



REPORT TO: CORPORATE COMMITTEE ON 05 NOVEMBER 2024

SUBJECT: PERFORMANCE REPORT (GOVERNANCE, STRATEGY AND PERFORMANCE) – PERIOD TO SEPTEMBER 2024

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 2024.

2. RECOMMENDATION

2.1 It is recommended that Committee:

- (i) scrutinises performance in the areas of Service Planning, Service Performance and other related data to the end of September 2024; 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.

3.2 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.

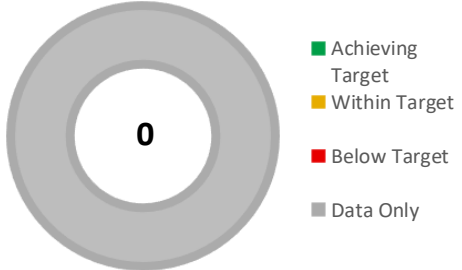
4. SERVICE PLANNING

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.

SERVICE PLAN PRIORITIES		RAG
STRATEGIC LEVEL	Continuous Improvement	56%
SERVICE LEVEL	Digital Transformation and Efficiency	32%
	Improved Governance	45%
	Performance Management	20%
OVERALL PLAN PROGRESS		41%
Comment Service Plan: Overall progress at the end of September is 41%. All actions have been progressed, with two strategic actions completed. Service actions around customer contact and centralised means testing have not progressed as planned due to competing priorities, however remain a focus for future workload. Performance Indicators: No strategic indicators		

SERVICE PI'S



Strategic Outcomes – successes

- 4.3 Planned work around governance and committee issues identified in Collaborative Leadership have been completed with two further documents, Guidance on External Bodies and Member Officer Relations approved. Further training for members of Audit and Scrutiny has been undertaken. (GSP 2024-25 STRAT 1.4 & 1.5)

Strategic Outcomes – challenges and actions to support

- 4.4 There is some slippage around re-establishing a framework for Continuous Improvement but work progresses having met with the Improvement Service to inform approach on relaunch of Public Services Improvement Framework, options to resource being further explored. (GSP 2024-25 STRAT 1.1)

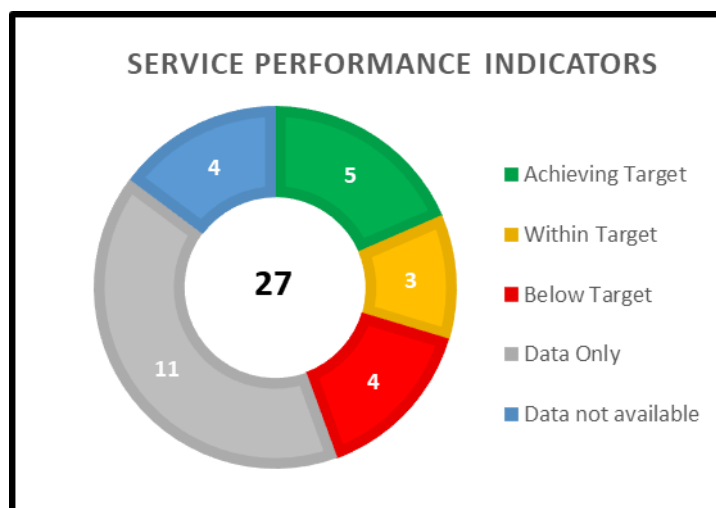
Service Level Outcomes - successes

- 4.5 The Benefits e-form is at the final stages of development (90%). The e-form will be tested internally from a user perspective. Feedback will inform when the e-form can be made available to potential clients. (GSP 2024-25 DT&E 1.4)
- 4.6 The transfer of burial grounds administration to Lands and Parks Service has taken place. The member of staff will move permanently to Lands and Parks Service by 1 April 2025, following a transfer period from Registrars. (GSP 2024-25 DT&E 1.6)
- ### Service Level Outcomes – challenges and actions to support
- 4.7 Investigation and development of Artificial Intelligence (AI) opportunities for Contact Centre channels has not progressed largely due to competing priorities. Discussions have taken place with potential providers to gain a fuller understanding of opportunities available to the Council. (GSP 2024-25 DT&E 1.1)
- 4.8 Initial scoping exercise investigating whether there is a viable case for further centralisation of means testing is ongoing, having been delayed due to officer leave. Questions have been raised with Social Care to determine whether

there is a potential business case. Awaiting feedback. (GPS 2024-25 DTE 1.5)

