

## 2. Prioritised Performance Indicators

|            |  | Annual Status | Quarters   |            |            |            |            | Quarterly Target | Annual  |        |  |
|------------|--|---------------|------------|------------|------------|------------|------------|------------------|---------|--------|--|
| Code       | PI Title   | 2024/25       | Q4 2023/24 | Q1 2024/25 | Q2 2024/25 | Q3 2024/25 | Q4 2024/25 | Q4 2024/25       | 2024/25 |        | Latest Note  |
|            |  | Status        | Value      | Value      | Value      | Value      | Value      | Target           | Value   | Target |  |
| LDS-BIP-02 | Percentage of Committee / Council Action sheets issued within 24 hours                       | ✔             | 100%       | 100%       | 100%       | 100%       | 100%       | 100%             | 100%    | 100%   | Throughout the year, all decision sheets were issued within 24 hours of the relevant governance meeting  |
| LDS-BIP-03 | Percentage of Reports checked by Monitoring Officer within 3 days                            | ✔             | 100%       | 100%       | 100%       | 100%       | 97%        | 95%              | 99.25%  | 95%    | The review of reports is an important part of the Council's governance and assurance arrangements. it ensures that reports are comprehensive and include all relevant information around finances, risks etc and ensures that Members have all available information to hand when making decisions.                    |
| LDS-BIP-04 | Number of hours of members training delivered  | ⛔             | 3          | 2          | 2          | 2          | 0          | 2                | 6       | 8      | Various training courses were delivered across the year. It did not prove possible to deliver any training in Q4 due to the Ward 7 By-election, special meeting of the Council and focus on budget preparations  |
| LDS-BIP-05 | Percentage of FOI requests allocated to the correct named officer within 24 hours of receipt | ✔             | 97.2%      | 96%        | 96%        | 97%        | 94.6%      | 95%              | 97%     | 95%    | Total received – <b>432</b><br><br>Total allocated within 24 hours – <b>409 (94.6%)</b><br><br>Total <b>not</b> allocated within 24 hours – <b>23 (5.4%)</b><br><br>Of the 23 not allocated on time –<br><br><b>11</b> due to being received over New Year holiday period<br><br><b>8</b> due to IM resource shortages |


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|-------------|---|---------------|------------|------------|------------|------------|------------|------------------|---------|--------|---|
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|             |   | Status        | Value      | Value      | Value      | Value      | Value      | Target           | Value   | Target |   |
|             |   |               |            |            |            |            |            |                  |         |        | <b>1</b> was awaiting further advice<br><b>3</b> late in being passed on by other services.   |
| LDS-BIP-06  | Number of data protection spot checks carried out   | ✅             | 14         | 4          | 0          | 4          | 4          | 3                | 12      | 12     | 12 Data Protection Spot checks were carried out during the year, predominantly in Schools. Identified issues highlighted to Head Teachers and any wider issued have been shared for organisation-wide learning. |
| LDS-BIP-08  | Number of Information Management Liaison Officer (IMLO) Meetings  | ✅             | 2          | 0          | 0          | 1          | 3          | 1                | 4       | 4      | 4 IMLO meetings were convened across the year. These included standard updates and meetings with additional training sessions in Data Protection and Records Management   |
| LDS-BIP-10  | Open Market Purchase by Internal Legal Services- Number of Offers to buy completed within 5 days of receipt of full instructions and authorisation  | ✅             | 100%       | 100%       | 100%       | 100%       | 100%       | 95%              | 100%    | 100%   | 21 instructions were received this year, and all were processed within the timescales.  |
| LDS-BIP-11  | Percentage of Public Entertainment Licence applications approved or refused by Legal Services within 5 days of receipt of the complete application, together with all documentation and completed consultation responses. | ✅             | 100%       | 100%       | 100%       | 100%       | 100%       | 100%             | 100%    | 100%   | There were 30 Public Entertainment Licence applications determined by Legal Services in 2024/5. All were approved within 5 days of receipt of the complete application  |
| LDS-BIP-12  | Percentage of applications for guardianship orders and intervention orders under AWI legislation prepared within 10 days of receipt of full instructions and fully completed statutory reports.                           | ✅             | 100%       | 100%       | 100%       | 100%       | 100%       | 100%             | 100%    | 100%   | There were 14 applications for guardianship/intervention orders made under AWI legislation in 2024/25. All were made within 10 days of receipt of full instructions and fully completed statutory reports       |
| LRS-BIP-01a | % of Contract acceptances completed within 7 days of full instructions  | ✅             | 100%       | 100%       | 100%       | 100%       | 100%       | 100%             | 100%    | 100%   | 22 form reviews and 30 award letters were requested this year. All award letters were processed within the timescales.  |


