| Agenda Item | **7** |
|---|---|
| Report No | **RES/04/25** |

# The Highland Council

**Committee:**      **Corporate Resources**

**Date:**      **20 March 2025**

**Report Title:**      **Corporate Service – Revenue Budget and Performance Monitoring Q3 2024/25**

**Report By:**      **Assistant Chief Executive – Corporate**

## 1. Purpose/Executive Summary

1.1 This report provides Members with the Q3 2024/25 Revenue budget and performance monitoring position for the Corporate Cluster (Performance & Governance, ICT & Digital Transformation and Resources & Finance).

1.2 This report provides revenue monitoring summary and detailed statements (**Appendix 1**) and for performance information, the following information is provided:
- Corporate Indicators;
- Contribution to the Performance Plan;
- Service Plan Progress;
- Service updates out with the Corporate Indicators or Service Plan.

1.3 The content and structure are 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 **approve** the revenue monitoring position for the Corporate Cluster; and
     ii. **Note** the performance and risk information for the Corporate Cluster.

## 3. Implications

3.1 **Resource:** There are no resource implications arising as a direct consequence of this report.

3.2 **Legal:**
3.2.1 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.

3.2.2    For the provision of welfare support, the Council has a legal duty to provide such services for specified groups, which, as detailed in the Welfare Budget, includes for example the outsourced services delivered by Citizens Advice. These duties are specified in the Social Work (Scotland) Act 1968, the Carers (Scotland) Act 2016 and the Child Poverty (Scotland) Act 2017.

3.3    **Risk:** There is a risk that the ongoing cost of living impacts on households will continue to place pressure on the Welfare Budget.

3.4    **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.

3.5    **Gaelic:** There are no implications arising as a direct result of this report.

## 4.    Impacts

4.1    In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.

4.2    Considering impacts is a core part of the decision-making process and needs to inform the decision-making process.  When taking any decision, Members must give due regard to the findings of any assessment.

4.3    This is a monitoring report and therefore an impact assessment is not required.

## 5.    Service Performance - Corporate Indicators

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

5.1.1    As the Resources & Finance service is SPI-owner for Sickness Absence and Invoice Payments, the corporate position is also detailed below.

5.2    **Service Sickness Absence**

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

5.2.2                                    **Corporate Service Cluster**

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

| Average Days Lost | Q4 22/23 | Q1 23/24 | Q2 23/24 | Q3 23/24 | Q4 23/24 | Q1 24/25 | Q2 24/25 | Q3 24/25 |
|---|---|---|---|---|---|---|---|---|
| ICT Services | 2.19 | 1.42 | 2.14 | 1.93 | 1.80 | 2.32 | 2.43 | 2.22 |
| Performance & Governance | 2.13 | 1.53 | 1.75 | 2.06 | 2.08 | 1.09 | 2.82 | 2.18 |
| Resources & Finance | 2.48 | 2.38 | 2.91 | 2.24 | 1.99 | 2.32 | 2.59 | 2.94 |
| Highland Council | 2.88 | 2.48 | 2.08 | 3.35 | 3.48 | 3.24 | 2.54 | 3.42 |

5.2.3    Absence monitoring is ongoing across the Cluster and Managers continue to be advised by Attendance Officers within the People section to ensure that employees receive appropriate supports and absences are suitably managed.

5.3    **Council Sickness Absence**

5.3.1    Q3 2024/25 figures (**Appendix 3**) report an increase in absence for the Cluster and the Council as a whole, compared to Q2 2024/25. This trend is consistent with previous years due to the winter months. Adverse weather conditions and seasonal illnesses typically contribute to higher absenteeism during this period.

5.3.2    Further Interrogation of the data shows the Viral illnesses (Covid, cold, flu, sore throat) and stress/debility (not work related) account for the majority of staff absences.  As way of supporting stress/debility issues the occupational health, safety and wellbeing team continue to support staff wellbeing, mental health and stress management initiatives for staff by hosting drop-in on-line sessions.

5.3.3    There has also been a focus on recruiting and training an additional 21 mental health representatives, bringing the total in the council to 91 reps. A new mental health and wellbeing helpline in September, which provides easier access to the following mental health support services: EAP; NHS 24; Samaritans and mental health representative. A new mental health and wellbeing communication channel has been launched on viva engage which is a place for the HC community to discuss and promote the benefits of positive and proactive mental health and wellbeing activities.

5.3.4    It should also be noted that employees often require multiple treatments and ongoing support for absences which may extend periods of absence. Additionally, there continues to be long NHS waiting lists to access appropriate mental health services.

5.4    **Service Complaints Response Times**

5.4.1    Monitoring complaints provides important feedback which can facilitate decision making and service design. Each Cluster is responsible for responding to complaints which are issued on their behalf by the Customer and Resolution Improvement Team ('CRIT').

**Complaints - Corporate Services Cluster**

## Number of closed complaints and the % compliant with the legislative timescale

**Frontline Resolution within 5 days**

| | Q4 22/23 | | Q1 23/24 | | Q2 23/24 | | Q3 23/24 | | Q4 23/24 | | Q1 24/25 | | Q2 24/25 | | Q3 24/25 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| ICT Services | | | 0 | | 0 | | 0 | | 1 | 100 % | 0 | | 0 | | 0 | |
| Performance & Governance | 2 | 100 % | 4 | 100 % | 2 | 100 % | 2 | 100 % | 4 | 100 % | 26 | 100 % | 17 | 35 % | 0 | |
| Resources & Finance | 8 | 88 % | 20 | 90 % | 16 | 81 % | 18 | 89 % | 23 | 70 % | 15 | 80 % | 3 | 100 % | 19 | 89 % |
| Highland Council | 101 | 90 % | 159 | 92 % | 132 | 78 % | 150 | 80 % | 189 | 76 % | 219 | 84 % | 196 | 78 % | 155 | 88 % |

**Investigation Resolution within 20 days**

| | Q4 22/23 | | Q1 23/24 | | Q2 23/24 | | Q3 23/24 | | Q4 23/24 | | Q1 24/25 | | Q2 24/25 | | Q3 24/25 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| ICT Services | | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | |
| Performance & Governance | 2 | 50 % | 1 | 100 % | 1 | 0 % | 1 | 100 % | 1 | 100 % | 2 | 50 % | 2 | 50 % | 3 | 0 % |
| Resources & Finance | 1 | 0 % | 4 | 100 % | 7 | 71 % | 2 | 100 % | 3 | 100 % | 8 | 88 % | 36 | 69 % | 8 | 63 % |
| Highland Council | 63 | 41 % | 97 | 63 % | 85 | 49 % | 67 | 48 % | 98 | 46 % | 86 | 47 % | 101 | 57 % | 90 | 42 % |

**Escalated Resolution within 20 days**

| | Q4 22/23 | | Q1 23/24 | | Q2 23/24 | | Q3 23/24 | | Q4 23/24 | | Q1 24/25 | | Q2 24/25 | | Q3 24/25 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| ICT Services | | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | |
| Performance & Governance | 0 | | 0 | | 0 | | 1 | 100 % | 0 | | 0 | | 1 | 100 % | 0 | |
| Resources & Finance | 1 | 100 % | 3 | 100 % | 1 | 100 % | 3 | 67 % | 1 | 100 % | 3 | 67 % | 3 | 67 % | 2 | 50 % |
| Highland Council | 15 | 33 % | 32 | 50 % | 32 | 41 % | 28 | 57 % | 34 | 35 % | 47 | 32 % | 28 | 50 % | 26 | 46 % |

5.4.3 The Corporate Cluster continues to perform above Council performance. Performance monitoring in this area continues on a regular basis, while recognising the complexities of some complaints.

## 5.5 Service Freedom of Information ('FOI') Response Times

5.5.1 FOI requests are co-ordinated by the Customer Resolution and Improvement Team (CRIT) in collaboration with Service teams which collate the information relevant to the request.

5.5.2

**Freedom of Information Requests - Corporate Service Cluster**

## % of FOIs closed compliant with the legislative timescale

| | Q4 22/23 | | Q1 23/24 | | Q2 23/24 | | Q3 23/24 | | Q4 23/24 | | Q1 24/25 | | Q2 24/25 | | Q3 24/25 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| % FOIs Compliant - ICT Services | 13 | 77 % | 17 | 82 % | 8 | 88 % | 13 | 92 % | 24 | 92 % | 20 | 65 % | 25 | 80 % | 17 | 76 % |
| % FOIs Compliant - Performance & Governance | 47 | 74 % | 43 | 84 % | 29 | 86 % | 26 | 92 % | 51 | 80 % | 44 | 77 % | 51 | 88 % | 53 | 81 % |
| % FOIs Compliant - Resources & Finance | 60 | 82 % | 42 | 83 % | 32 | 84 % | 34 | 88 % | 60 | 87 % | 51 | 86 % | 56 | 77 % | 54 | 74 % |
| % FOIs Compliant - Highland Council | 536 | 75 % | 399 | 84 % | 333 | 88 % | 338 | 89 % | 548 | 77 % | 511 | 81 % | 479 | 76 % | 568 | 73 % |

5.5.3   All teams within the Corporate Services Cluster continue to take steps to monitor performance and to identify further improvement actions.

5.6   **Corporate Cluster Invoice Payment Times**

5.6.1   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.

5.6.2   The performance for invoice payment times within 10- and 30-days during Q3 against a target of 95% and 75%, respectively, was as follows:

5.6.3   **Corporate Service Cluster - Invoice Payments**

| Invoice Payment within 30 days | Q4 22/23 | Q1 23/24 | Q2 23/24 | Q3 23/24 | Q4 23/24 | Q1 24/25 | Q2 24/25 | Q3 24/25 |
|---|---|---|---|---|---|---|---|---|
| ICT Services | 100.0 % | 98.8 % | 98.9 % | 99.1 % | 99.2 % | 76.7 % | 86.9 % | 81.0 % |
| Performance & Governance | 94.4 % | 98.5 % | 95.4 % | 98.1 % | 94.8 % | 97.5 % | 97.3 % | 96.5 % |
| Resources & Finance | 96.5 % | 98.8 % | 99.5 % | 98.1 % | 98.5 % | 79.9 % | 88.3 % | 96.4 % |
| Highland Council | 94.9 % | 95.1 % | 96.7 % | 95.6 % | 93.6 % | 87.7 % | 91.4 % | 92.9 % |

| Invoice Payment less than 10 days | Q4 22/23 | Q1 23/24 | Q2 23/24 | Q3 23/24 | Q4 23/24 | Q1 24/25 | Q2 24/25 | Q3 24/25 |
|---|---|---|---|---|---|---|---|---|
| ICT Services | 88.3 % | 95.2 % | 86.8 % | 95.6 % | 91.0 % | 41.7 % | 60.0 % | 54.8 % |
| Performance & Governance | 88.7 % | 93.4 % | 90.8 % | 83.2 % | 79.3 % | 81.3 % | 79.8 % | 82.6 % |
| Resources & Finance | 83.6 % | 91.1 % | 98.4 % | 91.2 % | 79.3 % | 43.6 % | 53.7 % | 68.0 % |
| Highland Council | 71.6 % | 72.8 % | 80.9 % | 75.3 % | 69.7 % | 57.0 % | 68.5 % | 63.8 % |

5.6.4   For Resources & Finance, there has been an improvement in Q3 from the reported performance last quarter for both the 10-days and 30-days performance. Performance & Governance has seen a minor drop on the 30-days performance but remains above the 95% target, however, the 10-days position has improved.  For ICT Services, there has been a slight decrease in performance for both of these measures.  The Cluster's performance continues to be reviewed to identify further improvement actions for potential application across all Clusters.

5.7   **Council Invoice Payments – SPI Owner**

5.7.1   The Council's Q3 performance for payments within 30 Days was 92.9% for invoice processing, which is an improvement on the Q2 position. For invoice payments less than 10 days performance was at 63.8%, which is a slight dip in performance from Q2. Details of performance, by Service, is provided in **Appendix 2** to this report.

5.7.2   Performance is continuing to improve as skills and knowledge of the new system becomes embedded, and further functionality is rolled out to users.  Budget holders also continue to focus on these important indicators, and administering invoices continues to be a key priority for the Business Support team within Revenues & Commercialisation.

