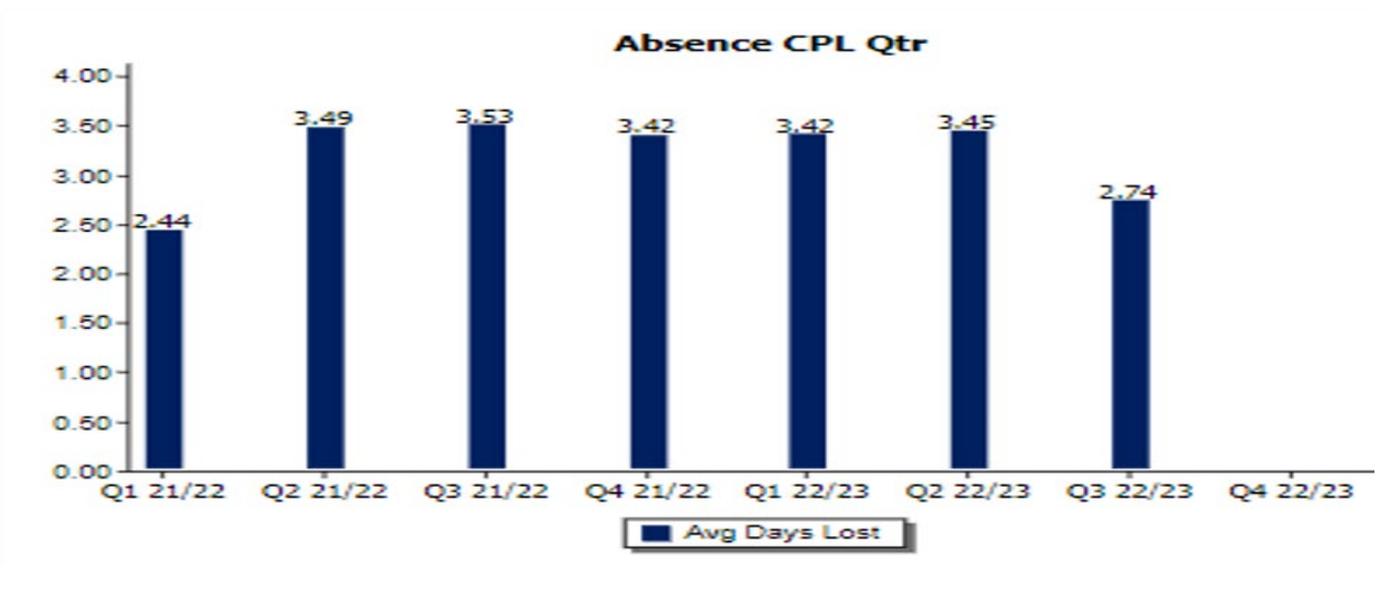
4.1 The following section shows the Service performance for Absence, Complaints, FOIs and Invoice payments.

4.2 Service Sickness Absence

The indicator for staff sickness absence is a nationally benchmarked indicator and it is important that all managers focus on effective absence management in order to support staff, maintain productivity and contribute to the Council’s overall benchmarked performance.

For Q3 2022/23 the Service shows an average of 2.74 days lost per employee compared to a rate of 2.03 for the Council overall. For Q3 of 2021/22 the reported position was 3.53 for the Service and 2.00 for the Council overall.

This reduction for the Service in Sickness Absence positively reflects the increased focus on this area including increased engagement and support to staff utilising all HR Policies available. This reduction in staff absence has also contributed to a reduction in agency staff spend in excess of 20%.

