Agenda Item	5.a
Report No	RES/11/24

The Highland Council

Committee: **Corporate Resources**

Date: **6 June 2024**

Report Title: **Depute Chief Executive's Service: Performance Monitoring - 1 January 2024 to 31 March 2024**

Report By: **Assistant Chief Executive - People**

1.   Purpose/Executive Summary

1.1   The report details relevant performance data and contextual information as outlined in the Service Plan and Corporate Plan.

1.2   This report also provides performance information on:
- Corporate Indicators
- Contribution to the Corporate Plan
- Service Plan Progress
- Mitigation of Service Risks
- Service updates outwith the Corporate Indicators or Service Plan – **Appendix 1**

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:

i.   **Scrutinise and note** the Service's performance and risk information; and
ii.   **Agree** suggested changes to planned targets in paragraph 5.2.

3.   Implications

3.1   Resource: There are no implications arising as a direct result of this report other than those outlined.

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 relevant implications arising from this report.

3.4   Climate Change / Carbon Clever: There are no relevant implications arising from this report. The Climate Change and Energy Team is situated in the Depute Chief Executive's Service and the performance of the team and associated corporate/organisational performance is reported in this report.

3.5   Risk: There are no risk implications arising as a direct result of this report. Service Risks are reported in Section 8 and Appendix 4 of this report.

3.6   Health and Safety (risks arising from changes to plant, equipment, process, or people): There are no relevant 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
Staff absence is a nationally benchmarked indicator. Effective absence management supports staff, maintains productivity, and contributes to the Council's benchmarked performance. In Quarter 4 the Service lost an average of 1.80 days per employee, compared to an average of 3.48 days for the Council as a whole.

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
Depute Chief Executive	2.17	1.40	2.23	2.19	1.42	2.14	1.93	1.80
Highland Council	2.24	1.58	1.89	2.88	2.48	2.08	3.35	3.48

4.3   Service Complaints Response Times
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').

There was 1 complaint received for the DCE service in the Quarter 4 reporting period. It was a frontline case which was resolved and closed within the targeted timescale.

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	
Depute Chief Executive									0		0		0		1	100 %
Highland Council	170	61 %	163	90 %	137	93 %	101	90 %	159	92 %	132	78 %	150	80 %	189	76 %

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	
Depute Chief Executive									0		0		0		0	
Highland Council	65	46 %	54	31 %	49	47 %	63	41 %	97	63 %	85	49 %	67	48 %	98	46 %

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	
Depute Chief Executive									0		0		0		0	
Highland Council	38	18 %	34	32 %	22	36 %	15	33 %	32	50 %	32	41 %	28	57 %	34	35 %

4.4   Service Freedom of Information ('FOI') Response Times
FOI requests are co-ordinated by CRIT in collaboration with the Service teams which may hold information relevant to the request.

The performance for FOI response times during Quarter 4 against a corporate target of 90% is set out in the table below. This shows improved performance over time, which has been maintained from Quarter 3 to Quarter 4.

% of FOIs closed compliant with the legislative timescale

	Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24	
% FOIs Compliant - Depute Chief Executive	11	64 %	18	50 %	16	63 %	13	77 %	17	82 %	8	88 %	13	92 %	24	92 %

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

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%.

Please note – these figures differ slightly to those reported previously as the system for calculation previously used for these reports changed for Quarter 1 reporting, to ensure consistency with the system used when reporting to the Scottish Information Commissioner.

4.5 <u>Service Invoice Payment Times</u>
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.

The performance for invoice payment times within 10- and 30-days during Quarter 3 against a target of 77% and 95%, respectively is regularly above the Council's performance as a whole - as follows:

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
Depute Chief Executive	98.7 %	91.8 %	97.3 %	100.0 %	98.8 %	98.9 %	99.1 %	99.2 %
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
Depute Chief Executive	94.7 %	89.4 %	92.5 %	88.3 %	95.2 %	86.8 %	95.6 %	91.0 %
Highland Council	67.5 %	73.4 %	70.4 %	71.6 %	72.8 %	80.9 %	75.3 %	69.7 %

5. Service Contribution to the Corporate Plan

5.1 The Service largely contributes towards the Corporate Plan by enabling and driving the delivery of corporate programmes and projects and providing digital capabilities. There are specific measures that relate directly to the Service and details of performance against these measures is given below:

PIs/Actions in the Corporate Plan	Period	Data	Period	Data	Period	Data
% EES:ABS grant funding utilised || CP3.02	FY 21/22		FY 22/23	90 %	FY 23/24	
Green Hydrogen: Joint venture opportunities || CP4.02	Q2 23/24	Some Slippage	Q3 23/24	Some Slippage	Q4 23/24	On Target
Low carbon travel & transport [LAIP and LCTT] || CP4.02	Q2 23/24	Completed	Q3 23/24		Q4 23/24	
Progress live sustainability software to allow measuring of engagement || CP4.03	Q2 23/24	On Target	Q3 23/24	On Target	Q4 23/24	Some Slippage
Council carbon emissions tonnes CO2e || CP4.07/4.09	FY 21/22	33,766	FY 22/23	36,147	FY 23/24	
Net Zero Strategy & Fully Costed Action Plan: Report Progress || CP4.07	Q2 23/24	On Target	Q3 23/24	Some Slippage	Q4 23/24	Some Slippage
No. HC & Public EV Charger Sites || CP4.07	FY 21/22	85	FY 22/23	96	FY 23/24	136
Identify income opportunities from renewable technologies || CP4.08	Q2 23/24	On Target	Q3 23/24	On Target	Q4 23/24	On Target
Introduce sustainability software: live data on carbon emissions || CP4.09	Q2 23/24	On Target	Q3 23/24	On Target	Q4 23/24	Some Slippage
Options appraisal for sites for energy saving interventions || CP4.09	Q2 23/24	No Significant Progress	Q3 23/24	No Significant Progress	Q4 23/24	Some Slippage
Develop solar panel installations performance data - due to start reporting Mar 24 || CP4.10	Q2 23/24		Q3 23/24		Q4 23/24	Some Slippage
Projects assisting in reducing energy purchased - due to start reporting Q1 24/25 || CP4.10	Q2 23/24		Q3 23/24		Q4 23/24	
Incorporate Just Transition princples into strategic planning/Net Zero strategy || CP4.11	Q2 23/24		Q3 23/24		Q4 23/24	
ERDs being completed - DCE || CP5.01	Q2 23/24	On Target	Q3 23/24	On Target	Q4 23/24	On Target
Digital Strategy implemented || CP5.04	Q2 23/24	On Target	Q3 23/24	Some Slippage	Q4 23/24	Some Slippage
ICT Strategy implemented || CP5.04	Q2 23/24	On Target	Q3 23/24	On Target	Q4 23/24	On Target
Key Improvement/Transformation Projects support budget savings || CP5.04/5.10	Q2 23/24	81 %	Q3 23/24	97 %	Q4 23/24	96 %

5.2   Commentary supporting areas of slippage, providing suggested changes to targets where required:

Action / Performance Indicator:	Update:
Digital Strategy implemented **CP5.04**	Digital Strategy is now integral to the new Operational Delivery Plan, so has resource allocated to take forward. The funding agreed as part of Operational Delivery Plan to support final outcomes of Digital Strategy.
Progress live sustainability software to allow measuring of engagement **CP4.03**	Reviewing initial data to ensure accuracy and functionality available to meet required needs prior to going live. **Request to extend to end September 2024 (Q2 24/25)**
Introduce sustainability software: live data on carbon emissions **CP4.09**	Linked to above action, reviewing initial data to ensure accuracy and functionality to meet required needs prior to going live – working with differing procurement needs. **Request to extend to end September 2024 (Q2 24/25)**
Develop solar panel installations performance data - due to start reporting Mar 24 **CP4.10**	This aligns with related Service Plan action – development and definition of appropriate solution is on-going, combined with competing priorities and capacity issues. **Request to extend start target to September 24 (Q2 24/25)**
Options appraisal for sites for energy saving interventions **CP4.09**	Partial recruitment achieved, going back out to market to finalise recruitment – a target date cannot be provided until recruitment resolved.
Net Zero Strategy & Fully Costed Action Plan: Report Progress **CP4.07**	Net Zero Strategy delivery, now within the Operational Delivery Plan, proposed new approach to action plans to align with Portfolio approach and become rolling workload with targets and performance indicators, refreshed details going to Climate Change Committee May 2024. **Request to extend start target to September 24 (Q2 24/25)**

5.3   Additional measures where the Service is playing a significant role, are:

- 2.10 – Refresh website and establish baseline for "number of enquiries through refreshed website p.a."
- 5.3 – The "My Council" project will continue to work towards developing a Highland Council Customer Contact Vision.

6. Service Plan Progress

6.1 **Appendix 1** sets out the Service performance information from the Service Plan 2023/24 for the Directorate, as outlined in the [Depute Chief Executive Service Plan](#) approved by Committee on 7 December 2023.