# 6. Contribution to the Performance Plan

## 6.1 ICT & Digital Transformation:

| PIs/Actions in the Corporate Plan | Period | Data | Period | Data | Period | Data |
|---|---|---|---|---|---|---|
| ERDs being completed - DCE \|\| CP5.01 | Q1 24/25 | Completed | Q2 24/25 | | Q3 24/25 | |
| Digital Strategy implemented \|\| CP5.04 | Q1 24/25 | Some Slippage | Q2 24/25 | On Target | Q3 24/25 | On Target |
| ICT Strategy implemented \|\| CP5.04 | Q1 24/25 | On Target | Q2 24/25 | On Target | Q3 24/25 | On Target |

## 6.2 Performance & Governance

| PIs/Actions in the Corporate Plan | Period | Data | Period | Data | Period | Data |
|---|---|---|---|---|---|---|
| Culture and heritage events promoted through press and social media \|\| CP1.12 | Q1 24/25 | On Target | Q2 24/25 | On Target | Q3 24/25 | On Target |
| Highland AR App used to promote Highland heritage and culture \|\| CP1.12 | Q1 24/25 | | Q2 24/25 | | Q3 24/25 | |
| No. Gaelic culture reports promoted through press releases and social media \|\| CP1.12 | FY 21/22 | | FY 22/23 | 44 | FY 23/24 | 73 |
| Work with partners to support campaigns to keep public spaces clean and safe \|\| CP2.07 | Q1 24/25 | On Target | Q2 24/25 | On Target | Q3 24/25 | On Target |
| ERDs being completed - PGV \|\| CP5.01 | Q1 24/25 | On Target | Q2 24/25 | On Target | Q3 24/25 | On Target |

## 6.3 Resources & Finance

| PIs/Actions in the Corporate Plan | Period | Data | Period | Data | Period | Data |
|---|---|---|---|---|---|---|
| Avg days to process Housing Benefit & Council Tax Reductions - Changes of Circumstance \|\| CP1.02 | FY 21/22 | 1.8 | FY 22/23 | 1.9 | FY 23/24 | 1.6 |
| Avg days to process Housing Benefit & Council Tax Reductions - New Claims \|\| CP1.02 | FY 21/22 | 9.4 | FY 22/23 | 11.0 | FY 23/24 | 10.0 |
| No. newly enrolled and upskilled via THC Modern Apprenticeships per year \|\| CP1.03 | FY 21/22 | | FY 22/23 | 64 | FY 23/24 | 100 |
| % of procurement spend on local enterprises \|\| CP2.11 \|\| ECON04 | FY 21/22 | 49.76 % | FY 22/23 | 49.10 % | FY 23/24 | 51.80 % |
| % of indicators in OHS Strategy with green rating \|\| CP5.01 | FY 21/22 | | FY 22/23 | 90 % | FY 23/24 | |
| ERDs being completed - RSF \|\| CP5.01 | Q1 24/25 | Some Slippage | Q2 24/25 | Some Slippage | Q3 24/25 | Some Slippage |
| Finance element of new HR system [OneCouncil] implemented \|\| CP5.01 | Q1 24/25 | Completed | Q2 24/25 | | Q3 24/25 | |
| Identify and agree Corporate Training priorities: achieve compliance with training \|\| CP5.01 | Q1 24/25 | On Target | Q2 24/25 | On Target | Q3 24/25 | On Target |
| Identify and agree Corporate Training priorities: improve ERD recording \|\| CP5.01 | Q1 24/25 | Some Slippage | Q2 24/25 | Some Slippage | Q3 24/25 | On Target |
| Identify and agree Corporate Training priorities: Managers mandatory \|\| CP5.01 | Q1 24/25 | | Q2 24/25 | | Q3 24/25 | |
| Sickness Days Lost per Employee \|\| CP5.01 | FY 21/22 | 7.39 | FY 22/23 | 8.58 | FY 23/24 | 11.39 |
| Council Tax - Annual % received \|\| CP5.10 \|\| CORP07 | FY 21/22 | 96.48 % | FY 22/23 | 96.71 % | FY 23/24 | 95.89 % |

# 7. Service Plan Progress

## 7.1 ICT & Digital Transformation

### 7.1.1

| Digital: Maximising the use of new processes and technology Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| Biennial Digital Maturity Assessment | 2019 - 2021 | | 2021 - 2023 | 2.50 | 3.00 | level 5/5 by 2027 |
| Digital Strategy implemented \|\| CP5.04 | Q2 24/25 | On Target | Q3 24/25 | On Target | | Due to complete Q1 27/28 |
| Implementation of Digital Foundations to support digital transformation | Q2 24/25 | Some Slippage | Q3 24/25 | Some Slippage | | Due to complete Q3 24/25 |

7.1.2

| Strategic Improvement Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| **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 | Q2 24/25 | | Q3 24/25 | | | **Completed - 100% achieved by March 2024** |
| Ensure Strategic Improvement Board is operating consistently to the terms of reference | Q2 24/25 | | Q3 24/25 | | | **Completed Q4 23/24** |
| Establish full lifecycle management process for the corporate portfolio of programmes and projects | Q2 24/25 | | Q3 24/25 | | | **Completed Q1 24/25** |
| Implement new team structure and align to corporate priority programmes and projects | Q2 24/25 | | Q3 24/25 | | | **Completed Q3 23/24** |

7.1.3

| ICT: Provision of robust, secure and sustainable in-house ICT service Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| **Actions PIs being Monitored in Service Plan** | **Period** | **Data** | **Period** | **Data** | **Target Value** | **Completion/ Update Date** |
| ICT % customers satisfied - monthly | M9 24/25 | 96.0 % | M10 24/25 | 97.3 % | 95.0 % | |
| ICT % service contacts resolved within 24 hrs - monthly | M9 24/25 | 53.5 % | M10 24/25 | 62.5 % | 56.0 % | |
| ICT Avg wait time [seconds] for Service Desk contacts - monthly | M9 24/25 | 28 | M10 24/25 | 37 | 60 | |
| ICT User Satisfaction [SOCITM] - Annual | FY 22/23 | 5.50 | FY 23/24 | 5.43 | | |
| % windows devices functional and receiving all security updates | Q2 24/25 | 89 | Q3 24/25 | 84 | 100 | |
| ICT Strategy implemented \|\| CP5.04 | Q2 24/25 | On Target | Q3 24/25 | On Target | | Due to complete 2027 |
| Consolidate the in-house ICT Service | Q2 24/25 | | Q3 24/25 | | | Completed Q3 23/24 |
| Reduce the reliance on the Data Centre | Q2 24/25 | On Target | Q3 24/25 | On Target | | Due to complete Q1 27/28 |
| Start a rolling refresh programme for Windows devices and software | Q2 24/25 | Completed | Q3 24/25 | | | Completed Q2 24/25 |

The PI relating to Windows device updates, as reported previously to this Committee, is an average for the quarter. The target is 100%, but compliance over 90% is considered to be good. In November the compliance rate was 93% which is comparable with most months. Numbers were affected, as usual, by holidays in October and December which meant devices could not be updated when switched off.

7.1.4

| ICT: Provision of robust, secure and sustainable in-house ICT service Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| 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 | Q2 24/25 | | Q3 24/25 | | | Completed Q3 23/24 |
| Full ICT team recruited | Q2 24/25 | | Q3 24/25 | | | Completed Q4 23/24 |
| Cybersecurity protection implement first phase of ICT Strategy | Q2 24/25 | | Q3 24/25 | | | Completed Q4 23/24 |
| Set up cyber incident support contract | Q2 24/25 | | Q3 24/25 | | | Completed Q2 23/24 |
| Update and test cyber incident response plan | Q2 24/25 | Some Slippage | Q3 24/25 | On Target | | Due to complete Q2 24/25 |
| Implement printer rationalisation and introduce cloud printing | Q2 24/25 | Some Slippage | Q3 24/25 | Completed | | Due to complete Q1 24/25 |
| Roll out new corporate telephony to support new ways of working | Q2 24/25 | | Q3 24/25 | | | Completed Q1 24/25 |
| Implement new network model to support move to SWAN2 | Q2 24/25 | Some Slippage | Q3 24/25 | Some Slippage | | Due to complete Q2 24/25 |
| Further develop partnership working and engagement with NHS[H] re ICT requirements | Q2 24/25 | | Q3 24/25 | | | Completed Q1 24/25 |

## 7.2 Performance & Governance

7.2.1

| Legal & Governance: Provide High-Quality Legal Advice and representation Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| Monitor Guardianship applications within 30 days | Q2 24/25 | 96 % | Q3 24/25 | 95 % | 90 % | |
| Short Term Lets Licensing Regime | Q2 24/25 | | Q3 24/25 | | | Completed Q3 23/24 |

7.2.2

| Legal & Governance: Tackle Unfair & Unsafe Trading Practices and Assist Business Growth Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| Develop new Trading Standards Performance Indicator | Q2 24/25 | | Q3 24/25 | | | Completed Q4 23/24 |
| Cost of Trading Standards, Money Advice and Citizen Advice per 1000 population \|\| ENV5a | FY 22/23 | £ 8,633 | FY 23/24 | £ 8,755 | £ 10,811 | annual update November |
| Trading Standards - business advice - 14 days | FY 22/23 | 81.60 % | FY 23/24 | 69.15 % | 84.3 % | annual update June |

Trading Standards – business advice – 14 days: This indicator does not measure quality of performance, rather it measures the time taken to close a case, against a baseline of 14 days. Some cases legitimately take longer than that, due to various issues including complexity and delays caused by waiting for necessary information to be received from the enquirer or other involved parties. A review of the usefulness of this indicator is being undertaken and plans are in place to replace it with a set of indicators that measure performance, quality and community impact.

**7.2.3**

| Communications & Resilience: Internal & External Communications Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| 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 | Q2 24/25 | On Target | Q3 24/25 | On Target | | Target is ongoing. Review Q4 23/24. |
| Highland AR App used to promote Highland heritage and culture \|\| CP1.12 | Q2 24/25 | | Q3 24/25 | | | Completed Q1 23/24 |
| Work with partners to support campaigns to keep public spaces clean and safe \|\| CP2.07 | Q2 24/25 | On Target | Q3 24/25 | On Target | | Target is ongoing |
| Monitor and report Business Continuity training uptake and plan completion | Q2 24/25 | On Target | Q3 24/25 | On Target | | Review Q4 23/24 |
| Ranking for Scottish LAs for Social Media | Q2 24/25 | 10 | Q3 24/25 | 10 | 10 | |
| Report debrief learning in Resilience Group action plans | Q2 24/25 | On Target | Q3 24/25 | On Target | | Review Q4 23/24 |
| Report on and increase overall engagement stats for social media | Q2 24/25 | On Target | Q3 24/25 | On Target | | Reported and published regularly |
| Rolling programme of face-to-face and Teams staff engagement | Q2 24/25 | On Target | Q3 24/25 | On Target | | Review Q4 23/24 |

**7.2.4**

| Corporate Performance, Audit & Information Governance: Information Governance Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| Implement the cross-service Information Governance action plan | Q2 24/25 | Some Slippage | Q3 24/25 | Some Slippage | | Due to complete Q3 23/24 |
| Increase completion of Information Management Training: Elected Members | Q2 24/25 | | Q3 24/25 | | | |
| Increase completion of Information Management Training: Staff | Q2 24/25 | 63 % | Q3 24/25 | 63 % | | |
| Reduce data breaches reported to ICO | FY 22/23 | 5 | FY 23/24 | | | |

**7.2.5**

| Corporate Performance, Audit & Information Governance: Risk Management Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| Review and improve Risk Management approach | Q2 24/25 | | Q3 24/25 | | | Completed Q4 23/24 |

**7.2.6**

| Corporate Performance, Audit & Information Governance: Performance Reporting Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| Corporate Plan progress reported to Council | Q2 24/25 | | Q3 24/25 | | | Completed Q2 23/24 |
| PSIF Programme reported to Audit Committee | Q2 24/25 | | Q3 24/25 | | | Completed Q4 23/24 |
| Review Best Value Improvement Plan | Q2 24/25 | | Q3 24/25 | | | Completed Q4 23/24 |
| Review Public Performance reporting Framework | Q2 24/25 | On Target | Q3 24/25 | On Target | | Due to complete Q4 24/25 |
| Robust and Consistent Quarterly Performance Reporting | Q2 24/25 | | Q3 24/25 | | | Completed Q3 23/24 |
| Statutory Performance Indicators reported to Council annually | Q2 24/25 | | Q3 24/25 | | | Completed Q4 23/24 |

