



REPORT TO: CORPORATE COMMITTEE ON 7 NOVEMBER 2023

SUBJECT: PERFORMANCE REPORT (GOVERNANCE, STRATEGY AND PERFORMANCE) – PERIOD TO SEPTEMBER 2023

BY: DEPUTE CHIEF EXECUTIVE (EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT)

1. REASON FOR REPORT

1.1 To inform the Committee of the performance of the service for the period to 30 September 2023.

1.2 This report is submitted to Committee in terms of Section III (A) (4) of the Council's Scheme of Administration to monitor performance in accordance with the Council's Performance Management Framework.

2. RECOMMENDATION

2.1 It is recommended that Committee:

(i) scrutinises and notes performance in the areas of Service Planning, Service Performance and other related data to the end of September 2023; and

(ii) notes the actions being taken to improve performance where required.

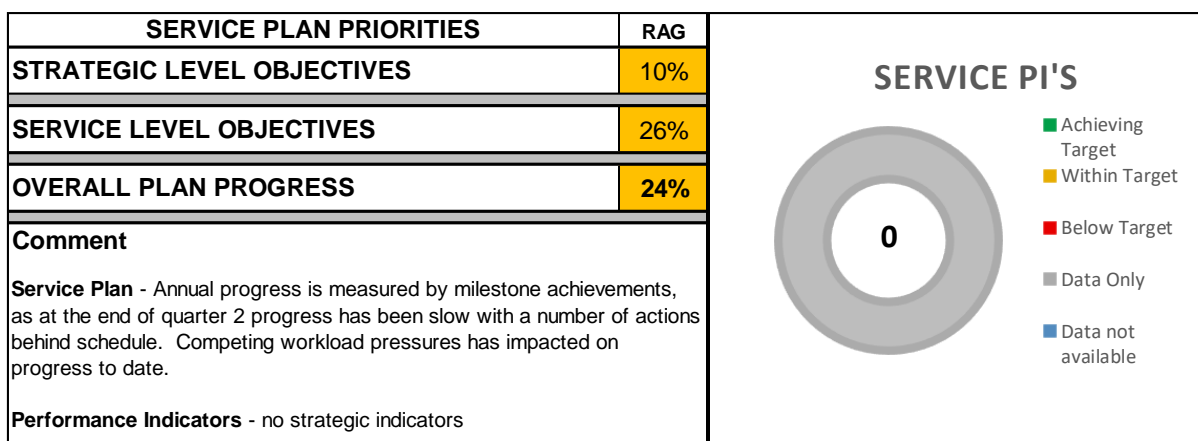
3. BACKGROUND

3.1 The Council, approved a revised Performance Management Framework for services on 7 August 2019 (para 5 of the minute refers) which provides for twice yearly reports to committee on service performance.

4. SERVICE PLANNING

4.1 Each service plan sets out the planned strategic and service level priorities and outcomes it intends to deliver in the coming year aligning closely with financial planning, corporate and community planning partnership strategic priorities. This report provides an interim update on progress on the service plan through key outcomes and performance indicators. Committee is invited to review progress to secure assurance that is satisfactory and to provide scrutiny and further direction where performance requires attention.

- 4.2 The narrative included is by exception, links to Service Plan Actions and Performance Indicators can be accessed within the Background Papers section of this report.



- 4.3 At the half year point of the 2023/24 service plan a number of actions have not progressed as scheduled, with overall progress at 24%. Competing workload priorities such as the work around corporate budget activities, have impacted on the resources available to drive service plan actions in the first half of the year. The actions identified remain priorities so it is likely that the timescales for implementation will need to be extended at the time the service plan is next renewed.

Strategic Outcomes – successes

- 4.4 Nothing to report.

Strategic Outcomes – challenges and actions to support

- 4.5 Progress on implementing a framework for Continuous Improvement across council services has not progressed as planned, largely due to resources being focused on corporate budget activities. A draft proposal on how this process can be embedded will be submitted to the Corporate Management Team for consideration in quarter 3. (GSP STRATEGIC 1.1)

Service Level Outcomes - successes

- 4.6 The framework for a rolling review of second tier governance documents is in place. The Guidance for Notice of Motion procedure was approved and the review of all priority A documents is on schedule to complete by the 31 March 2024. (GSP 2023-24 IG 1.2)