The majority of actions and performance indicators (PIs) in the Directorate Service Plan are on track. However, slippage has been reported for some actions and PIs in Q4. Dashboards providing full details are provided in **Appendix 1.**

Where there is slippage reported supporting commentary is recorded in the Performance and Risk Management System (PRMS) to inform reporting and track potential issues, enabling the team to act on slippage in a timely manner. A table of details is provided with the Service Plan Dashboards in **Appendix 1.**

7. Service Risks Mitigation

7.1 In addition to leading on several Corporate Risks, which are reported to Audit Committee every quarter, the Service maintains a Service Risk Register which is reported on in **Appendix 2** of this report.

7.2 The Service Risk Register is reviewed quarterly to update and ensure it reflects the current environment, with quarterly monitoring and reporting of the risks and related mitigating actions.

7.3 The Service risks detailed in **Appendix 2**, are also referenced in the refreshed 2023/24 Service Plan. The Service risks and mitigating actions aim to ensure the Depute Chief Executive team have awareness of the risks that could impact delivery of their Service Plan priority actions, how this connects to their operational risks, and when a risk should be considered for escalation.

8. Continuous Improvement – Public Service Improvement Framework (PSIF)

8.1 During November 2023, a Public Service Improvement Framework (PSIF) Self-Assessment was undertaken by the Climate Change and Energy Team, supported by Corporate Performance Business Partners, to consider the team's strengths and areas for improvement. A report and Improvement Plan was drafted for approval, and actions in the report that were considered to be 'quick wins' have been piloted within the team. A future update will be provided discussing the impact of the suggested improvement actions.

9. Operational Service Performance Information

9.1 **ICT & Digital Services**

9.1.1 The ICT service has one annual performance indicator relating to user satisfaction. This is measured by a survey sent out to all ICT users in May each year by the Society for Innovation, Technology and Modernisation (SOCITM). By working with SOCITM we can compare performance against other public sector organisations who take part.

The table below shows the results for recent years. No survey was carried out in 2020-21 due to the pandemic.

SOCITM User Satisfaction Scores (out of 7)	
Year	**Overall Score**
2019-20	4.05
2021-22	5.00
2022-23	5.50
2023-24	5.43

9.1.2   The table below shows the performance on the in-house ICT Service Desk for Q4 2023/24. The table also shows volumes of incidents, requests and Chromebook repairs as an indication of the scale of work being picked up by the Service Desk and supporting teams.

Key points to take from this data are:

- Customer satisfaction, recorded by the Service Desk and reported monthly and as seen in the annual survey, remains high. In February 2024, the KPI dipped below the green level for the first time in the last year. This seems to be due to mostly to one particular widespread incident that caused network issues across Highland and took a while to resolve. There are also improvements identified with regard to agreement with end users of the closure of calls that could lead to an improvement in satisfaction.

- Unfortunately, the call abandonment rate went up significantly in March and there was a downturn across February and March in the number of incidents resolved within 24 hours. The actual percentage of incidents fixed only dropped slightly but that was enough to go past the red threshold.

- The overall drop in performance can be attributed to ongoing reduced staffing at the Service Desk and support teams as referred to in the Q3 report. This is due to a combination of vacancies and staff illness. Progress has now been made in filling vacancies. February and March also saw a higher number of complex issues, often related to network or data centre infrastructure, that were more complex to resolve and went beyond the 24-hour resolution period.

- Unfortunately, the number of Chromebook repairs required continues to remain high. This is being investigated with Education and Learning to see what changes can be made. The team is also engaging with other Councils with a similar model to see what actions they are taking and whether lessons can be learnt.

As stated in previous reports, the KPI targets are set at a relatively high level, and it does not take much reduction in team numbers to lead to a drop in performance. Also, as stated in previous reports, vacancies at the Service Desk are usually due to staff moving onto other roles within the team and this is a measure of success in training and retaining skilled staff.

From April 2024 a revision of some of the KPI measures has been made and this will be reflected in the Q1 24/25 report.

Measure	Target Performance			Actual Performance					
Description	Red	Amber	Green	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
% Satisfied customers	85%	90%	95%	97.7%	96.3%	97.0%	96.7%	94.9%	97.0%
% Service Desk calls abandoned	10%	7%	5%	6.0%	7.7%	6.0%	8.9%	4.5%	12.2%
Average Service Desk wait time	120s	90s	60s	38s	51s	43s	63s	30s	48s
% Incidents resolved within 24 hours	50%	60%	70%	64.4%	67.7%	60.0%	60.4%	59.5%	59.7%
% Incidents resolved within 7 days	70%	80%	90%	84.3%	85.8%	81.5%	82.0%	81.1%	81.3%
% Incidents resolved within 28 days	90%	95%	100%	96.1%	97.4%	96.2%	93.4%	96.2%	95.8%
Number of Active Incidents	N/A	N/A	N/A	548	635	507	629	624	543
Number of Active Requests	N/A	N/A	N/A	1428	1544	1512	1565	1531	1610
Number of incidents opened	N/A	N/A	N/A	3184	4117	2362	3381	3274	3136
Number of incidents closed	N/A	N/A	N/A	3199	4016	2516	3186	3349	3232
Number of requests opened	N/A	N/A	N/A	1859	2162	1693	2456	2633	2478
Number of requests closed	N/A	N/A	N/A	1668	1970	1553	2195	2571	2323
Number of Chromebook repairs opened	N/A	N/A	N/A	219	434	254	213	399	456
Number of Chromebook repairs closed	N/A	N/A	N/A	366	275	204	419	372	344