**7.2.7**

| Corporate Performance, Audit & Information Governance: Audit & Fraud Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| Corporate fraud investigations reported to Audit Committee annually | Q2 24/25 | | Q3 24/25 | | | Completed Q2 23/24 |

**7.2.8**

| Legal & Governance: Elections Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| Digital Accessibility Project | Q2 24/25 | Some Slippage | Q3 24/25 | Some Slippage | | Review Q4 23/24 |
| High performance standards for Returning Officer | Q2 24/25 | | Q3 24/25 | | | Review Q4 23/24 |
| Polling Station Review | Q2 24/25 | | Q3 24/25 | | | Completed Q3 23/24 |
| Support work of Electoral Commission reviewing Parliamentary Election forms | Q2 24/25 | | Q3 24/25 | | | Review Q4 23/24 |

**7.2.9**

| Legal & Governance: Effective Governance Arrangements Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| Develop improved process for Code of Corporate Governance | Q2 24/25 | | Q3 24/25 | | | Completed Q4 23/24 |
| Review arrangements for managing Council business | Q2 24/25 | | Q3 24/25 | | | Completed Q3 23/24 |
| Issue Committee papers 10 days prior to meetings | Q2 24/25 | 87 % | Q3 24/25 | 91 % | | Data expected quarterly |

## 7.3 Resources and Finance

**7.3.1**

| Maximising Income Collections Due to the Council Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| Council Tax - Annual % received \|\| CP5.10 \|\| CORP07 | FY 22/23 | 96.71 % | FY 23/24 | 95.89 % | 95.49 % | annual update August |
| Overall Council Tax collection level - 5 years | FY 22/23 | 97.30 % | FY 23/24 | 97.10 % | 96.10 % | annual update December |
| Cost NDR collection/chargeable property | FY 22/23 | £ 12.54 | FY 23/24 | £ 13.24 | £ 15.21 | annual update August |
| % NDR collected by year end | FY 22/23 | 97.86 % | FY 23/24 | 94.67 % | 97.90 % | annual update June |
| % income sundry debtors collected during yr | FY 22/23 | 86.77 % | FY 23/24 | 86.77 % | 84.50 % | annual update June |
| Implement a Corporate Revenues Income Maximisation Strategy | Q2 24/25 | On Target | Q3 24/25 | Some Slippage | | |

**7.3.2**

| Social and Economic Empowerment Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| Benefits Admin costs - Gross cost per Case | FY 22/23 | £ 30.76 | FY 23/24 | £ 28.99 | £ 39.89 | annual update August |
| Avg days to process Housing Benefit & Council Tax Reductions - New Claims \|\| CP1.02 | FY 22/23 | 11.0 | FY 23/24 | 10.0 | 10.0 | annual update August |
| Avg days to process Housing Benefit & Council Tax Reductions - Changes of Circumstance \|\| CP1.02 | FY 22/23 | 1.9 | FY 23/24 | 1.6 | 2.0 | annual update August |

**7.3.3**

| Financial Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| Cost of Accounting - % Net Rev Budget + HRA | FY 22/23 | 0.21 % | FY 23/24 | 0.23 % | 0.25 % | annual update August |
| Review and develop budget management good practice across the Council | Q2 24/25 | On Target | Q3 24/25 | On Target | | Review March 2025 |
| Support the Council develop and agree its capital investment programme | Q2 24/25 | Completed | Q3 24/25 | | | Completed Q2 24/25 |
| Develop and implement a multi-year financial planning approach for revenue and capital budgets | Q2 24/25 | | Q3 24/25 | | | Completed Q4 23/24 |
| Support the Council in achieving and sustaining a financially sustainable position | Q2 24/25 | On Target | Q3 24/25 | On Target | | Due to complete March 27 |
| Council fulfils it obligations as Accountable Body to Government for the Inverness and Cromarty Firth Green Freeport | Q2 24/25 | On Target | Q3 24/25 | On Target | | Review June 24 |
| Ensure the Council's lease arrangements comply with Accounting Standards for 24/25 | Q2 24/25 | On Target | Q3 24/25 | On Target | | Due to complete Q1 25/26 |

**7.3.4**

| Joint Procurement Strategy Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| % contracts with community benefits clause included | FY 22/23 | 50 % | FY 23/24 | 92 % | 95 % | |
| % contracts with carbon reduction clause included | FY 22/23 | 55 % | FY 23/24 | 77 % | 75 % | |
| % Contract Spend - collaborative contracts [exc. frameworks] | FY 22/23 | 1 % | FY 23/24 | 1 % | 10 % | |
| % Contract Spend - Cat. A or B frameworks | FY 22/23 | 12 % | FY 23/24 | 7 % | 10 % | |
| Council Spend with Highland Small & Medium sized businesses | FY 22/23 | 27 % | FY 23/24 | 33 % | 30 % | |
| % contracts with fair work practices included | FY 22/23 | 32 % | FY 23/24 | 77 % | 95 % | |
| Efficiency savings - cashable [% of addressable spend] | FY 22/23 | £ 615,817 | FY 23/24 | £ 853,000 | | |
| % Spend covered by contract | FY 22/23 | 69.0 % | FY 23/24 | 74.4 % | 80.0 % | |
| Cost Procurement Sectn % Net Rev Budget | FY 22/23 | % 0.091 | FY 23/24 | % 0.092 | % 0.101 | annual update July |
| % of procurement spend on local enterprises \|\| CP2.11 \|\| ECON04 | FY 22/23 | 49.10 % | FY 23/24 | 51.80 % | 33.30 % | annual update Dec |

**7.3.5**

| People Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| Accident Injury Rate | FY 22/23 | 151 | FY 23/24 | 155 | 142 | annual update June |
| Sickness THC - Non Teachers - Avg working days lost \|\| CORP06b | FY 22/23 | 9.24 | FY 23/24 | 12.71 | 13.89 | annual update August |
| Sickness Days Lost per Employee \|\| CP5.01 | FY 22/23 | 8.58 | FY 23/24 | 11.39 | 12.50 | annual update August |
| Women managers in top 2% of earners | FY 22/23 | 46.6 % | FY 23/24 | 53.6 % | 43.6 % | annual update August |
| Support, monitor and report on completion rates of ERDs/Induction Training/Mandatory Courses | Q2 24/25 | On Target | Q3 24/25 | On Target | | Review quarterly |

7.3.6

| People and Finance Systems Programme Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| **Actions PIs being Monitored in Service Plan** | **Period** | **Data** | **Period** | **Data** | **Target Value** | **Completion/ Update Date** |
| Replacement of the current financial system | Q2 24/25 | | Q3 24/25 | | | Completed Q1 24/25 |
| Implement a new pensions payroll module within the existing pensions ICT system | Q2 24/25 | Some Slippage | Q3 24/25 | On Target | | Due to complete Q3 24/25 |
| Implement a new software solution to support: management of leases / implementation of IFRS 16 accounting rules changes | Q2 24/25 | | Q3 24/25 | | | Completed Q1 24/25 |

7.3.7

| Pensions Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| **Actions PIs being Monitored in Service Plan** | **Period** | **Data** | **Period** | **Data** | **Target Value** | **Completion/ Update Date** |
| Conclude the triennial Pension Fund Actuarial Valuation at 31/3/23 | Q2 24/25 | | Q3 24/25 | | | Completed Q4 23/24 |
| Implement a new pension scheme members self-serve portal | Q2 24/25 | | Q3 24/25 | | | Completed Q4 23/24 |
| Implement the revised Pensions staffing structure | Q2 24/25 | Completed | Q3 24/25 | | | Completed Q2 24/25 |

7.3.8

| Efficiencies and Improvement in Service Delivery Q3 24/25 | | | | | | |
|---|---|---|---|---|---|---|
| **Actions PIs being Monitored in Service Plan** | **Period** | **Data** | **Period** | **Data** | **Target Value** | **Completion/ Update Date** |
| Implement Revenues & Business Support Development Plan | Q2 24/25 | On Target | Q3 24/25 | On Target | | Review March 24 |

# 8.     ICT & Digital Transformation

## 8.1     ICT, Strategic Improvement & Digital Services

8.1.1     The ICT service has one annual performance indicator relating to user satisfaction. This is measured by a survey issued to all ICT users each year, previously sent by the Society for Innovation, Technology and Modernisation (SOCITM). 2024/25 was the first year the survey was run in-house rather than via SOCITM. This reduced the cost of the activity and also allowed the questions to be more tailored to our circumstances. However, this has meant the survey went out later in the year than usual. Also, the methodology for scoring the results has changed so there will not be a direct comparison with previous years. The intention is to bring a report to the June 2025 meeting of this Committee with full details.

8.1.2

| 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 |

No survey was carried out in 2020-21 due to the pandemic. Results for 2024-25 will be reported in June 2025.

8.1.3     The table below shows the performance on the in-house ICT Service Desk for Q3 2024/25. 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.

8.1.4    Key points to take from this data are:
- Customer satisfaction remains high.

- Incident resolution rates in December were impacted by staff vacancies and holidays.

8.1.5

| Measure | Target Performance | | | Actual Performance | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Description | Red | Amber | Green | Jul-24 | Aug-24 | Sep-24 | Oct-24 | Nov-24 | Dec-24 |
| % Satisfied customers | 85% | 85-95% | 95% | 98.2% | 95.8% | 95.4% | 96.8% | 97.4% | 96% |
| % Service Desk calls abandoned | 10% | 10-5% | 5% | 4.1% | 7.0% | 12.6% | 3.6% | 4.5% | 3.4% |
| Average Service Desk wait time | 120s | 120-60s | 60s | 28s | 43s | 62s | 25 | 29 | 28 |
| % Incidents resolved within 24 hours | 50% | 50-56% | 56% | 58.2% | 59.3% | 50.4% | 57.9% | 59.3% | 53.5% |
| % Incidents resolved within 7 days | 70% | 70-80% | 80% | 80.2% | 83.5% | 73.4% | 77.7% | 82.9% | 79.4% |
| % Incidents resolved within 28 days | 90% | 90-95% | 95% | 94.4% | 93.5% | 97.0% | 94.7% | 96.3% | 96.7% |
| Number of Active Incidents | N/A | N/A | N/A | 403 | 696 | 558 | 446 | 459 | 522 |
| Number of Active Requests | N/A | N/A | N/A | 2538 | 2973 | 3031 | 1770 | 1751 | 1901 |
| Number of incidents opened | N/A | N/A | N/A | 1806 | 3197 | 3417 | 2214 | 2464 | 1849 |
| Number of incidents closed | N/A | N/A | N/A | 1840 | 2972 | 3561 | 2338 | 2469 | 1902 |
| Number of requests opened | N/A | N/A | N/A | 2270 | 3114 | 2667 | 2559 | 2254 | 1612 |
| Number of requests closed | N/A | N/A | N/A | 2111 | 2487 | 2472 | 2483 | 2122 | 1506 |
| Number of Chromebook repairs opened | N/A | N/A | N/A | 58 | 402 | 535 | 345 | 506 | 341 |
| Number of Chromebook repairs closed | N/A | N/A | N/A | 407 | 372 | 586 | 623 | 625 | 325 |

8.1.6    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 3 months up to December 2024. All Wipro KPIs met the targets for that period:

8.1.7

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

## 8.2    Strategic Improvement

8.2.1    The Strategic Improvement team are now focused on supporting projects and programmes within the Operational Delivery Plan and those delivering other corporate strategic outcomes. As well as the direct management of projects the team includes the Corporate Programme Management Office (PMO) which help to co-ordinate all the corporate change projects. Reporting on the Delivery Plan projects is via separate reports to relevant Committees.

## 9.    Resources and Finance

## 9.1    Council Tax In-Year Collection Rate

9.1.1    A collection rate of 78.3% is reported for Q3 2024/25 which is a slight decrease on the collection rate during Q3 2023/24 which was 78.7%.