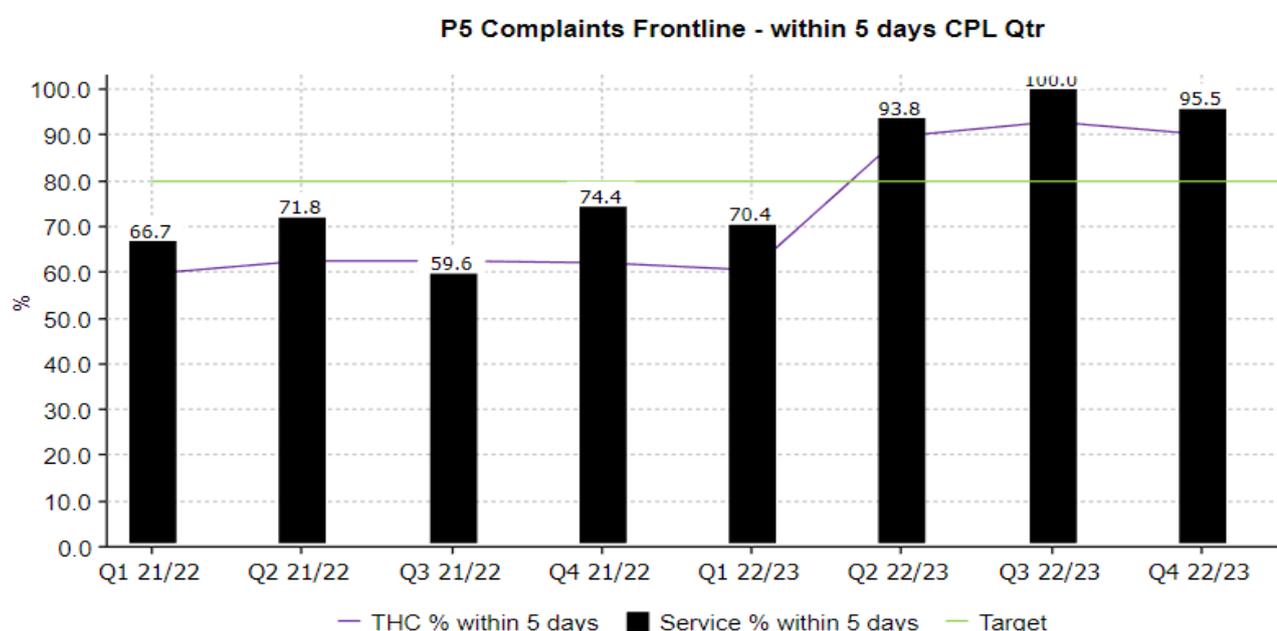


4.3 Service Complaints Response Times

The table below presents performance information for Q4 for both the Service and the Council overall.

Complaints	No of complaints for Service	Target	Service performance	Highland Council performance
5-days frontline resolution	22	80%	95.5%	90.1%
20-days investigation	3	80%	0%	41.3%
20-days escalation	2	80%	50%	33.3%

The graph below provides further information focusing on complaints responded to within 5 days.