9.1.3 The Wipro contract performance is measured by a set of KPIs as shown in the table below. These KPIs have been measured from April 2022 – the point at which the majority of service transitioned in-house. The measures are largely technical and relate to management of infrastructure in the data centre. Figures are given for the 4 months up to March 2024. All Wipro KPIs met the targets for that period.

	Description	Dec-23	Jan-24	Feb-24	Mar-24
KPI-01	Severity 1 incident resolution	Green	Green	Green	Green
KPI-02	Severity 2 incident resolution	Green	Green	Green	Green
KPI-03	Severity 3 incident resolution	Green	Green	Green	Green
KPI-04	Severity 4 incident resolution	Green	Green	Green	Green
KPI-05	Rolling tally of Severity 1 incidents	Green	Green	Green	Green
KPI-06	Wintel server software release	Green	Green	Green	Green
KPI-07	Wintel database software release	Green	Green	Green	Green
KPI-08	Infrastructure availability	Green	Green	Green	Green
KPI-09	Server patching	Green	Green	Green	Green
KPI-10	System backups	Green	Green	Green	Green
KPI-11	Core infrastructure software	Green	Green	Green	Green
KPI-12	Catalogue implementation	Green	Green	Green	Green

9.2   **Strategic Improvement Team**

9.2.1   The Strategic Improvement Team which was formed in 2023 as a result of merging the Transformation & ICT Delivery Teams. The role of the team is to directly manage the delivery of a wide range of projects and programmes, provide a support function for other teams responsible for the project implementation through its Portfolio Management Office (PMO) and support the Council's Services with new ICT & Digital requirements.

9.2.2   The work of the team also includes providing the lead support for the Redesign Board, and the programme and project resources for its work programme which comprise the following. All are intended to make a significant contribution to the aims and objectives of the Council's Budget Strategy:

- Major Redesign Projects – Asset Management, Roads Redesign, My Council, In-House Bus Operations.

- Lean Reviews – targeted reviews of current Service operations to identify more tactical improvements.

- Investment Programme – business case-led initiatives aimed at increasing income and delivering wider benefits.

9.2.3   Whilst falling outside of the reporting period for Q4 of 2023/24, it is important to reflect that the major Redesign Projects now form part of the Council's wider 3-year Operational Delivery Plan which was approved by the Highland Council on 9 May 2024.

The PMO Function, in collaboration with colleagues from Performance & Information Governance, are working to establish the reporting and governance structure to effectively support the six Portfolios which make up the Operational Delivery Plan.

This includes developing the use of the corporate reporting system (PRMS) to track the work in the Operational Delivery Plan and create a consistent approach to reporting across the respective Portfolios including using PRMS data to provide accurate and timely information to the relevant Governance Board for each Portfolio.

9.2.4   Included at **Appendix 1** of this report are the performance indicators relating to the monitoring of project performance.

9.3   **Climate Change and Energy Team**
        The Team ran two workshops early in quarter four to give Members a greater
        understanding of the complexities and challenges faced by the thematic groups
        when trying to develop a fully costed action plan. An increased focus on the
        development of the Council's 3-year Operational Delivery Plan impacted on
        capacity across services to develop work on the action plan. The team have
        continued to progress with the development of both communication and
        engagement pathways with the Net Zero Strategy group members while
        developing the net zero, energy and innovation portfolio for the Operational
        Delivery Plan ensuring net zero is a prominent focus within the Council.

	Installed	% Complete
Properties	48	36%
Measures	112	43%

9.3.1   Work was also undertaken in quarter 4 to plan engagement for the 2024/25
        projects and review remaining expressions of interest to build an address list for
        2024/25 EES:ABS project. There have been several meetings with communities
        to discuss potential projects and work is underway to develop a scope.

        Energy Company Obligation (ECO4) funding continues to offer significant support
        for domestic properties and there are ways for the Council to access funding for
        Council-owned properties and to support the delivery of EES:ABS. This will be
        explored more in 2024/25 and a number of projects are with Housing for budget
        confirmation and approval.