9.1.2    Council Tax contributes around 19.6% of the Council's general fund and is used to bridge the difference between the block grant and the Council's estimated expenditure. There is therefore a sharp focus on council tax collections' performance and actions to mitigate performance fluctuations. For example, Direct Debits now make up 76.07% of council tax bill payments (Q3), which is higher than the performance for the comparable period last year, which was at 75.83%, representing 84.14% of Council Tax receipts. Direct Debit continues to be the Council's preferred payment method as it is secure and efficient, and convenient for customers.

9.1.3    Direct debit payments and the value of receipts supports collections performance, reduces bank charges resulting in financial savings, and enables the Council to better predict future income levels, which are important for treasury management and financial planning purposes.

9.1.4

**Council Tax, in-year collection rate**
2024/25 - Gross amount : £247.01m
Number of payers: 125,179



| | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|---|---|---|---|---|---|---|---|---|
| Q1 | 28.4 | 28.4 | 28.6 | 28.6 | 27.3 | 28.7 | 33.3 | 28.7 | 28.7 |
| Q2 | 54.1 | 54.2 | 54.3 | 54.4 | 53.2 | 54.2 | 57.1 | 53.9 | 54.0 |
| Q3 | 80.0 | 79.9 | 79.8 | 79.7 | 78.8 | 79.8 | 80.6 | 78.7 | 78.3 |
| Q4 | 96.1 | 96.2 | 96.3 | 96.3 | 95.7 | 96.5 | 96.7 | 95.9 | |
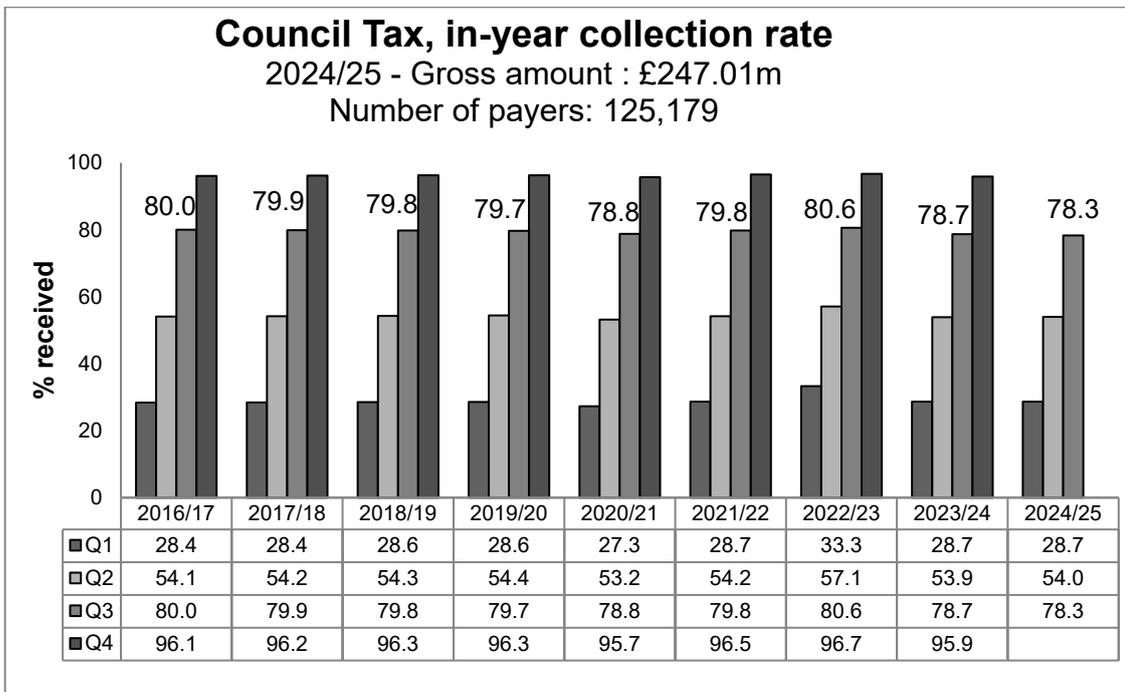
9.1.5    The Revenues Team continues to focus on recovering unpaid sums in respect of the current and prior years and is working closely with the Council's appointed Sheriff Officers to focus on those debts where Summary Warrants have been granted.

9.1.6    The number of Council Tax payers included in the above bar chart shows the position as at 1 April 2024. As new builds come onto the market and are made available for ownership, private rented and social housing, and properties transfer between Council Tax and Non-Domestic Rates, there is a natural movement in the tax base and number of Council Tax payers throughout the year. The annual billing position is therefore used year on year to provide trend data and to develop business intelligence. Having such rich data, helps to inform improved performance and decision making.

9.2      **Non-Domestic Rates In-Year Collection Rate**

9.2.1    The Council's total revenue funding provided by the Scottish Government is made up of 3 components: General Revenue Grant (GRG): Distributable Non-Domestic Rate Income (NDRI) and specific ring-fenced grants. NDR contributes around 20.8% of the Council's general fund.

9.2.2    Economic volatility is very quickly evident from fluctuations in Non-Domestic Rates income and underlines the importance of understanding and acting upon the trend information detailed in the table below.  Keeping abreast and responding to external influences continue to be an important focus for the Revenues Team.

9.2.3    The collection rate for Q3 of 80.3% shows a considerable improvement when compared with the same period in the previous year of 76.2% and is more aligned with earlier years. The Non-Domestic Rates team continue to identify potential entitlement to relief and to progress recovery in accordance with legislative timescales.

9.2.4

**Non-domestic rates, in-year collection rate**
2024/25 - Gross amount: £230.33m
Number of Ratepayers: 24,617

| | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|---|---|---|---|---|---|---|---|
| Q1 | 26.8 | 27.3 | 29.5 | 0.3 | 14.6 | 19.0 | 19.7 | 33.9 |
| Q2 | 52.7 | 53.1 | 54.2 | 40.4 | 53.9 | 55.7 | 51.8 | 57.8 |
| Q3 | 80.5 | 80.2 | 80.5 | 75.1 | 80.2 | 80.2 | 76.2 | 80.3 |
| Q4 | 97.3 | 97.7 | 97.8 | 96.0 | 97.5 | 97.9 | 94.7 | |
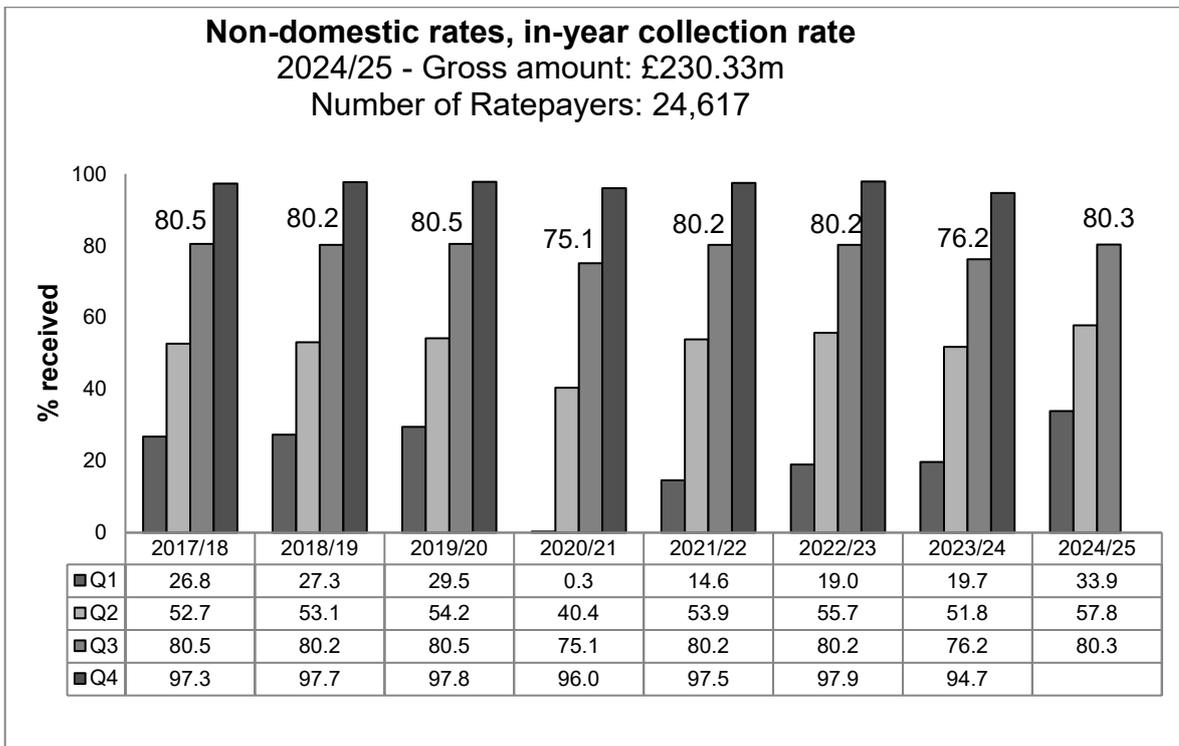
## 10. Business Improvement Districts (BID)

10.1 The Revenues Team is responsible for managing the administration and collection of the 5 BIDs currently operating within Highland and for the recovery of the associated annual administrative costs from each BID. Officers continue to progress billing and recovery of each BID in accordance with planned annual schedules.

10.2 When monitoring collection performance for each BID, Members will wish to note that billing for the Inverness, Inverness & Loch Ness Tourism and Dornoch BID levies was undertaken in line with financial years, i.e. April-June is Q1. The Nairn BID billing year commences in October and the Dornoch BID billing year commences March each financial year. For the Fort William BID, the billing year commenced 1st December 2024.

## 11. Inverness BID Levy

11.1 There is an increase in Q3 performance compared with the previous year. The Revenues Team continue to pursue the outstanding sum with the aim of maximising collections. Inverness BID has recorded its satisfaction with this level of performance.

### Inverness BID Levy
**2024/25 - Net amount billed for collection: £196,273.22**
**Number of Bid Levy Payers: 770**

| | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|---|---|---|---|---|---|---|---|---|
| Q1 | 82.1 | 80.3 | 81.1 | 85.2 | 29.1 | 25.4 | 75.9 | 73.2 | 81.6 |
| Q2 | 89.7 | 88.6 | 89.2 | 91.9 | 43.7 | 80.2 | 82.8 | 80.3 | 88.3 |
| Q3 | 92.7 | 88.7 | 93.3 | 92.3 | 62.0 | 87.2 | 92.0 | 87.2 | 88.8 |
| Q4 | 94.0 | 91.2 | 93.7 | 95.7 | 75.4 | 89.5 | 92.0 | 91.5 | |
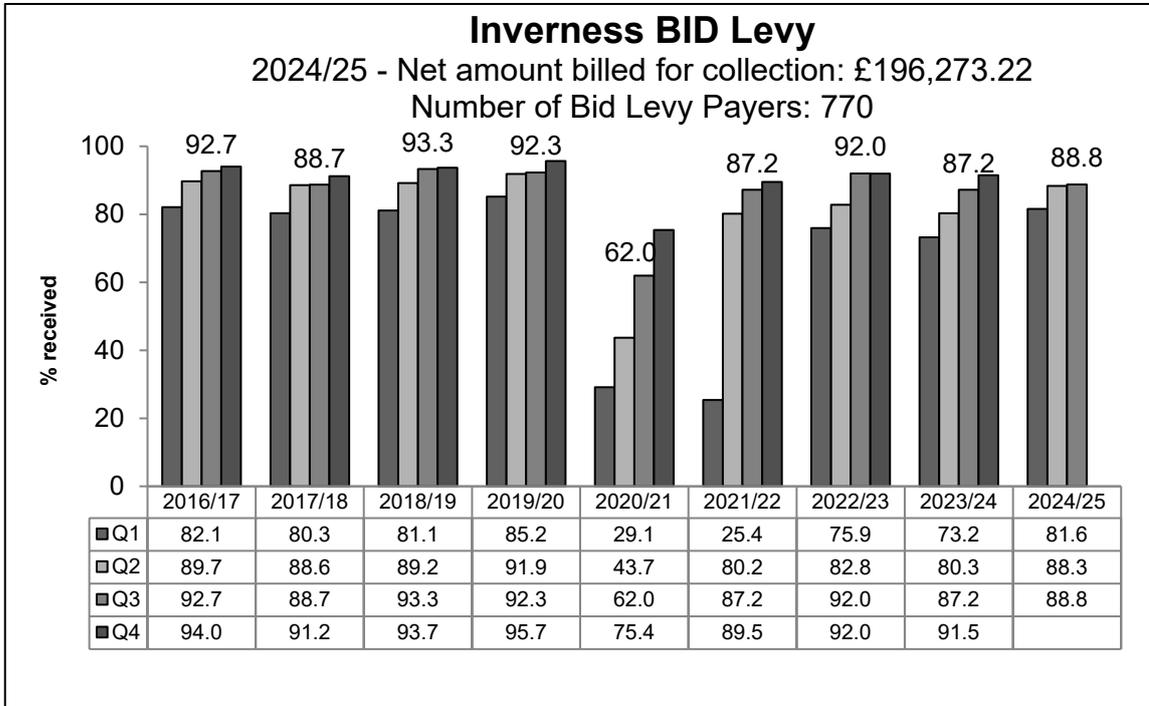
11.2 **Inverness & Loch Ness Tourism BID Levy**

By the end of Q3, 95.9% of the BID levies have been paid which exceeds the same period in 2023/24. Recovery action continues as planned to maximise incomes.