Service Level Outcomes – challenges and actions to support

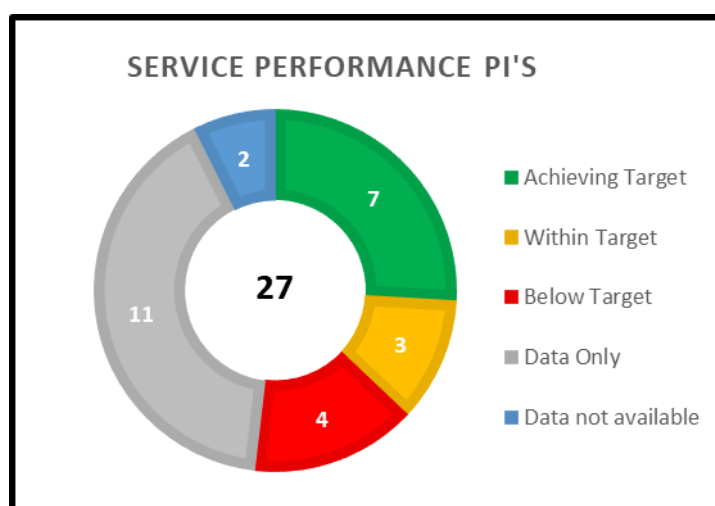
- 4.7 The half way point review of the Local Outcome Improvement Plan (LOIP) is ongoing following a development session with Community Planning Board members. As an interim solution, priority leads have been asked to update Delivery Frameworks for the 2023/24 reporting period that will allow progress against priorities to be monitored. (GSP 2023-24 PF 1.1)

- 4.8 Limited progress has been made to date on considering the options for centralising financial assessments within the Benefits Team. Competing priorities, such as meeting funding bid deadlines, have meant options have not been investigated as planned. Early engagement to identify other authorities that have expanded remits to include financial assessments has

been undertaken and awaiting feedback. It is expected that progress will be made in the remaining six months. (GPS 2023-24 DTE 1.3)

5. SERVICE PERFORMANCE

- 5.1 In line with the Performance Management Framework, operational performance is reviewed quarterly by departmental management. Areas performing well and/or areas subject to a decreasing trend or where benchmarking results show performance significantly below comparators will be reported to this committee for member scrutiny.
- 5.2 The narrative included is by exception, links to Service Performance Indicators can be accessed within the Background Papers section of this report.



Operational Indicators - successes

- 5.3 The Housing Benefits team continue to exceed targets in the processing of new and change of circumstance benefit claims. Over the first half of 2023/24 the average processing time for new housing benefit claims was 17 days, well within the target of 21 days and improving on the previous year (18 days). Change of circumstances housing claims have been processed in an average of 4 days, exceeding the 6 day target. (Indicators CPS011 and 012)

Operational Indicators - challenges

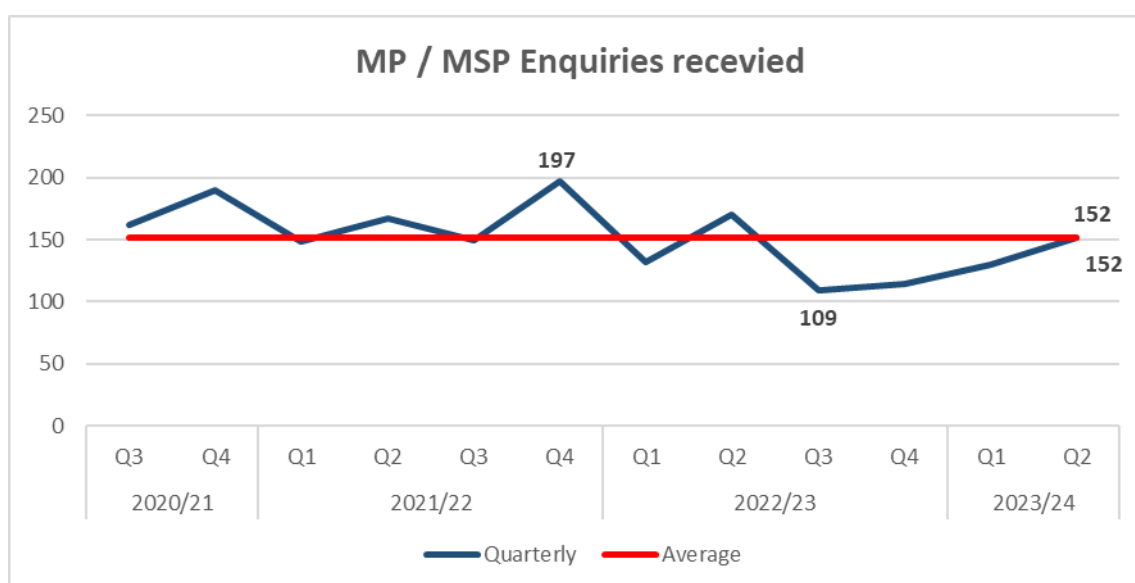
- 5.4 The percentage of committee action sheets and draft minutes issued by Committee Services on time or early has been below target for the first half of 2023/24. Just over half of committee action sheets (52%) and 68% of committee draft minutes were issued by due dates, below the target of 85%. The service have been operating with two vacancies, however recent recruitment of staff will enable the service to improve on performance. During this period, the issue of committee agendas has remained a priority, reflected in the above target performance being maintained. (Indicators CS002 and CS003)
- 5.5 The percentage of telephone calls received by Customer Services that were answered within 60 seconds slipped to 63.1% in quarter 2, below the 75% target. The volume of calls increased slightly on the previous quarter and by 9% when compared to the same period last year, in what is generally considered a quieter period over the summer months. The increase is attributed to Revenues related calls in August regarding Direct Debits. Call