        Installers were invited to apply to join the Council's approved installer list for
        ECO4 Flex & GBIS. Applications were reviewed this quarter and successful
        installers will be added to the approved list in 2024/25. The Council established
        new terms and conditions for ECO4 Flex & GBIS, this includes introducing a fee
        to installers for the Council to issue declarations for ECO4 Flex & GBIS.

9.3.2   The Energy Team continues to deliver a programme of works to re-energise the
        existing Solar PV assets across the estate. The team has recruited to add an
        Engineer to focus on the development of new generation assets with an
        emphasis on the Operational Delivery Plan target of an additional 1Mega-watt of
        generation per annum.

9.3.3   The Energy Team is progressing with work to ensure energy assets – Solar PV
        on roofs across the estate - are optimised for efficiency. In conjunction with this
        work they are working to develop a monitoring system which will provided vital
        information on performance and provide a mechanism for future reporting on
        performance.

Designation:	Assistant Chief Executive - People
Date:	22 May 2024
Authors:	Kate Lackie, Assistant Chief Executive - People Jon Shepherd, Head of ICT & Digital Transformation Dan Scott, Service Lead - Strategic Improvement Neil Osborne, Climate Change & Energy Manager Anna Templeton, Corporate Performance Business Partner
Appendices:	1. Depute Chief Executive Service Plan Performance Dashboards 2. Depute Chief Executive Service Risk Register

Appendix 1 – Depute Chief Executive Service Plan Performance Dashboards

Note for Service Plan tables, if entry is blank:

- Performance Indicator – no update due this quarter
- Action – is complete, no update required

Digital: Maximising the use of new processes and technology Q4 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Bi-ennial Digital Maturity Assessment	2019 - 2021		2021 - 2023	3	3	level 5/5 by 2027
Digital Strategy implemented || CP5.04	Q3 23/24	Some Slippage	Q4 23/24	Some Slippage		Due to complete Q3 27/28
Implementation of Digital Foundations to support digital transformation	Q3 23/24	On Target	Q4 23/24	Some Slippage		Due to complete Q3 24/25

Strategic Improvement Q4 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Corporate programmes and projects with evidence of full lifecycle management	Q3 23/24		Q4 23/24	100 %		100% by March 2024
Ensure Strategic Improvement Board is operating consistently to the terms of reference	Q3 23/24	On Target	Q4 23/24	Completed		due to complete Q1 24/25
Establish full lifecycle management process for the corporate portfolio of programmes and projects	Q3 23/24	On Target	Q4 23/24	On Target		due to complete Q1 24/25
Implement new team structure and align to corporate priority programmes and projects	Q3 23/24	Completed	Q4 23/24			due to complete Q3 23/24
Key Improvement/Transformation Projects support budget savings || CP5.04/5.10	Q3 23/24	97 %	Q4 23/24	96 %		Updates taken from month 3 status of every quarter.

ICT: Provision of robust, secure and sustainable in-house ICT service Q4 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
ICT % customers satisfied - monthly	M12 23/24	97.0 %	M1 24/25		95.0 %	
ICT % service contacts resolved within 24 hrs - monthly	M12 23/24	59.7 %	M1 24/25		70.0 %	
ICT Avg wait time [seconds] for Service Desk contacts - monthly	M12 23/24	48	M1 24/25		60	
ICT User Satisfaction [SOCITM] - Annual	FY 22/23	5.50	FY 23/24	5.43		
% windows devices functional and receiving all security updates	Q3 23/24	85	Q4 23/24	90	100	
ICT Strategy implemented || CP5.04	Q3 23/24	On Target	Q4 23/24	On Target		Due to complete 2027
Consolidate the in-house ICT Service	Q3 23/24	Completed	Q4 23/24			Due to complete Q3 23/24
Reduce the reliance on the Data Centre	Q3 23/24	On Target	Q4 23/24	On Target		Due to complete Q1 27/28
Start a rolling refresh programme for Windows devices and software	Q3 23/24	On Target	Q4 23/24	On Target		Due to complete Q1 24/25

ICT: Provision of robust, secure and sustainable in-house ICT service Q4 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Continue to review value for money of ICT service	Q3 23/24	Completed	Q4 23/24			Due to complete Q3 23/24
Full ICT team recruited	Q3 23/24	On Target	Q4 23/24	Completed		Due to complete Q4 23/24
Cybersecurity protection implement first phase of ICT Strategy	Q3 23/24	On Target	Q4 23/24	Completed		Due to complete Q4 23/24
Set up cyber incident support contract	Q3 23/24		Q4 23/24			Completed Q2 23/24
Update and test cyber incident response plan	Q3 23/24	On Target	Q4 23/24	Some Slippage		Due to complete Q2 24/25
Implement printer rationalisation and introduce cloud printing	Q3 23/24	Some Slippage	Q4 23/24	On Target		Due to complete Q1 24/25
Roll out new corporate telephony to support new ways of working	Q3 23/24	On Target	Q4 23/24	On Target		Due to complete Q2 24/25
Implement new network model to support move to SWAN2	Q3 23/24	On Target	Q4 23/24	On Target		Due to complete Q2 24/25
Further develop partnership working and engagement with NHS[H] re ICT requirements	Q3 23/24	Some Slippage	Q4 23/24	On Target		Ongoing