### Inverness & Loch Ness Tourism BID Levy
**2024/25 - Net amount billed for collection: £265,492.03**
**Number of BID Levy Payers: 421**

| | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|---|---|---|---|---|---|---|---|---|
| Q1 | 82.1 | 80.0 | 75.4 | 83.4 | 8.0 | 31.4 | 86.5 | 82.9 | 80.8 |
| Q2 | 94.3 | 90.9 | 87.9 | 92.0 | 28.4 | 80.7 | 94.2 | 90.5 | 89.8 |
| Q3 | 96.0 | 92.0 | 94.5 | 94.4 | 39.6 | 92.8 | 94.2 | 91.9 | 95.9 |
| Q4 | 97.1 | 93.6 | 96.4 | 95.4 | 75.3 | 94.7 | 94.7 | 94.9 | |
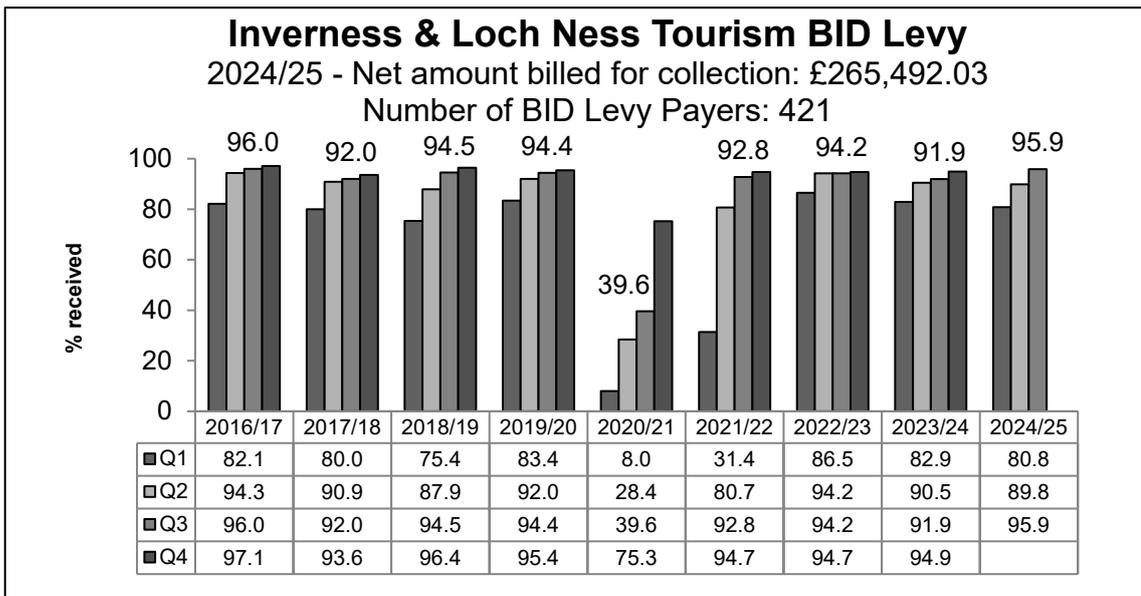
## 11.3 Nairn Connects BID Levy

The Nairn Connects billing year commences 1 October each year. Performance in Period 1 (Q3) shows a collection rate of 77.1%, which is higher than the same period in 2023/24, and exceeds all prior years' performance for Q3.

**Nairn Connects BID Levy**
2024/25 - Net amount billed for collection: £108,938
Number of BID Levy Payers: 316

% received

| | Year 1 (Oct 18 - Sep 19) | Year 2 (Oct 19 - Sep 20) | Year 3 (Oct 20 - Sep 21) | Year 4 (Oct 21 - Sep 22) | Year 5 (Oct 22 - Sep 23) | Year 6 (Oct 23 - Sep 24 | Year 7 (October 24 - Sep 25 |
|---|---|---|---|---|---|---|---|
| Period 1 (Q3) | 57.0 | 74.5 | 63.5 | 63.0 | 74.8 | 67.7 | 77.1 |
| Period 2 (Q4) | 82.2 | 87.5 | 75.7 | 91.6 | 94.4 | 87.3 | |
| Period 3 (Q1) | 86.3 | 90.4 | 93.5 | 92.6 | 96.3 | 93.6 | |
| Period 4 (Q2) | 89.2 | 89.5 | 95.4 | 95.4 | 95.4 | 93.6 | |

## 11.4 Dornoch BID Levy

By the end of Period 3, 82.2% of the BID levies have been paid. BID bills were issued as planned on 20 February 2024 with an annual billing period of 1 March 2024 to 28 February 2025. Recovery actions continue.

**Dornoch BID Levy**
2024/25 - Net amount billed for collection: £73,184.04
Number of BID Levy Payers: 220

| | 2024/25 |
|---|---|
| ■ Period 1 Mar-May | 77.8 |
| ■ Period 2 Jun-Aug | 82.2 |
| ■ Period 3 Sep-Nov | 94.3 |
| ■ Period 4 Dec-Feb | |
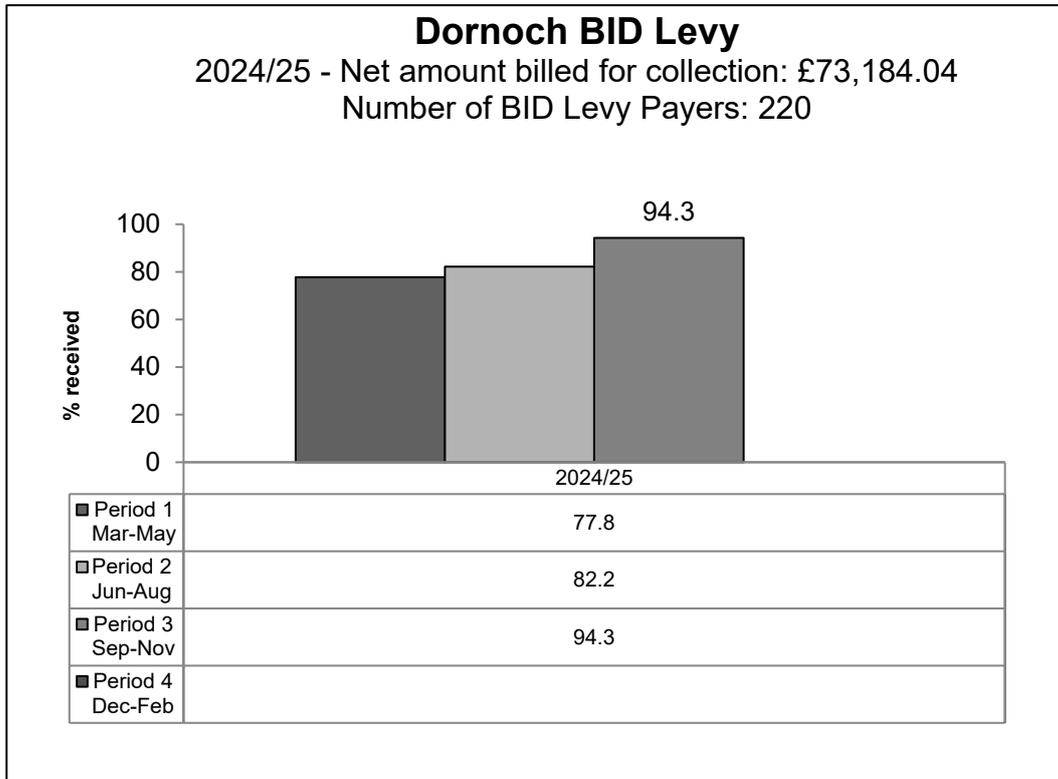
## 11.5 Fort William BID Levy

Period 1 for the Fort William BID completes at the end of February 2025, so figures below reflect 2 months of the period. The collection rate for these 2 months of Period 1 is 51.2% of the BID levies have been paid. BID bills were issued as planned on 1 December 2024 with an annual billing period of 1 December 2024 to 30 November 2025. Recovery actions continue.

**Fort William BID Levy**
2024/25 - Net amount billed for collection: £166,948
Number of BID Levy Payers: 335

| | 2024/25 |
|---|---|
| ■ Period 1 Dec-Feb | 51.2 |
| ■ Period 2 Mar-May | |
| ■ Period 3 Jun-Aug | |
| ■ Period 4 Sep-Nov | |
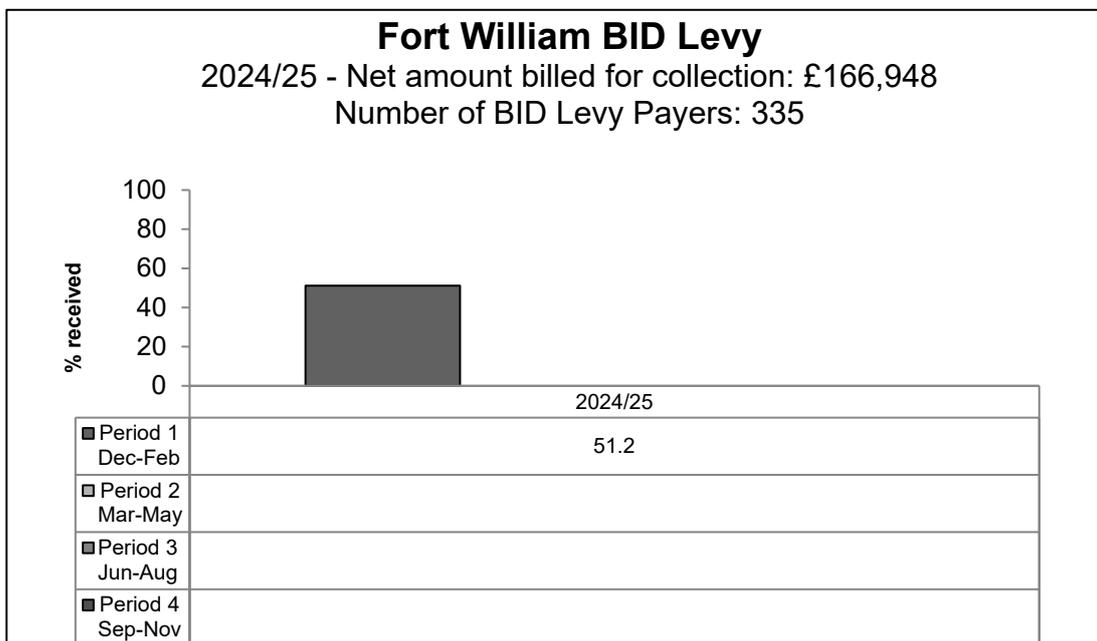
## 12.    Single Grant Applications (SGA)

12.1    The Business Support team provides support for all Clusters, including the Community Development team, in the administrative process for Single Grant Applications (SGAs).