|              |  | Annual Status | Quarters   |            |            |            |            | Quarterly Target | Annual  |        |  |
|--------------|--|---------------|------------|------------|------------|------------|------------|------------------|---------|--------|--|
| Code         | PI Title   | 2024/25       | Q4 2023/24 | Q1 2024/25 | Q2 2024/25 | Q3 2024/25 | Q4 2024/25 | Q4 2024/25       | 2024/25 |        | Latest Note  |
|              |  | Status        | Value      | Value      | Value      | Value      | Value      | Target           | Value   | Target |  |
| LRS-BIP-07   | Percentage of Taxi licence applications approved or refused by Legal Services within 5 days of receipt of the complete application | 🟢             | 98.57%     | 100%       | 100%       | 100%       | 100%       | 100%             | 100%    | 100%   | There were 276 taxi licence applications determined by Legal Services in 2024/5. All were approved within 5 days of receipt of the complete application.   |
| LRS-BIP-09   | Number of Housing Improvement and Repairs Grants Processed and authorised within 7 days of receiving full instructions             | 🔴             | 86%        | 69%        | 71%        | 93%        | 18%        | 90%              | 66%     | 90%    | 73 grants were processed within this year. 48 of these were processed within the timescales and 24 were not. This was mainly due to reductions in the team resulting in competing priorities. However, the majority of the grants processed were late would be late by only a day or two.  |
| OT-SOL-CORP8 | Invoice Payments - Percentage of invoices paid within 30 days %  | 🔴             | 88.73%     | 46.14%     | 41.82%     | 51.54%     | 57.32%     | 92%              | 57.32%  | 92%    | The continued pressure on the Procurement Team from the implementation of Fusion alongside availability of resources to assist with the system actions has impacted on the ability to pay invoices on time. However, as at the time of writing this report, payments are up to date except where there is a dispute or outstanding service-based housekeeping. |


**2(b) Absence Management**


| Percentage Absence |                               |                              |
|--------------------|-------------------------------|------------------------------|
|                    | Legal and Regulatory Services | Council (Excluding teachers) |
| Quarter 1          | 3.18%                         | 6.31%                        |
| Quarter 2          | 5.56%                         | 6.31%                        |
| Quarter 3          | 0.57%                         | 7.31%                        |
| Quarter 4          | 0.46%                         | 7.64%                        |
| <b>Year End</b>    | 2.55%                         | 6.86%                        |

### 3. Progress on Business and Improvement Plans



| Area for Improvement                    | Improvement Activity   | Status  | Progress                   | Original Due Date | Current Timescale | Note   |
|---|--|---|----------------------------|-------------------|-------------------|--|
| Information Records Management Strategy | Continued development of effective and robust records management practices which incorporate measures to facilitate and assure compliance with FOI, data protection and other information management obligations |  | <div><div>100%</div></div> | 31-Mar-2024       | 31-Mar-2024       | This is a rolling improvement target which forms part of each year's Improvement Actions. The changes to the strategy targeted for 2022/23 were completed. |

| Area for Improvement                         | Improvement Activity   | Status  | Progress                   | Original Due Date | Current Timescale | Note  |
|--|--|---|----------------------------|-------------------|-------------------|---|
| Information Records Management - FOI Toolkit | Phase 2 – Focus on building on success by delivering improved quality - including revised toolkits for services, improved administrative procedures. Continued development to ensure consistent, effective and efficient responses to FOI, EIR and Data Protection Enquiries |  | <div><div>100%</div></div> | 31-Mar-2024       | 31-Mar-2024       | This is a rolling programme, and the activities scheduled for this year have been completed. Further activities will be scheduled for 2025/26 |

| Area for Improvement      | Improvement Activity   | Status  | Progress                   | Original Due Date | Current Timescale | Note   |
|---------------------------|--|---|----------------------------|-------------------|-------------------|--|
| Self Service Arrangements | To review the various types of current legal support provided across the Council in order to identify opportunities for the introduction of self-service arrangements where it is safe to do so from a risk management perspective |  | <div><div>100%</div></div> | 31-Mar-2024       | 31-Mar-2024       | This is a rolling process, and the activities planned for this year have been completed. Further activities will be programmed for 2025/26 |