Transition to Net Zero and a climate-ready organisation Q4 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
8 Thematic Actions Plans	Q3 23/24		Q4 23/24			Due to complete Q2 24/25
Council carbon emissions tonnes CO2e || CP4.07/4.09	FY 22/23	36,147	FY 23/24		47,605	annual update September
Net Zero Strategy & Fully Costed Action Plan: Report Progress || CP4.07	Q3 23/24	Some Slippage	Q4 23/24	Some Slippage		Extension request to Q2 24/25
Develop an Adaptation Strategy and Action Plan	Q3 23/24	Some Slippage	Q4 23/24	Some Slippage		Due to complete Q3 24/25
Incorporate Just Transition princples into strategic planning/Net Zero strategy || CP4.11	Q3 23/24		Q4 23/24			Completed Q1 23/24
Engage with and support all Council Services to actively contribute to development of the Net Zero Action Plan	Q3 23/24	On Target	Q4 23/24	Completed		Due to complete Q4 23/24
Progress live sustainability software to allow measuring of engagement || CP4.03	Q3 23/24	On Target	Q4 23/24	Some Slippage		Due to complete Q4 23/24 [Ext. requested]
Introduce sustainability software: live data on carbon emissions || CP4.09	Q3 23/24	On Target	Q4 23/24	Some Slippage		Implement by June 23, go live Q4 23/24 [Ext. requested]
Projects assisting in reducing energy purchased - due to start reporting Q1 24/25 || CP4.10	Q3 23/24		Q4 23/24			

Transition to Net Zero and a climate-ready organisation Q4 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Establish a working group to consider the Local Authority Circular Economy Framework	Q3 23/24	No Significant Progress	Q4 23/24	Completed		Due to complete Q2 23/24
Develop a vision and strategy to embed circular economy into the Council's operations	Q3 23/24	Some Slippage	Q4 23/24	Some Slippage		Due to complete Q3 24/25
Thematic group ensures circular economy is embedded in Net Zero thematic action plan	Q3 23/24	Some Slippage	Q4 23/24	Completed		Due to complete Q4 23/24
Report to Council regarding review of the Local Authority Circular Economy Framework	Q3 23/24	Some Slippage	Q4 23/24	Some Slippage		Due to complete Q3 24/25
ELT and SLT complete Carbon Literacy training - due to start reporting FY24/25	Q3 23/24		Q4 23/24			100% by Mar 25
Existing staff complete carbon literacy training - due to start reporting FY24/25	Q3 23/24		Q4 23/24			80% by March 25
New staff complete Carbon Literacy training as part of induction - due to start reporting FY24/25	Q3 23/24		Q4 23/24			100% ongoing
Detailed carbon plan for each service	Q3 23/24		Q4 23/24			Target 8 by Q3 24/25
Develop Carbon Literacy training to be delivered to the ELT and SLT	Q3 23/24	On Target	Q4 23/24	On Target		Due to complete Q2 24/25
Review Carbon Literacy training feedback - due to start Q1 24/25	Q3 23/24		Q4 23/24			Due to complete Q1 24/25
Support all Council services to adopt carbon budgeting and complete service target setting activity	Q3 23/24	Some Slippage	Q4 23/24	Some Slippage		Due to complete Q4 25/26
Achieve approval of Council Carbon budget and service-level Carbon budget targets	Q3 23/24	Some Slippage	Q4 23/24	Some Slippage		Due to complete Q3 24/25

Transition to Net Zero and a climate-ready organisation Q4 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
No. HC & Public EV Charger Sites || CP4.07	FY 22/23	96	FY 23/24	136		Target for FY 23/24 to follow Path Finder Project
Low carbon travel & transport [LAIP and LCTT] || CP4.02	Q3 23/24		Q4 23/24			Completed Q2 23/24
Publish a tender for long term development of EV and award contract to a commercial partner	Q3 23/24	Some Slippage	Q4 23/24	Some Slippage		Due to complete Q2 24/25
Evaluate the market and establish a model for EV charger point investment across the Highlands	Q3 23/24	Some Slippage	Q4 23/24	On Target		Due to complete Q2 24/25
Monitor EV charging point usage monthly - start reporting Q3 23/24	Q3 23/24	On Target	Q4 23/24	On Target		Ongoing
Heat Networks: Deliver the LHEES Strategy and Implementation Plan for publication [comp. 2023]	Q3 23/24	Completed	Q4 23/24			Due to complete Q3 23/24
Undertake public consultation on the LHEES Strategy	Q3 23/24	Completed	Q4 23/24			Due to complete Q3 23/24