12.2    112 single grant applications were received during Q3, 2024/25 of which 99.12% (the slippage represents 1 application) were processed within the 5 days target. The comparable figures for Q2 2023/24 were 123 applications with a performance figure of 100%, demonstrating the continued high performance.

| Single Grant Applications | 2017/ 2018 | 2018/ 2019 | 2019/ 2020 | 2020/ 2021 | 2021/ 2022 | 2022/ 2023 | 2023/ 2024 | 24/25 to date |
|---|---|---|---|---|---|---|---|---|
| Percentage logged, acknowledged & distributed within 5 days target | 99.2% | 97.9% | 98.9% | 99.2% | 97.1% | 97.8% | 99.8% | 99.05% |

12.3    **Speed of processing performance: Housing Benefit and Council Tax Reduction**
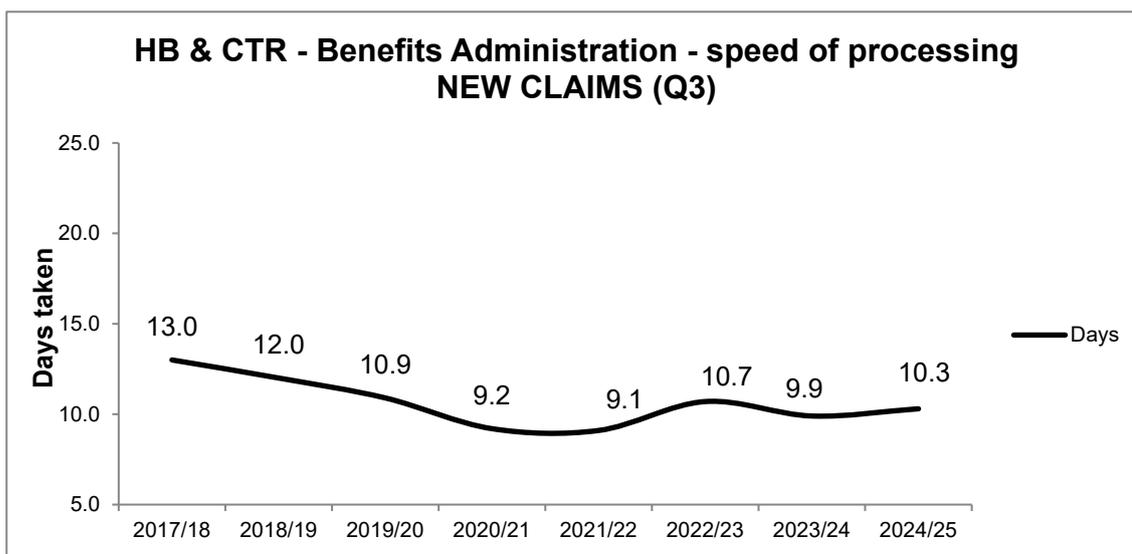


12.3.2    This indicator is reporting an improvement in performance when compared with the same period in 2023/24. Following process review, several changes are being implemented to remove non-value-added work with the aim of delivering improvements.

12.3.3

**HB & CTR - Benefits Administration - speed of processing CHANGES OF CIRCUMSTANCE (Q3)**
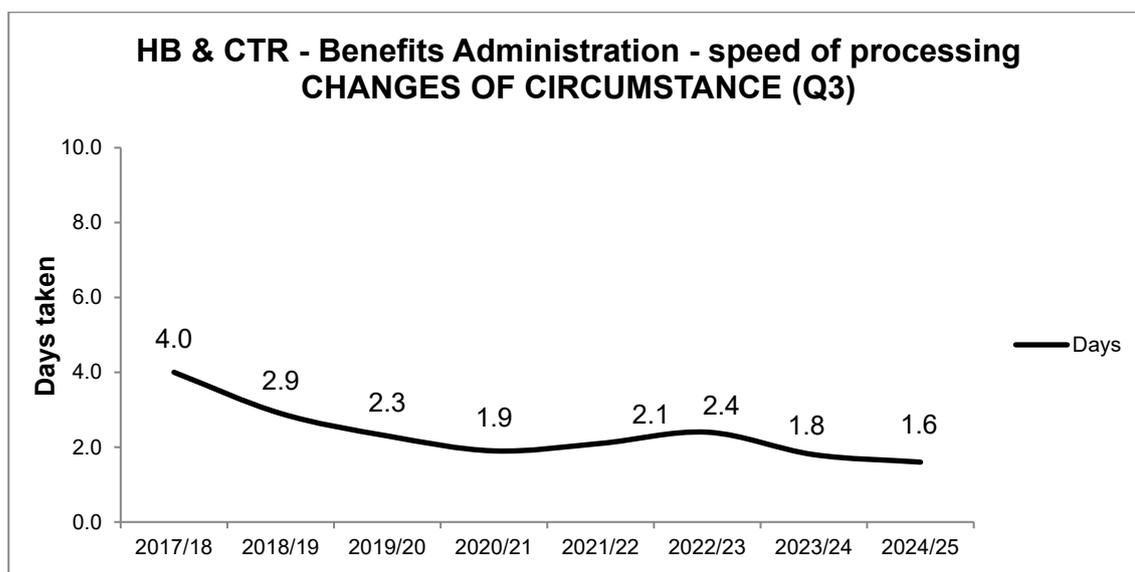


12.3.4   This improved performance of 1.6 days for Q3 2024/25 compared with 1.8 days for the same period 2023/24 demonstrates the Council's commitment to ensuring the right amount of benefit is paid to the right people, at the right time, while also effectively managing increasing volumes of work. The volumes behind these statistics have seen a notable increase in case volumes.

12.3.5   94.5% of all benefit claims received relate to Changes in Circumstances. Prompt processing of Changes in Circumstances supports the Welfare Budget, and in particular, the Housing Benefit budget, as the overall value of benefit overpayments created are lower than would otherwise be the case, enabling more successful recovery of overpaid benefits and therefore a lower Bad Debt Provision.

12.3.6   The latest statistics published by the DWP for Housing Benefit relates to Q2, and reports that the Highland Council was ranked 7th equal for New Claims and ranked 2nd in Scotland (behind Orkney) for Changes in Circumstances. For the DWP data, Change in Circumstances represent 89.4% of the caseload.

12.3.7   Officers continue to collaborate with UK Government, Scottish Government and CoSLA to develop and progress welfare-related matters.

## 13.   Climate Change/Carbon Clever

13.1   A framework agreement for second-hand and recycled domestic furniture and the provision of new goods supports delivery of the Scottish Welfare Fund as reported in the Welfare Budget. For the period October-December 2024, over 3 tonnes of waste were diverted from landfill, and 8.73 tonnes of CO2e were avoided. (CO2e, or carbon dioxide equivalent, is a metric used to standardise the measurement of greenhouse gas.) emissions

## 14.   Revenue Monitoring

### 14.1   ICT Services

14.1.1   For ICT Services overall, an overspend of £0.383m is forecasted. The Service itself is forecasting a £0.627m underspend with the Council's Digital Innovations savings forecasting a £1.010m shortfall against target.

14.1.2    For ICT Services, the forecasted underspend of £0.627m reflects vacancies, delays in recruiting to some posts and the impact of the drawdown of earmarked balances during Qtr 3 for posts dedicated to the Operational Delivery Plan.

14.1.3    For Digital Innovations, the Council's savings target is now reported within the Corporate Cluster where previously it was reported centrally as "unallocated corporate savings" in the Council's overall Corporate Revenue Budget monitoring report. The savings targets continue to report against the Corporate Cluster until the savings are delivered in respective Services who hold the substantive budgets and lead the projects, supported by staff from ICT Services.  The review of Council Tax discounts has been successfully completed during Quarter 4, delivering £0.579m savings. Work continues to complete the delivery of the other projects (Children's Services (foster carers) and Roads Redesign) where it is anticipated savings will be delivered from 25/26. Further explanation is provided in the separate report to this Committee as Item 9a on the agenda.

14.2    **Performance & Governance:**

For Performance & Governance, an underspend of £0.155m is forecasted. There are forecast underspends projected in areas of legal and audit which are principally due to vacancies as well as a contribution due to achievement of income ahead of profile. The projected position on elections reflects the costs incurred in delivering a number of Council by elections in the last year.

14.3    **Resources & Finance:**

14.3.1    The Directorate section is forecasting a £0.493m overspend and this is primarily due to the income from the Highland Council's Campervan and Motorhome Scheme not forecasted to achieve the target.

14.3.2    For Corporate Procurement savings, the Council's savings target (or balance thereof) is reported within the Corporate Cluster until the savings are delivered within the respective Services who hold the substantive budgets. Like Digital Innovations as reported at 14.1.3, the Council's Corporate Procurement savings target is now reported within the Corporate Cluster where previously it was reported centrally as "unallocated corporate savings" in the Council's overall Corporate Revenue Budget monitoring report. Respective budgets are adjusted during the year to reflect the delivery of savings. Against the original savings target of £2.603m, it is forecasted that the balance of £1.192m will not be delivered until into 25/26.

14.3.3    For Corporate Finance, the £0.276m underspend forecasted is due to vacancies. Within Revenues & Business Support, the forecasted underspend of £0.715m is due to increased income collections ahead of target and increased fee income. Savings from vacancy management and from the interim period between resignations and new appointments are also reflected.

14.3.4    Further information on the Procurement savings and Campervan and Motorhome Scheme can be found at item's 9a and 9b, respectively, to today's agenda.

14.4    **Welfare**

14.4.1    The welfare budget is £53.5m and is reporting a projected overspend of £0.150m. An overspend of £0.288m is forecast on the Housing Benefit budget, which is generally attributable to homeless accommodation and increasing costs. The

Housing Benefit subsidy funding provided by the Department for Work and Pensions does not fully meet the actual costs of Housing Benefit paid to meet related rental charges. The differences between subsidy funding and actual amounts of Housing Benefit paid for homeless accommodation are required to be funded from the Council's General Fund. There is also an overspend of £0.116m for School Clothing Grants reflecting the levels of demand and the support being provided in Highland. These overspends are partially offset by underspends elsewhere in this budget and additional grant income. The Council's Welfare Support team and Citizens Advice continue to support take-up of this demand-led budget to maximise entitlements for individual households.

Designation:	Assistant Chief Executive – Corporate

Date:		05 March 2025

Authors:	Sophie Stuart, Portfolio Manager
		Lucy Lallah, Business Management Analyst
		Brian Porter, Chief Officer – Corporate Finance
		Sheila Armstrong, Chief Officer – Revenues & Commercialisation
		Jon Shepherd, Chief Officer – Business Solutions
		Stewart Fraser, Chief Officer – Legal & Corporate Governance
		Elaine Barrie, Head of People

Appendices:
Appendix 1 - Revenue Monitoring Reports
Appendix 2 - SPI Invoices
Appendix 3 - Sickness Absence

**ICT SERVICES   Revenue Expenditure Monitoring Report**

**1 April 2024 to 31 December 2024**

| | £000<br>Actual<br>Year to Date | £000<br>Annual<br>Budget | £000<br>Year End<br>Estimate | £000<br>Year End<br>Variance |
|---|---|---|---|---|
| **BY ACTIVITY** | | | | |
| Digital Innovation Savings | 0 | (1,589) | (579) | 1,010 |
| ICT Services | 13,131 | 14,092 | 13,465 | (627) |
| | | | | |
| **Total** | **13,131** | **12,503** | **12,886** | **383** |
| | | | | |
| **BY SUBJECTIVE** | | | | |
| Staff Costs | 5,830 | 8,580 | 7,662 | (918) |
| Other Costs | 7,737 | 5,807 | 8,391 | 2,584 |
| **Gross Expenditure** | **13,568** | **14,387** | **16,053** | **1,666** |
| Grants | 0 | 0 | 0 | 0 |
| Other Income | (437) | (1,884) | (3,167) | (1,283) |
| **Total Income** | **(437)** | **(1,884)** | **(3,167)** | **(1,283)** |
| | | | | |
| | **13,131** | **12,503** | **12,886** | **383** |