5. SERVICE PERFORMANCE

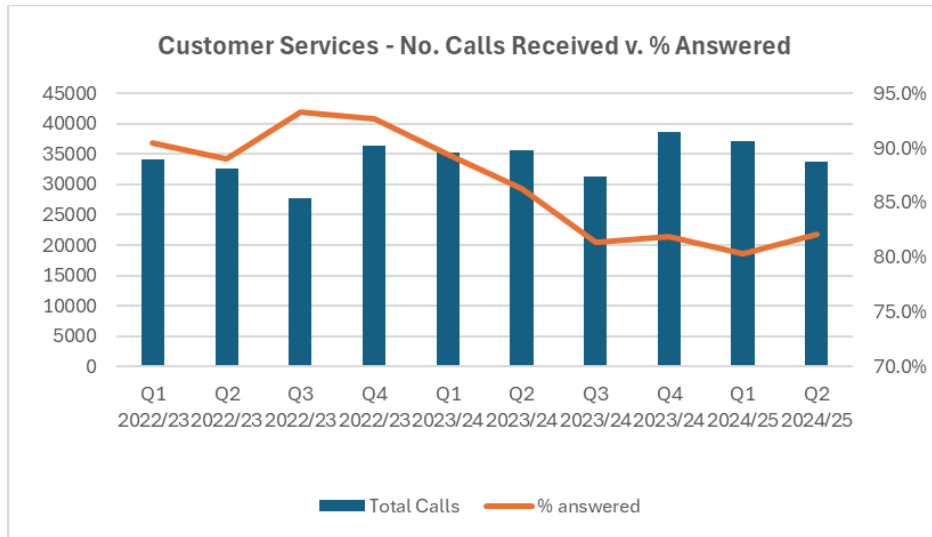
- 5.1 In line with the Performance Management Framework, operational performance is reviewed quarterly by departmental management. Areas performing well and/or areas subject to a decreasing trend or where benchmarking results show performance significantly below comparators will be reported to this committee 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.



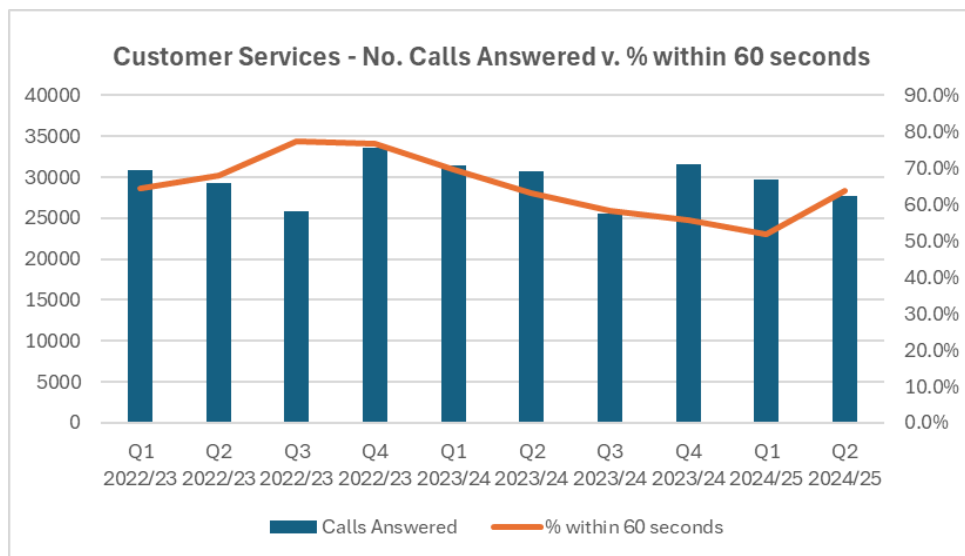
Operational Indicators - challenges

- 5.3 The percentage of committee draft minutes issued by Committee Services on time or early slipped below target during quarter 2, with 70% (7 out of 10) of minutes issued within 5 working days against a target of 85%. The dip in performance was due to competing workloads and holiday leave over the summer period. It is anticipated that performance will improve over the second half of the reporting year. (CS003)
- 5.4 The average number of days taken to process notifications of changes of circumstances in housing benefits claims increased to just over 7 days at the end of September, exceeding the 6 days target. The delay in processing claims was due to staffing issues over the summer period, with a vacant post from May still to be filled combined with an increase in sick leave over the period. Processing performances will return to normal levels once staffing issues are resolved. (CPS012)
- 5.4 Customer Services Call Centre has noted a marginal decrease in call volume over the first half of 2024-25 compared to the same period last year. However, the percentage of calls answered has decreased from 87.9% to 81.2%, albeit there has been a slight improvement in performance from quarter 1 to quarter 2 this reporting year. Performance remained below target (93%) throughout 2023-24 and continues to do so in 2024-25. Call volumes and answer rates are being monitored on a monthly basis to help identify potential areas for improvement, however reduced staffing as part of budget savings continue to impact on available resources to meet service targets. The graph below

shows the call volume and answer rates over the last ten quarters. (PI CPS058)