Renewables Q4 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
50% of existing renewable energy generation assets to be inspected in FY	Q3 23/24		Q4 23/24			due to start reporting Sept 2024
Develop solar panel installations performance data - due to start reporting Mar 24 || CP4.10	Q3 23/24		Q4 23/24	Some Slippage		Target tbc
Implement a remote performance monitoring system for renewable assets - due to start reporting March 2024	Q3 23/24		Q4 23/24	Some Slippage		Start reporting from March 2024
Identify income opportunities from renewable technologies || CP4.08	Q3 23/24	On Target	Q4 23/24	On Target		Ongoing
Green Hydrogen: Joint venture opportunities || CP4.02	Q3 23/24	Some Slippage	Q4 23/24	On Target		Due to complete Q2 23/24
Options appraisal for sites for energy saving interventions || CP4.09	Q3 23/24	No Significant Progress	Q4 23/24	Some Slippage		
Monitor/report remedial and maintenance actions for renewable energy generation assets	Q3 23/24	Some Slippage	Q4 23/24	On Target		Due to complete Q1 24/25
Renewable Technologies: Action plan developed	Q3 23/24	On Target	Q4 23/24	On Target		Ongoing

Energy Efficiency Q4 23/24						
Actions PIs being Monitored in Service Plan	**Period**	**Data**	**Period**	**Data**	**Target Value**	**Completion/ Update Date**
% EES:ABS grant funding utilised || CP3.02	FY 22/23	90 %	FY 23/24		80 %	annual update June
% SSE Renewable grant utilised	FY 22/23		FY 23/24			100% by June 2024
Issue Energy Company Obligation Flex declarations	FY 22/23		FY 23/24	131	40	Target 40 by March 24
Develop plan to deliver the EES: Area Based Scheme for the Highlands	Q3 23/24	On Target	Q4 23/24	On Target		Due to complete Q2 24/25
Ensure optimised use of funding available through the ECO flex funding route	Q3 23/24	On Target	Q4 23/24	On Target		Due to complete Q1 24/25
Ensure quarterly updates/report to committee on ECO funding	Q3 23/24	On Target	Q4 23/24	On Target		TBC by Dec 23
Monitor/report HC allocated funds from SSE Renewable grant	Q3 23/24	On Target	Q4 23/24	On Target		Due to complete Q4 24/25
Pilot ECO funded project for Council properties	Q3 23/24	No Significant Progress	Q4 23/24	Some Slippage		Due to complete Q1 24/25
Work with contractors to build ECO projects in the region	Q3 23/24	Some Slippage	Q4 23/24	Some Slippage		Due to complete Q1 24/25

Current areas of slippage or no update:

<u>**Service Plan**</u>

Action / Performance Indicator:	Update:
Digital Strategy implemented **CP5.04**	Digital Strategy is now integral to the new Operational Delivery Plan, so have resource to take forward. The funding was agreed as part of Operational Delivery Plan to support final outcomes of Digital Strategy.
Implementation of Digital Foundations to support digital transformation	As above, now aligned to new Operational Delivery Plan.
% windows devices functional and receiving all security updates	This is an average figure for the quarter. The status at end of March 2024 was 97.6% compliance with updates.
Update and test cyber incident response plan	Delayed due to staff pressures. Now being considered in conjunction with Elections business continuity planning.
Net Zero Strategy & Fully Costed Action Plan: Report Progress **CP4.07**	Net Zero Strategy delivery now within Operational Delivery Plan, proposed new approach to action plans to align with the Portfolio approach and become rolling workload with targets and performance indicators, refreshed details going to Climate Change Committee May 2024. **Request to extend start target to September 24 (Q2 24/25)**
Develop an Adaptation Strategy and Action Plan	There have been changes in recent months. Have now employed an oficer to review strategy/action plan, with draft to go to committee in November, with implementation in 2025/26.