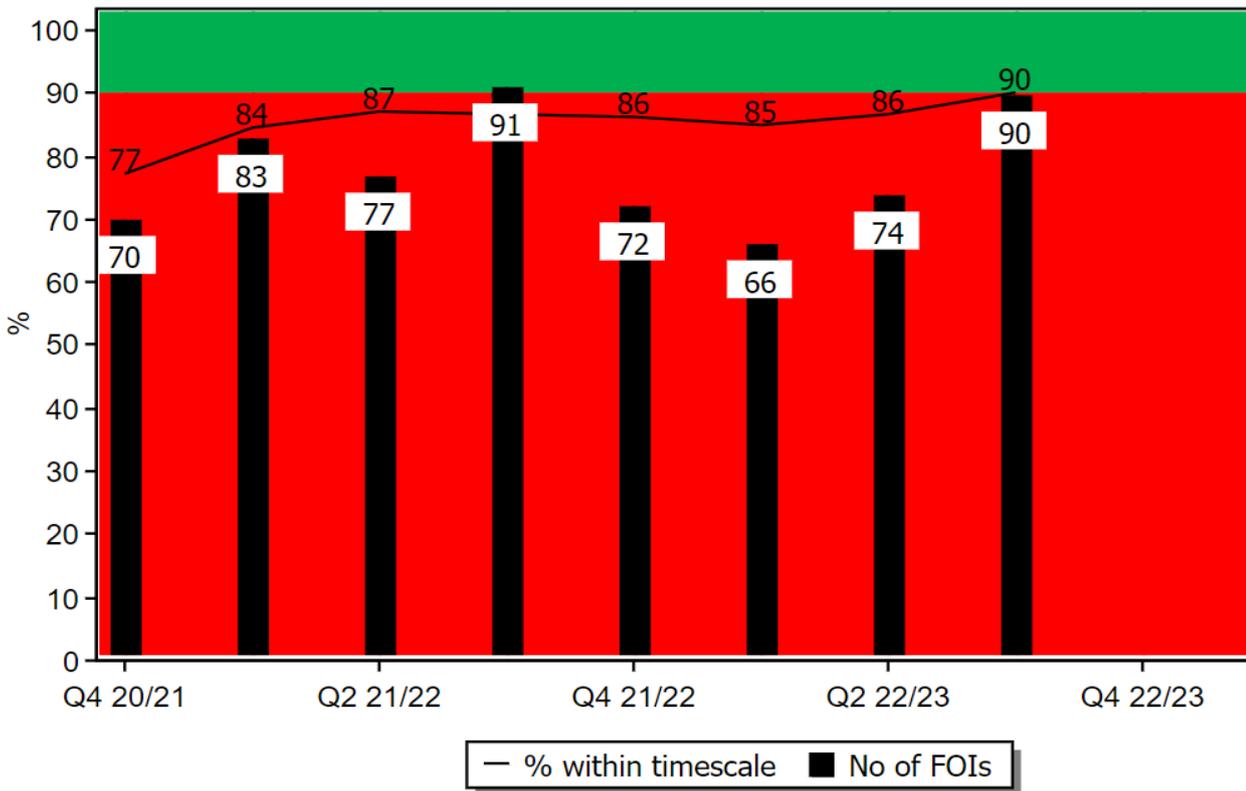


Reflecting the frontline nature of many of the services Communities and Place deliver, the Service Management team have focused effort on improving performance in this area and the improvement overall is positive. The majority of complaints (more than 80%) fall under the 5 days frontline resolution category. Complaints in the other categories are generally very complex and therefore require more time to respond.

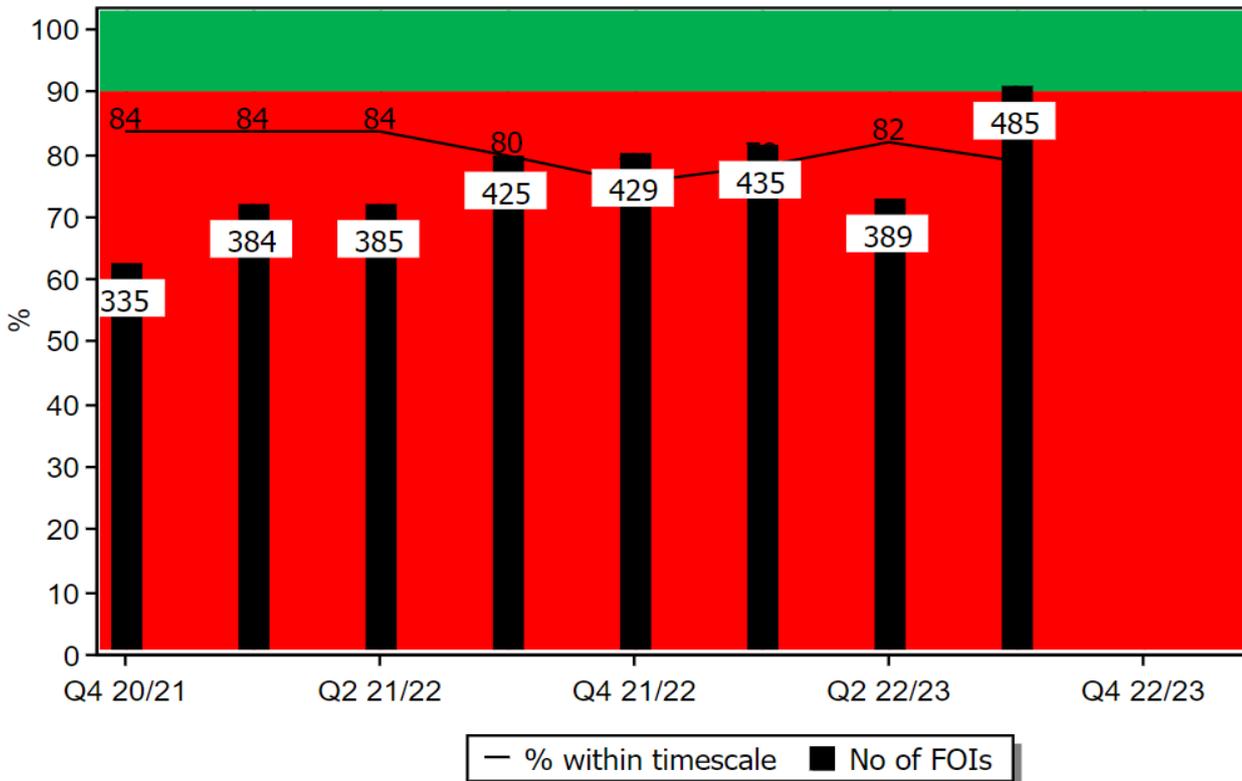
4.4 Service Freedom of Information (FOI) Response Times