**ICT Services Monitoring Statement 24/25**

| Dec-24 | STAFF COSTS | | | | OTHER COSTS | | | | GRANT INCOME | | | | OTHER INCOME | | | | NET TOTAL | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | £'000 Annual Budget | £'000 Actual YTD | £'000 Year End Estimate | £'000 Year End Variance | £'000 Annual Budget | £'000 Actual YTD | £'000 Year End Estimate | £'000 Year End Variance | £'000 Annual Budget | £'000 Actual YTD | £'000 Year End Estimate | £'000 Year End Variance | £'000 Annual Budget | £'000 Actual YTD | £'000 Year End Estimate | £'000 Year End Variance | £'000 Annual Budget | £'000 Actual YTD | £'000 Year End Estimate | £'000 Year End Variance |
| **BY ACTIVITY** | | | | | | | | | | | | | | | | | | | | |
| Digital Innovation Savings | 0 | 0 | 0 | 0 | (1,589) | 0 | (579) | 1,010 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (1,589) | 0 | (579) | 1,010 |
| ICT Services | 8,580 | 5,830 | 7,662 | (918) | 7,396 | 7,737 | 8,970 | 1,574 | 0 | 0 | 0 | 0 | (1,884) | (437) | (3,167) | (1,283) | 14,092 | 13,131 | 13,465 | (627) |
| **Grand Total Depute Chief Executive** | **8,580** | **5,830** | **7,662** | **(918)** | **5,807** | **7,737** | **8,391** | **2,584** | **0** | **0** | **0** | **0** | **(1,884)** | **(437)** | **(3,167)** | **(1,283)** | **12,503** | **13,131** | **12,886** | **383** |

# PERFORMANCE & GOVERNANCE
# Revenue Expenditure Monitoring Report

## 1 April 2024 to 31 December 2024

| | £000 Actual Year to Date | £000 Annual Budget | £000 Year End Estimate | £000 Year End Variance |
|---|---|---|---|---|
| **BY ACTIVITY** | | | | |
| Members | 1,497 | 1,939 | 1,900 | (38) |
| Performance & Governance Corporate | 458 | 454 | 504 | 50 |
| Performance & Governance Directorate | 628 | 322 | 411 | 89 |
| HC Operational Delivery Plan: Corporate Solutions | 0 | 0 | 0 | 0 |
| Emergency Planning | 40 | 57 | 64 | 8 |
| Corporate Communications | 390 | 501 | 448 | (53) |
| Legal | 812 | 623 | 452 | (171) |
| Licensing | (2,790) | (416) | (454) | (38) |
| Democratic Services | 516 | 765 | 670 | (95) |
| Elections | 366 | 214 | 413 | 199 |
| Trading Standards | 592 | 766 | 754 | (12) |
| Corporate Audit & Performance | 3,204 | 1,039 | 946 | (93) |
| | | | | |
| **Total** | **5,711** | **6,263** | **6,108** | **(155)** |
| | | | | |
| **BY SUBJECTIVE** | | | | |
| Staff Costs | 6,480 | 7,997 | 7,642 | (355) |
| Other Costs | 3,267 | 1,054 | 2,162 | 1,108 |
| **Gross Expenditure** | **9,747** | **9,051** | **9,805** | **754** |
| Grants | (22) | (41) | (48) | (7) |
| Other Income | (4,015) | (2,748) | (3,649) | (901) |
| **Total Income** | **(4,036)** | **(2,788)** | **(3,697)** | **(908)** |
| | | | | |
| | **5,711** | **6,263** | **6,108** | **(155)** |

# Performance & Governance Monitoring Statement 24/25

| Dec-24 BY ACTIVITY | STAFF COSTS £'000 Annual Budget | £'000 Actual YTD | £'000 Year End Estimate | £'000 Year End Variance | OTHER COSTS £'000 Annual Budget | £'000 Actual YTD | £'000 Year End Estimate | £'000 Year End Variance | GRANT INCOME £'000 Annual Budget | £'000 Actual YTD | £'000 Year End Estimate | £'000 Year End Variance | OTHER INCOME £'000 Annual Budget | £'000 Actual YTD | £'000 Year End Estimate | £'000 Year End Variance | NET TOTAL £'000 Annual Budget | £'000 Actual YTD | £'000 Year End Estimate | £'000 Year End Variance |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Members** | | | | | | | | | | | | | | | | | | | | |
| Members | 1,732 | 1,398 | 1,768 | (24) | 175 | 38 | 160 | (15) | 0 | 0 | 0 | 0 | (29) | 0 | (28) | 1 | 1,939 | 1,437 | 1,900 | (38) |
| **Performance & Governance Corporate** | | | | | | | | | | | | | | | | | | | | |
| Performance & Governance Corporate | 314 | 257 | 325 | 11 | 160 | 201 | 199 | 40 | 0 | 0 | 0 | 0 | (20) | 0 | (20) | (0) | 454 | 458 | 504 | 50 |
| **Performance & Governance Directorate** | | | | | | | | | | | | | | | | | | | | |
| Performance & Governance Directorate | 335 | 618 | 407 | 72 | (13) | 3 | 4 | 17 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 322 | 628 | 411 | 89 |
| **HC Operational Delivery Plan: Corporate Solutions** | | | | | | | | | | | | | | | | | | | | |
| HC Operational Delivery Plan: Corporate Solutions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Communications & Resilience** | | | | | | | | | | | | | | | | | | | | |
| Corporate Communications | 501 | 375 | 449 | (52) | 20 | 28 | 25 | 4 | (2) | (7) | (7) | (5) | (18) | (6) | (18) | 0 | 501 | 390 | 448 | (53) |
| Emergency Planning | 82 | 56 | 93 | 11 | 3 | 3 | 7 | 4 | 0 | 0 | 0 | 0 | (29) | (19) | (36) | (7) | 57 | 40 | 64 | 8 |
| **Corporate Governance** | | | | | | | | | | | | | | | | | | | | |
| Legal | 911 | 846 | 696 | (216) | (53) | 24 | (34) | 19 | 0 | 0 | 0 | 0 | (236) | (58) | (210) | 26 | 623 | 812 | 452 | (171) |
| Licensing | 1,280 | 901 | 1,309 | 29 | 188 | 118 | 978 | 790 | 0 | 0 | 0 | 0 | (1,884) | (3,809) | (2,741) | (857) | (416) | (2,790) | (454) | (38) |
| Democratic Services | 731 | 436 | 689 | (101) | 27 | 34 | 36 | 9 | (33) | (15) | (41) | (2) | (14) | 0 | (14) | 0 | 765 | 516 | 670 | (35) |
| Elections | 186 | 180 | 222 | 36 | 28 | 132 | 197 | 169 | 0 | 0 | 0 | 0 | 0 | (6) | (6) | (6) | 214 | 366 | 413 | 199 |
| Trading Standards | 834 | 621 | 833 | (0) | 33 | 74 | 111 | 77 | 0 | 0 | 0 | 0 | (101) | (103) | (190) | (89) | 766 | 592 | 754 | (12) |
| **Corporate Audit & Performance** | | | | | | | | | | | | | | | | | | | | |
| Corporate Audit & Performance | 971 | 732 | 851 | (120) | 486 | 2,486 | 480 | (6) | 0 | 0 | 0 | 0 | (417) | (14) | (385) | 33 | 1,039 | 3,204 | 946 | (93) |
| **Grand Total Performance & Governa** | **7,997** | **6,480** | **7,642** | **(355)** | **1,054** | **3,267** | **2,162** | **1,108** | **(41)** | **(22)** | **(48)** | **(7)** | **(2,748)** | **(4,015)** | **(3,649)** | **(901)** | **6,263** | **5,711** | **6,108** | **(155)** |

# RESOURCES AND FINANCE SERVICE
## Revenue Expenditure Monitoring Report

## 1 April 2024 to 31 December 2024

| | £000 | £000 | £000 | £000 |
|---|---|---|---|---|
| | Actual | Annual | Year End | Year End |
| | Year To Date | Budget | Estimate | Variance |
| **BY ACTIVITY** | | | | |
| Directorate | 3,251 | 389 | 882 | 493 |
| Corporate Procurement Savings | 0 | (1,242) | (50) | 1,192 |
| People | 3,097 | 3,674 | 3,664 | (10) |
| Revenues & Business Support | 6,906 | 8,380 | 7,666 | (715) |
| Corporate Finance | 2,971 | 3,442 | 3,167 | (276) |
| **Total** | **16,226** | **14,643** | **15,328** | **685** |
| **BY SUBJECTIVE** | | | | |
| Staff Costs | 14,197 | 17,302 | 16,734 | (568) |
| Other Costs | 4,296 | 511 | 1,736 | 1,225 |
| **Gross Expenditure** | **18,493** | **17,813** | **18,470** | **657** |
| Grants | (631) | (745) | (873) | (128) |
| Other Income | (1,636) | (2,424) | (2,269) | 156 |
| **Total Income** | **(2,267)** | **(3,170)** | **(3,142)** | **28** |
| | **16,226** | **14,643** | **15,328** | **685** |

# Resources & Finance Monitoring Statement 24/25

| Dec-24 | STAFF COSTS | | | | OTHER COSTS | | | | GRANT INCOME | | | | OTHER INCOME | | | | NET TOTAL | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | £'000 Annual Budget | £'000 Actual YTD | £'000 Year End Estimate | £'000 Year End Variance | £'000 Annual Budget | £'000 Actual YTD | £'000 Year End Estimate | £'000 Year End Variance | £'000 Annual Budget | £'000 Actual YTD | £'000 Year End Estimate | £'000 Year End Variance | £'000 Annual Budget | £'000 Actual YTD | £'000 Year End Estimate | £'000 Year End Variance | £'000 Annual Budget | £'000 Actual YTD | £'000 Year End Estimate | £'000 Year End Variance |
| **BY ACTIVITY** | | | | | | | | | | | | | | | | | | | | |
| **Directorate** | | | | | | | | | | | | | | | | | | | | |
| Directorate | 1,085 | 662 | 1,037 | (49) | 103 | 2,741 | 166 | 62 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,189 | 3,403 | 1,202 | 13 |
| Resources & Finance Change Fund | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Salary Sacrifice | 0 | 0 | 0 | 0 | 0 | (155) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (155) | 0 | 0 |
| Tourism Income | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | (800) | 0 | (320) | 480 | (800) | 3 | (320) | 480 |
| **Corporate Procurements Savings** | 0 | 0 | 0 | 0 | (1,242) | 0 | (50) | 1,192 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (1,242) | 0 | (50) | 1,192 |
| **People** | | | | | | | | | | | | | | | | | | | | |
| HR Services | 985 | 912 | 1,093 | 108 | 45 | 59 | 4 | (42) | 0 | 0 | 0 | 0 | 7 | 0 | 7 | 0 | 1,037 | 971 | 1,103 | 66 |
| Workforce Planning Learning & Development | 648 | 594 | 794 | 145 | 63 | 43 | 66 | 3 | 0 | 0 | 0 | 0 | (114) | (154) | (163) | (49) | 597 | 483 | 697 | 100 |
| Health, Safety & Wellbeing | 540 | 315 | 420 | (120) | 244 | 195 | 250 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 784 | 509 | 670 | (113) |
| Payroll | 1,217 | 878 | 1,151 | (66) | 82 | 261 | 84 | 2 | 0 | 0 | 0 | 0 | (42) | (5) | (41) | 1 | 1,256 | 1,134 | 1,194 | (63) |
| **Revenues & Business Support** | | | | | | | | | | | | | | | | | | | | |
| Revenues | 3,664 | 3,407 | 3,795 | 131 | 574 | 434 | 417 | (157) | (745) | (631) | (873) | (128) | (1,311) | (1,481) | (1,639) | (328) | 2,181 | 1,730 | 1,699 | (482) |
| Business Support | 6,491 | 4,940 | 6,059 | (432) | (132) | 236 | 26 | 158 | 0 | 0 | 0 | 0 | (160) | 0 | (118) | 41 | 6,199 | 5,176 | 5,966 | (233) |
| **Corporate Finance** | | | | | | | | | | | | | | | | | | | | |
| Accounting | 2,045 | 1,491 | 1,752 | (292) | 448 | 173 | 455 | 7 | 0 | 0 | 0 | 0 | (4) | 2 | 5 | 9 | 2,489 | 1,667 | 2,212 | (277) |
| Procurement | 0 | 0 | 0 | 0 | 723 | 435 | 734 | 11 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 723 | 435 | 734 | 11 |
| Creditors | 203 | 178 | 210 | 7 | 14 | (140) | (5) | (19) | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 217 | 39 | 206 | (10) |
| Pensions | 424 | 820 | 424 | 0 | (411) | 10 | (411) | 0 | 0 | 0 | 0 | 0 | 0 | (1) | 0 | 0 | 14 | 829 | 14 | 0 |
| **Grand Total Resources & Finance** | **17,302** | **14,197** | **16,734** | **(568)** | **511** | **4,296** | **1,736** | **1,225** | **(745)** | **(631)** | **(873)** | **(128)** | **(2,424)** | **(1,636)** | **(2,269)** | **156** | **14,643** | **16,226** | **15,328** | **685** |