	Extended target date to December 2024 (Q3 2024/25)
Progress live sustainability software to allow measuring of engagement **CP4.03**	Reviewing initial data to ensure accuracy and functionality available to meet required needs prior to going live. **Request to extend to end September 2024 (Q2 24/25)**
Introduce sustainability software: live data on carbon emissions **CP4.09**	Linked to above action, reviewing initial data to ensure accuracy and functionality to meet required needs prior to going live – working with differing procurement needs. **Request to extend to end September 2024 (Q2 24/25)**
Develop a vision and strategy to embed circular economy into the Council's operations	Work will now sit within the Net Zero team, and is currently under review, as all Net Zero work is now aligned to Operational Delivery Plan. **Extended to December 2024 (Q3 24/25)**
Report to Council regarding review of the Local Authority Circular Economy Framework	Work will now sit within the Net Zero team, and is currently under review, as all Net Zero work is now aligned to Operational Delivery Plan. **Extended to December 2024 (Q3 24/25)**
Support all Council services to adopt carbon budgeting and complete service target setting activity	Implementation once 'Approval' action is complete. **Extended to March 2025 (Q4 24/25)**
Achieve approval of Council Carbon budget and service-level Carbon budget targets	Approval by end Dec24 (Q3 24/25), work has been delayed due to competing priorities. This work needs to align to next financial year, currently piloting options for doing this. **Extended to December 2024 (Q3 24/25)**
Publish a tender for long term development of EV and award contract to a commercial partner	Tender published April 24 and award to partner in due Q2 (July to September 2024). **Extend to September (Q2 24/25)**
Develop solar panel installations performance data - due to start reporting Mar 24 **CP4.10**	This aligns with related Service Plan action – development and definition of appropriate solution is on-going, combined with competing priorities and capacity issues. **Request to extend start target to September 24 (Q2 24/25)**
Implement a remote performance monitoring system for renewable assets - due to start reporting March 2024	Development and definition of appropriate solution on-going. Due to competing priorities and capacity issues an extension is requested. **Extended start target to September 24 (Q2 24/25)**
Options appraisal for sites for energy saving interventions **CP4.09**	Partial recruitment achieved, going back out to market to finalise recruitment – a target date cannot be provided until recruitment resolved.
Pilot ECO funded project for Council properties	Awaiting outcome of applications.
Work with contractors to build ECO projects in the region	Partner service required to move forward, linked to above action.

Appendix 2 – Depute Chief Executive Service Risk Register

Service Risk:

Risk No.	Risk Rating	Risk Name	Q2 Mitigation
DCE01	B1	Loss of ICT Infrastructure and Services	On Target
DCE02	C1	Loss of Data or Data Breach	On Target*
DCE03	C2	Loss of Capacity/Capability to deliver the ICT service	On Target*
DCE04	A2	Increase in costs	On Target*
DCE05	B2	Capability & capacity to manage full portfolio of programme and projects to deliver transformation ambitions	**Completed**
DCE06	A1	Failure to fully implement Net Zero Strategy and Action Plan within desired timescales	On Target*
DCE07	A1	Delayed/Prolonged delivery of key projects postponing energy saving building improvements, impacting delivery of Net Zero targets	Some Slippage*
DCE08	C2	Lack of accessible accurate data sources to support a quality data driven approach to achieving strategic goals (*2 of 3 actions complete, remaining action is 'ongoing' to bed in oversight and consistency*)	On Target

*Risk Mitigating Actions reporting 'some slippage':

Action / Performance Indicator:	Update:
DCE02.2: PCI-DSS: Implement technical changes required	Move of Pay360 to cloud is proving problematic. The move has completed successfully. However, an upgrade was planned at the same time. Testing identified changes to integrations required. Telephony element is progressing in parallel to reduce delay as much as possible. Likely July to have working solutions with assessment and PCIDSS submission to follow.

CE03.01/04.02: Demand: Put in place appropriate governance to manage prioritisation of demand	New model designed that will fit with Future Delivery Plan. Needs to be embedded in ICT sub-teams. **Extended to June 2024 (Q1 24/25)**
DCE03.6: Loss of Accommodation	Progress made, but uncertainty about final locations for staff based in HQ Block A. **Extended to June 2024 (Q1 24/25)**
DCE06.2: Action plan developed on time with strategy	Net Zero Strategy now within Operational Delivery Plan, proposed new approach to action plans to align with ODP Portfolio method and become rolling workload with targets and performance indicators, refreshed details going to Climate Change Committee May 2024 **Extended to September 2024 (Q2 24/25)**
DCE06.5: Adopt carbon budgeting across THC	Implementation once 'Approval' action complete – see commentary in related action in Service Plan. **Extended to March 2025 (Q4 24/25)**
DCE07.1: Embed a Net Zero approach in all projects	Impact assessments not completed, linked to thematic groups, completion of work is external to team. **Extended to June 2024 (Q1 24/25)**
DCE07.3: Embed a Net Zero approach into capital programme management	Board currently under review. **Extended to June 2024 (Q1 24/25)**