| Area for Improvement                 | Improvement Activity   | Status  | Progress                   | Original Due Date | Current Timescale | Note  |
|--------------------------------------|--|---|----------------------------|-------------------|-------------------|---|
| Legal Engagement and Risk Management | Development of structured engagement arrangements with strategic leads in order to deliver the provision of proactive guidance and support to the Council in |  | <div><div>100%</div></div> | 31-Mar-2024       | 31-Mar-2024       | This action was down-scaled due to changing resource profiles. Instead, engagement is focussed on transaction types and those areas of the Council which generate most work for Legal |

|  |   |  |  |  |  |  |
|--|---|--|--|--|--|--|
|  | highlighting and managing, assessing and, where appropriate, mitigating legal risks |  |  |  |  | and Procurement, whether in terms of volume, complexity and/or value |
|--|---|--|--|--|--|--|

| Area for Improvement              | Improvement Activity   | Status  | Progress   | Original Due Date | Current Timescale | Note   |
|-----------------------------------|--|---|--|-------------------|-------------------|--|
| External Legal Services Framework | Review of Council's external legal support to be carried out and a framework arrangement to be procured to ensure that the Council has access as required to expert, cost effective and comprehensive legal support. |  |  100% | 31-Mar-2024       | 31-Mar-2024       | The Council has rights under a multi council framework set up by Edinburgh City Council, thereby discharging this Improvement Action |

#### 4. Financial Targets – Based on P10 Projections

| Main Service Divisions | Annual Budget | Net Expenditure Projected at P10 | Annual Variation | % variation | Narrative   |
|------------------------|---------------|----------------------------------|------------------|-------------|---|
|                        | £'000         | £'000                            | £'000            |             |   |
| Corporate Governance   | 605           | 370                              | (235)            | -64%        | The variation anticipated is the result of an underspend in salary costs and other administration costs.                                      |
| Legal Services         | 1,305         | 1,050                            | (255)            | -24%        | Overall an underspend is anticipated driven by underspends in staffing cost, this has been offset against overspends in administration costs. |
| Support Services       | 134           | 134                              | 0                | 0%          | No variation significant variation anticipated  |
| Corporate Procurement  | 735           | 735                              | 0                | 0%          | No variation significant variation anticipated  |
| <b>Total</b>           | <b>2,779</b>  | <b>2,289</b>                     | <b>-490</b>      | <b>-21%</b> |   |

## 5. Stakeholder Engagement Activity

| Title                                | Description  | End Date   | How the Information gathered has been used to Improve performance   |
|--------------------------------------|--|------------|---|
| Social Work services Provider Forums | Rolling engagement with providers across each sector in relation to operational, strategic, and financial matters  | On-going   | <ul style="list-style-type: none"> <li>• Service design &amp; quality improvement.</li> <li>• Oversight /assurance across registered services.</li> <li>• Individual / service outcomes</li> <li>• Inform / enhance strategic &amp; financial decision making.</li> <li>• Support &amp; strengthen collaborative commissioning approach</li> </ul>  |
| SCT Monitoring / Audit visits        | Visiting providers/services/service users/carers re service performance, outcomes delivered, compliance, assurance | On-going   | <ul style="list-style-type: none"> <li>• Service design &amp; quality improvement.</li> <li>• Oversight /assurance across registered services.</li> <li>• Individual / service outcomes</li> <li>• Inform / enhance strategic &amp; financial decision making.</li> <li>• Support &amp; strengthen collaborative commissioning approach.</li> </ul> |
| Taxi Fees                            | Consultation with both the trade and the public in relation to taxi fares were carried out.                        | April 2025 | These responses will inform the Council in fixing new fares.  |



## 6. Plans, Policies, Programmes and Strategies

| PPPS  | Intended Outcome   | Date Approved | Start Date                  | End Date                    |
|---|--|---------------|-----------------------------|-----------------------------|
| Learning Disability Strategy  | To set the vision and priorities for Learning Disability Services over the next five years   | March 2024    | 21 <sup>st</sup> March 2024 | 20 <sup>th</sup> March 2029 |
| Modernisation of other licensing policies and procedures governed by the Civic Government (Scotland) Act 1982 | A comprehensive review of other (non-taxi/PEL) licensing policies and procedures which are governed by the Civic Government (Scotland) Act 1982. Work continues to review improvements to policy and conditions. | June 2019     | August 2022                 | Ongoing                     |