5.5 The percentage of answered calls that were answered within 60 seconds improved in quarter 2 to 63.9%. While up on the previous quarter (51.7%), performance remains below the 75% target. A decrease in call volumes in the quarter attributed to the 12% increase in calls answered within 60 seconds. Average delay times also decreased by 61 seconds on the previous quarter, however this was up by 9 seconds on the same quarter last year. The graph below shows call volume and answer rates within 60 seconds over the last ten quarters. (PI CPS058a)



6. OTHER PERFORMANCE RELATED DATA

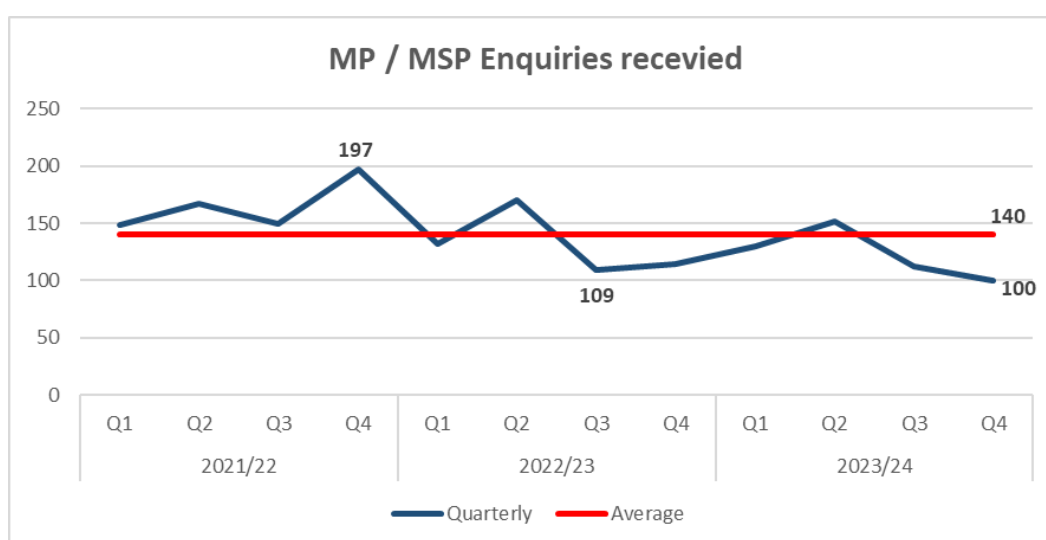
Complaints and MP/MSP Enquiries

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 eleven complaints were received during the first half of 2024/25, with nine complaints closed. All complaints were resolved at Frontline stage. Two

complaints were upheld, two partially upheld and five were not upheld. Two complaints were resolved within the 5 working day target timescale, with the overall average time taken to respond to complaints being 17 days. Three of the four upheld / partially upheld complaints related to Customer Services, including delay in responding to initial enquiry and conduct of advisor when speaking to customer. All were acknowledged with an apology and reinforcement action dually taken.

- 6.3 Three MP/MSP enquiries were received during the first half of 2024/25 for Governance, Strategy and Performance, all were responded to and closed.
- 6.4 Across the council, over the last three years the Council have dealt with 1,530 non-statutory MP/MSP enquiries, in addition to over 1,500 statutory complaints received over a similar period, that are subject to the Model Complaints Handling Procedure (MCHP). The following graph shows the volume of enquiries received each quarter since quarter 3 2021/22.



The number MP/MSP enquiries have fallen each quarter over the last year, with an average 128 enquiries received each quarter over the last three years. Over 75% of enquiries were directed to Economy, Environment and Finance. All enquiries follow a similar process to that of complaints in being formally logged and responded to.

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

None.

(f) Property

None.

(g) Equalities/Socio Economic Impact

An Integrated Impact Assessment is not needed as the 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, and tDemocratic Services Manager have been consulted with any comments received incorporated into this report.

8. CONCLUSION

8.1 At the end of September 2024, overall progress against the service plan for 2024/25 was 41% complete. Several actions have been subject to slippage due to lack of available resourcing and competing priorities, but it is hoped the pace of progress will increase over the coming quarter.

Author of Report: Neil Stables, Research and Information Officer

Background Papers: [Service Plan Actions](#)
[Service Performance Indicators](#)
[Service Complaints](#)

Ref: SPMAN-2045703626-495