Performance is steadily improving with the target of 90% being met in Q3 and compares favourably to Council performance.

CPL FOI Legislative



THC FOI Legislative Timescale Qtr

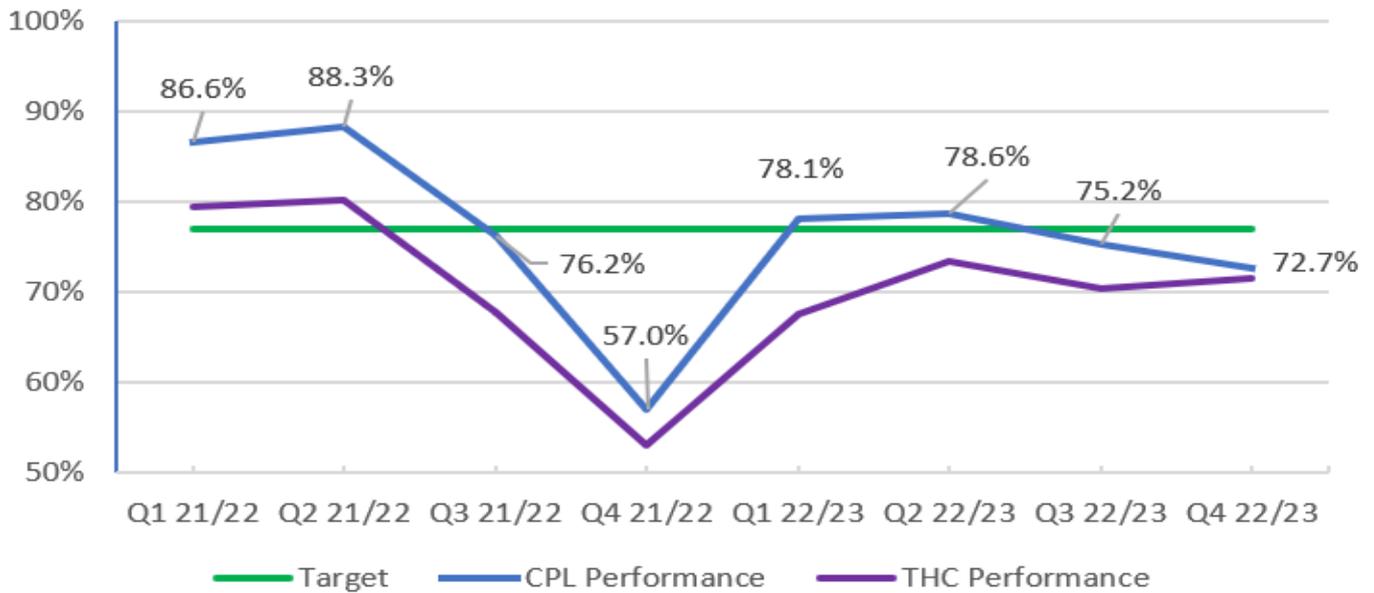


4.5 Invoice Payments

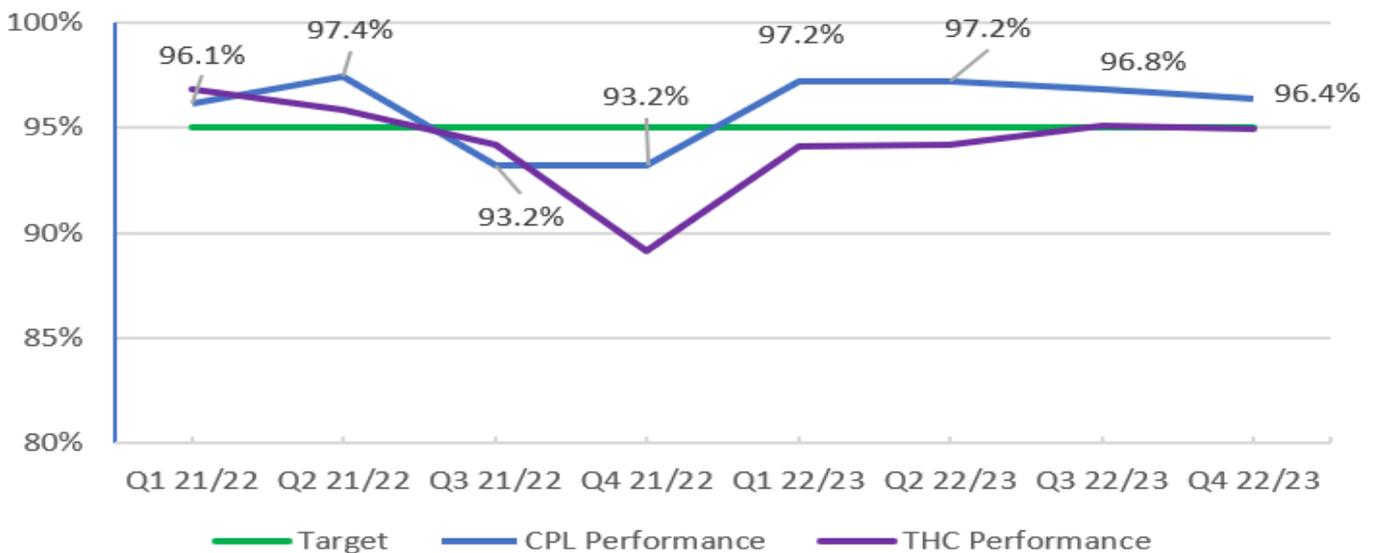
These indicators measure the Council’s efficiency of paying invoices and analyses the number of invoices paid within 10 days and 30 days of receipt as a percentage of all invoices paid. The Service is consistently making a positive contribution to achieving corporate targets, noting that invoices paid within 30 days is a Council Statutory Performance Indicator (SPI). The two graphs below report performance for the payment of invoices within 10 days and 30 days for the Service and Council overall.

- Q4 2022/23 for invoices paid within 10 days: the Service paid 72.7% against a target of 77% compared to 71.6% for the Council overall.
- Q4 2022/23 for invoices paid within 30 days: the Service paid 96.4% against a target of 95% and compared to 94.9% for the Council overall.

Invoice Payment <10 days Qtr CPL



Invoice Payment within 30 days Qtr CPL



5. Service Plan Update

5.1 The table below reflects progress on performance actions set out within the Draft Directorate Service Plan approved by Committee on 17 August 2022. Overall, progress is positive and narrative is provided for those that are reporting some slippage. Further progress reports will be presented to future Committees including Performance Indicators.

Action Status	Q4 22/23
Completed	7
On Target	18
Slippage	2
No Significant Progress	0
TOTAL	27

Bereavement – Progressing Lean review of burials

The target date for this action was Q4 22/23. The majority of the review work is complete and remainder will completed by end Qtr 2, 23/24.

Develop community volunteering policy

The target date for this action was Q3 22/23. Work is progressing to finalise the policy however the interdependencies across different parts of the organisation has resulted in more time being required to complete the policy and ensure that it is effective for communities. The revised target date is end Q3 23/24.

Designation: Executive Chief Officer, Communities and Place

Date: 5 May 2023

Authors: Corporate Performance Business Partner, Sophie Miller; ECO, Allan Gunn.