## 7. Improvement activities

| Areas Requiring Improvement  | Improvement Activity  | Timescales for Implementation |
|--|---|-------------------------------|
| Identification / exploration of more efficient and sustainable models of support within external social work services. | Explore more flexible and sustainable models of support that are flexible and responsive to fluctuating needs and deliver value for money | On-going                      |
| Review and refresh Direct Payments Contracts Process   | Develop streamlined / more efficient pathway for processing / issuing of DP contracts   | Summer 2025                   |
| SCT Contract monitoring approach to be reviewed - underpinned by risk-based approach.                                  | Review current approach via revised risk based approach to ensure high risk /high cost areas of business are targeted                     | July / September 2025         |
| Monitoring & reporting of commissioned spend to budget movement.   | Review current arrangements to help improve and strengthen monitoring and reporting of spend to budget across commissioned services       | Summer 25                     |
| Strengthen engagement / consultation approach with service users and carers regarding service performance.             | Review and update current framework / approach for for engagement / consultation in line with underpinning legislation                    | Aug / September 25            |

## **8. Current Delivery Focus**

### **Corporate Procurement**

Ongoing priorities for the Corporate Procurement Team include:

- Review and update Contract Standing Orders and associated processes/forms.
- Develop and Implement contract management processes and procedures across key contracts and suppliers.
- Implement Redwood Self Service Procurement as part of the ongoing management and maintenance of Oracle Fusion.
- Implement Oracle Fusion Supplier Portal as part of the ongoing management of opportunities and savings through continuous development and improvement of key systems.
- Continue to monitor non-contracted spend and identify efficiencies and savings across multiple portfolios.
- Continue to support all Services to identify contract efficiencies and renewals.

### **Corporate Governance**

Over the coming months, the priority for Democratic Services include:

- Ongoing support for governance processes and completion of current diary of meetings to the end of June.
- Placing Request appeals.
- New Diary of meetings for 2025/26.
- Establishment of new Police & Fire Forum.
- Establishment of new Housing Forum.
- Preparations for Scottish Parliamentary election in May 2026.
- Processing Registers of Interests via Modern.gov.
- Working towards the publication of Technical Notes via Modern.gov.
- Children's Panel recruitment and reappointments.
- Processing Community Council annual grants.

## **Legal Services**

In the coming months, there will be a significant focus on the continued modernisation of civic licensing and refreshing of the Licensing Board's Statement of Principles for Gambling.

In addition, there will be continued support of the Council's capital projects including Lenzie Academy, AHIP2 including housing at Twechar, refurbishment of Milngavie Primary School and refurbishment of Balnakeil Primary School.

## **Strategic Commissioning**

**Over the next few months, the priorities for the team include:**

- **Continue to support the HSCP to identify efficiencies and budget savings across commissioned services.**
- **Implement Scottish Living Wage Uplift for 25/26.**
- **Implement National Care Home Contract Uplift for 25/26.**
- **Develop and implement Schedule of Rates for adult and children services.**
- **Continue to support and progress key strategic, service and financial reviews and any related actions.**
- **Continue to monitor and report on spend to budget across commissioned services.**
- **Review contract monitoring approach.**
- **Review Direct Payment arrangements.**
- **Explore alternative options for invoices payments.**
- **Support Scotland Excel to implement new national frameworks.**
- **Support the HSCP to commission services to meet assessed needs, outcomes and risks.**
- **Establish risk framework for Care at Home service.**
- **Finalise & implement monitoring & reporting procedures aligned to the Health and Care (Staffing) (Scotland) Act 2019,**
- **Support progression of market risk assessment workstream - aligned to contracts / uncommissioned spend.**
- **Support implementation of the Unscheduled Care commissioning plan.**
- **Identification / exploration of more efficient and sustainable models of support.**
- **Review and refresh Direct Payments Contracts Process.**
- **Contract monitoring approach to be reviewed - underpinned by risk-based approach.**
- **Monitoring & reporting of commissioned spend to budget movement.**
- **Strengthen engagement / consultation approach with service users and carers regarding service performance.**