# WELFARE MONITORING

1 April to 31 December 2024

|  | £000<br>Actuals<br>To Date | £000<br>Annual<br>Budget | £000<br>Year End<br>Outturn | £000<br>Year End<br>Variance |
|---|---|---|---|---|
| **BY SERVICE** | | | | |
| Housing Benefit | 4,295 | 3,882 | 4,170 | 288 |
| Council Tax Reduction Scheme | 13,653 | 13,987 | 13,660 | (327) |
| Scottish Welfare Fund Grants | 916 | 1,856 | 1,856 | 0 |
| Educational Maintenance Allowances | 17 | 0 | 0 | 0 |
| School Clothing Grants | 709 | 846 | 962 | 116 |
| Advice Services | 1,073 | 930 | 948 | 18 |
| Milton Activity Hub Grant | 0 | 0 | 0 | 0 |
| Other Welfare | 746 | 932 | 986 | 54 |
| **Welfare Total** | **21,409** | **22,433** | **22,583** | **150** |
| | | | | |
| **BY SUBJECTIVE** | | | | |
| Staff Costs | 0 | 0 | 0 | 0 |
| Other Costs | 46,199 | 53,513 | 54,828 | 1,315 |
| **Gross Expenditure** | **46,199** | **53,513** | **54,828** | **1,315** |
| Grants | (24,791) | (30,944) | (32,119) | (1,175) |
| Other Income | 0 | (136) | (126) | 10 |
| **Total Income** | **(24,791)** | **(31,080)** | **(32,245)** | **(1,165)** |
| | **21,409** | **22,433** | **22,583** | **150** |
| | 0 | | | |

| 31/12/2024 | OTHER COSTS | | | | GRANT INCOME | | | | OTHER INCOME | | | | NET TOTAL | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | £'000 Annual Budget | £'000 Actual YTD | £'000 Year End Estimate | £'000 Year End Variance | £'000 Annual Budget | £'000 Actual YTD | £'000 Year End Estimate | £'000 Year End Variance | £'000 Annual Budget | £'000 Actual YTD | £'000 Year End Estimate | £'000 Year End Variance | £'000 Annual Budget | £'000 Actual YTD | £'000 Year End Estimate | £'000 Year End Variance |
| **BY ACTIVITY** | | | | | | | | | | | | | | | | |
| **Housing Benefit** | 34,406 | 28,906 | 35,869 | 1,463 | (30,524) | (24,611) | (31,699) | (1,175) | 0 | 0 | 0 | 0 | 3,882 | 4,295 | 4,170 | 288 |
| **Council Tax Reduction Scheme** | 13,987 | 13,653 | 13,660 | (327) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 13,987 | 13,653 | 13,660 | (327) |
| **Scottish Welfare Fund** | | | | | | | | | | | | | | | | |
| Community Care Grants | 1,442 | 677 | 1,442 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,442 | 677 | 1,442 | 0 |
| Crisis Grants - awarded | 414 | 239 | 414 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 414 | 239 | 414 | 0 |
| **Educational Maintenance Allowances** | 420 | 196 | 420 | 0 | (420) | (179) | (420) | 0 | 0 | 0 | 0 | 0 | 0 | 17 | 0 | 0 |
| **School Clothing Grants Awarded** | 846 | 709 | 962 | 116 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 846 | 709 | 962 | 116 |
| **Advice Services** | | | | | | | | | | | | | | | | |
| Citizens Advice Bureau | 1,066 | 1,073 | 1,074 | 8 | 0 | 0 | 0 | 0 | (136) | 0 | (126) | 10 | 930 | 1,073 | 948 | 18 |
| **Milton Activity Hub Grant** | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Other Welfare** | | | | | | | | | | | | | | | | |
| Free School Meals Holidays | 736 | 0 | 724 | (12) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 736 | 0 | 724 | (12) |
| Families Distress & Trauma Fund | 0 | 549 | (12) | (12) | 0 | (1) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 549 | (12) | (12) |
| Universal Period Products | 196 | 198 | 274 | 78 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 196 | 198 | 274 | 78 |
| **Grand Total Welfare** | **53,513** | **46,199** | **54,828** | **1,315** | **(30,944)** | **(24,791)** | **(32,119)** | **(1,175)** | **(136)** | **0** | **(126)** | **10** | **22,433** | **21,409** | **22,583** | **150** |

| Invoice Payments <10 days | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Service | TARGET 24/25 | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | 22/23 | 23/24 Q1 | 23/24 Q2 | 23/24 Q3 | 23/24 Q4 | 23/24 | 24/25 Q1 | 24/25 Q2 | 24/25 Q3 |
| C&P | | | | | 83.6 | 76.4 | 75.9 | 81.2 | 90.6 | 89.2 | 86.0 | 86.9 | 49.7 | 66.7 | 52.1 |
| E&L | | | | | 79.2 | 71.0 | 74.3 | 76.9 | 72.8 | 77.3 | 76.3 | 76.0 | 68.7 | 63.7 | 71.8 |
| HW&SC | | | | | 82 | 78.4 | 88.5 | 93.5 | 90.0 | 93.0 | 89.0 | 91.4 | 86.2 | 90.8 | 91.9 |
| I&E | | | | | 85.7 | 76.7 | 82.2 | 86.9 | 85.7 | 86.1 | 82.5 | 85.3 | 70.7 | 77.0 | 81.2 |
| P&G | 77% | | | | 87.4 | 81.3 | 86.9 | 93.4 | 90.8 | 83.2 | 79.3 | 86.4 | 81.3 | 79.8 | 82.6 |
| P&H | | | | | 71.7 | 62.8 | 48.2 | 55.4 | 72.3 | 56.0 | 49.0 | 59.6 | 31.0 | 64.0 | 52.5 |
| R&F | | | | | 83.1 | 84.9 | 92.0 | 91.1 | 98.4 | 91.2 | 79.3 | 94.5 | 43.6 | 53.7 | 68.0 |
| ICT&DT | | | | | 84.0 | 69.9 | 91.1 | 95.2 | 86.8 | 95.6 | 91.0 | 92.1 | 41.7 | 60.0 | 54.8 |
| Capital | | | | | 82.1 | 70.7 | 68.9 | 70.5 | 71.2 | 71.4 | 80.1 | 72.6 | 52.3 | 64.8 | 67.3 |
| **THC** | | **79.5** | **73.7** | **75.3** | **77.6** | **69.3** | **70.7** | **72.8** | **80.9** | **75.3** | **69.7** | **75.1** | **57.0** | **68.5** | **63.8** |

| Invoice Payments <30 days | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Service | TARGET 24/25 | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | 22/23 | 23/24 Q1 | 23/24 Q2 | 23/24 Q3 | 23/24 Q4 | 23/24 | 24/25 Q1 | 24/25 Q2 | 24/25 Q3 |
| C&P | | | | | 96.6 | 94.9 | 96.9 | 97.5 | 98.4 | 98.6 | 96.9 | 97.9 | 80.8 | 88.2 | 87.9 |
| E&L | | | | | 92.2 | 91.8 | 90.8 | 93.4 | 88.8 | 92.3 | 92.1 | 91.8 | 89.2 | 82.7 | 90.0 |
| HW&SC | | | | | 95.7 | 94.9 | 97.2 | 98.6 | 97.9 | 98.5 | 97.5 | 98.1 | 96.4 | 95.8 | 97.5 |
| I&E | | | | | 96.6 | 96.1 | 97.0 | 97.8 | 97.7 | 96.8 | 95.1 | 96.8 | 90.3 | 93.5 | 95.9 |
| P&G | 95% | | | | 96.8 | 97.1 | 96.6 | 98.5 | 95.4 | 98.1 | 94.8 | 96.9 | 97.5 | 97.3 | 96.5 |
| P&H | | | | | 92.9 | 93.1 | 93.6 | 93.0 | 97.5 | 94.8 | 91.2 | 94.4 | 85.8 | 94.4 | 93.9 |
| R&F | | | | | 96.9 | 98.3 | 98.4 | 98.8 | 99.5 | 98.1 | 98.5 | 99.2 | 79.9 | 88.3 | 96.4 |
| ICT&DT | | | | | 99.0 | 95.5 | 96.8 | 98.8 | 98.9 | 99.1 | 99.2 | 99.0 | 76.7 | 86.9 | 81.0 |
| Capital | | | | | 95.4 | 93.2 | 92.8 | 95.4 | 94.1 | 93.0 | 95.6 | 94.7 | 87.4 | 92.3 | 94.6 |
| **THC** | | **96.8** | **95.7** | **95.9** | **94.1** | **93.8** | **94.6** | **95.1** | **96.7** | **95.6** | **93.6** | **95.3** | **87.7** | **91.4** | **92.9** |

**Average number of working days per employee lost through Sickness Absence**

| Service | 20/21 | 21/22 | 22/23 | | | | | 23/24 | | | | | 24/25 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Annual | Annual | Q1 | Q2 | Q3 | Q4 | Annual | Q1 | Q2 | Q3 | Q4 | Annual | Q1 | Q2 | Q3 |
| C&P | *Service splits not aligned to new Clusters* | 12.86 | 3.42 | 3.45 | 2.74 | 3.60 | 13.21 | 3.80 | 4.27 | 4.38 | 4.31 | 16.74 | 4.21 | 4.41 | 4.99 |
| E&L – non-teaching | | 7.36 | 2.62 | 1.19 | 1.82 | 2.66 | 8.29 | 1.71 | 2.08 | 4.21 | 4.82 | 13.59 | 3.88 | 2.67 | 4.00 |
| E&L – teaching | | 5.58 | 1.74 | 0.96 | 1.67 | 2.66 | 7.02 | 2.59 | 0.98 | 2.65 | 2.80 | 8.26 | 2.38 | 3.22 | 2.70 |
| H&SC | | 7.75 | 2.05 | 2.04 | 2.27 | 2.87 | 9.23 | 2.82 | 2.56 | 2.87 | 3.24 | 11.50 | 3.41 | 1.47 | 3.89 |
| I&E | | 2.59 | 1.67 | 1.76 | 1.55 | 2.95 | 7.93 | 2.85 | 2.11 | 2.03 | 1.59 | 8.58 | 2.32 | 1.81 | 2.33 |
| P&G | | 2.11 | 0.65 | 1.15 | 1.08 | 2.13 | 5.01 | 1.53 | 1.75 | 2.06 | 2.08 | 7.36 | 1.09 | 2.82 | 2.18 |
| P&H | | 8.56 | 2.67 | 1.75 | 2.11 | 3.48 | 10.02 | 2.93 | 2.43 | 4.60 | 4.39 | 14.34 | 4.49 | 3.27 | 3.85 |
| R&F | | 6.47 | 2.07 | 2.36 | 2.21 | 2.48 | 9.13 | 2.38 | 2.91 | 2.24 | 1.99 | 9.54 | 2.32 | 2.59 | 2.94 |
| ICT&DT | | 2.36 | 2.17 | 1.40 | 2.23 | 2.19 | 7.99 | 1.42 | 2.14 | 1.93 | 1.80 | 7.37 | 2.32 | 2.43 | 2.22 |
| **THC (non-teaching)** | **6.44** | **8.17** | **2.45** | **1.89** | **2.03** | **2.97** | **9.35** | **2.44** | **2.54** | **3.65** | **3.76** | **12.71** | **3.60** | **2.98** | **3.71** |
| **THC all employees (inc. teachers)** | **5.47** | **7.39** | **2.24** | **1.61** | **1.92** | **2.88** | **8.65** | **2.48** | **2.08** | **3.35** | **3.48** | **11.39** | **3.24** | **2.54** | **3.42** |