volumes and answer rates continue to be monitored on a monthly basis. (Indicator CPS058a)

6. **OTHER PERFORMANCE RELATED DATA**

Complaints and MP/MSP Enquiries

- 6.1 In line with the Performance Management Framework, complaints are reviewed quarterly by departmental management in terms of time taken to respond, outcome and learning points. Detailed tables can be accessed within the Background Papers section of this report.
- 6.2 A total of 10 complaints were received during the first half of 2023/24, with 10 complaints closed in the same period. All complaints were resolved at Frontline stage. Five complaints were upheld, one partially upheld and the remaining four were not upheld. Nine of the ten complaints were resolved within the 5 working day target timescale, with the overall average time taken to respond to complaints being 3 days. Of the six complaints upheld / partially upheld, two related to delays in customers receiving follow up contact; two regarding confidentiality of customers personal data; one for the payment system being down; and one for the way an officer communicated with a customer. All were acknowledged and reinforcement action taken.
- 6.3 Ten MP/MSP enquiries were received and closed during the first half of 2022/23. All enquiries were resolved.
- 6.4 Across the council, over the last three years the Council have dealt with 1,820 non-statutory MP/MSP enquiries, in addition to around 1,600 statutory complaints. These are subject to a similar process to that of complaints using the Model Complaints Handling Procedure (MCHP). The following graph shows the volume of enquiries received each quarter since quarter 3 2020/21.



On average each quarter the Council receive 152 enquiries. Just over 85% of enquiries were directed to Economy, Environment and Finance.

Other Performance (not included within Service Plan)

- 6.5 Nothing to report.

Case Studies

6.6 Nothing to report.

Consultation and Engagement

6.7 Nothing to report.

7. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

Performance measurement is used to ensure the efficient and sustainable delivery of services to meet the Council's priorities in both the Corporate Plan and the LOIP.

(b) Policy and Legal

The Council has a statutory requirement to publish a range of information that will demonstrate that it is securing best value and assist in comparing performance both over time and between authorities where appropriate.

(c) Financial implications

None.

(d) Risk Implications

None.

(e) Staffing Implications

Recruitment remains an acute challenge for the Legal Services section. Absence rates sit at around 50% with significant volumes of work requiring to be outsourced.

(f) Property

None.

(g) Equalities/Socio Economic Impact

An Equality Impact Assessment is not required as this report is to inform the Committee on performance.

(h) Consultations

The Head of Governance, Strategy and Performance, Depute Chief Executive (Education, Communities and Organisational Development), Service Managers, Legal Services, the Equal Opportunities Officer, and the Democratic Services Manager have been consulted with any comments received incorporated into this report.

8. CONCLUSION

8.1 As at September 2023, overall progress against the service plan for 2023/24 was 21% complete. A number of actions have been subject to slippage and will be progressed over the second half of 2023/24.

Author of Report:

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Background Papers:

[Service Plan Actions](#)

[Service Performance Indicators](#)
[Service Complaints](#)
SPMAN-2045703626-314

Ref: