



Item: 5.1

Policy and Resources Committee: 26 November 2024.

Performance Monitoring – Strategy, Performance and Business Solutions.

Report by Corporate Director for Strategy, Performance and Business Solutions.

1. Overview

- 1.1. The Council Plan 2023-28, approved in March 2023, reflects national priorities set by both the Scottish and UK Governments and the core services which the Council provides day to day, as well as taking account of new duties arising from recent legislation.
- 1.2. The Delivery Plan to support the Council Plan contains a number of priority actions listed to indicate the work which will be undertaken to achieve the identified outcomes.
- 1.3. The Council Plan 2023-28 noted that each directorate will have a delivery plan describing the priorities that they will deliver. The Directorate Delivery Plan for Strategy, Performance and Business Solutions, was approved in December 2023.
- 1.4. In terms of the Council’s Strategic Planning and Performance Management Framework, performance in respect of the Directorate Delivery Plan, performance indicators and complaints and compliments are reported to the relevant committee on a six-monthly basis, in June and November.
- 1.5. Annexes 1 and 2 provide the six-monthly updates in respect of the Strategy, Performance and Business Solutions directorate delivery plan, together with relevant performance indicators.
- 1.6. Section 4 below sets out more detail on complaints and compliments received by Strategy, Performance and Business Solutions.

2. Recommendations

- 2.1. It is recommended that members of the Committee:
- i. Scrutinise the performance of Strategy, Performance and Business Solutions for the reporting period 1 April 2024 to 30 September 2024, in respect of directorate priorities and performance indicators, as set out in Annexes 1 and 2 respectively to this report.
 - ii. Agree the amendments proposed to the actions referred to in sections 3.2 and 3.3 of this report.
 - iii. Scrutinise the complaints and compliments made to Strategy, Performance and Business Solutions in the 6-month period 1 April 2024 to 30 September 2024, and for the two preceding six-month periods, as set out in section 5 of this report.

3. Directorate Delivery Plan Performance Monitoring

- 3.1. The Directorate Delivery Plan progress report, attached as Annex 1 to this report, provides the detail of the agreed directorate priorities, as expressed in the Strategy, Performance and Business Solutions directorate delivery plan 2023 – 2028.
- 3.2. Set out below are those Directorate Delivery Plan actions assessed as Blue within Annex 1, namely those which have been progressed to completion and are now being recommended for removal from the Directorate Delivery Plan.
- i. SPBS DDP 5 Customer complaints handling.
- 3.3. Set out below are those Directorate Delivery Plan actions identified as being in need of amendment, for example, by having the target date updated.
- i. SPBS DPP 11b External communication – it is proposed that the target date for this action be extended to 30 September 2025.
 - ii. SPBS DPP 12b Internal communication – it is proposed that the target date for this action be extended to 30 September 2025.

4. Directorate Complaints and Compliments

- 4.1. Table 1 below sets out the complaints and compliments made to Strategy, Performance and Business Solutions in the 6-month period 1 April to 30 September 2024, and for the two preceding six-month periods.

Table 1.	Six months ending 30 September 2023.	Six months ending 31 March 2024.	Six months ending 30 September 2024.	Totals.
Complaints.	2	1	2	5
Compliments.	5	4	4	13

- 4.2. When considering the raw data within Table 1 above, it should be noted that the Council has adopted a policy of encouraging staff to record all complaints against the Council through the Complaints Handling Procedure. This includes complaints that are quickly and satisfactorily resolved by the frontline service, thereby enabling the Council to identify any trends that would help to improve the service. As a result, the number of complaints captured by the procedure may increase and that does not necessarily reflect an increase in the number of people contacting the service to express dissatisfaction with the Council.

For Further Information please contact:

Karen Greaves, Corporate Director for Strategy, Performance and Business Solutions, extension 2202, Email karen.greaves@orkney.gov.uk.

Implications of Report

1. **Financial:** None arising directly from this report.
2. **Legal:** None arising directly from this report.
3. **Corporate Governance:** Not applicable.
4. **Human Resources:** Not applicable.
5. **Equalities:** An Equality Impact Assessment is not required for performance monitoring.
6. **Island Communities Impact:** An Island Communities Impact Assessment is not required for performance monitoring.
7. **Links to Council Plan:** The proposals in this report support and contribute to improved outcomes for communities as outlined in the following Council Plan strategic priorities:
 - Growing our economy.
 - Strengthening our Communities.
 - Developing our Infrastructure.
 - Transforming our Council.
8. **Links to Local Outcomes Improvement Plan:** The proposals in this report support and contribute to improved outcomes for communities as outlined in the following Local Outcomes Improvement Plan priorities:

- Cost of Living.
- Sustainable Development.
- Local Equality.

- 9. Environmental and Climate Risk:** Not applicable.
- 10. Risk:** Not applicable.
- 11. Procurement:** Not applicable.
- 12. Health and Safety:** Not applicable.
- 13. Property and Assets:** Not applicable.
- 14. Information Technology:** Not applicable.
- 15. Cost of Living:** Not applicable.

List of Background Papers

Council Plan 2023-28.

Council Delivery Plan 2023-28.

Strategy, Performance and Business Solutions – Directorate Delivery Plan 2023-28.

Annexes


Annex 1 –Directorate Delivery Plan Actions.


Annex 2 –Performance Indicators.


Strategy Performance and Business Solutions Directorate Delivery Plan 2023-28

Progress against SPBS Directorate Delivery Plan 2023-28 actions at 30 September 2024




Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 01a Process improvement HR&OD	Review of internal processes to identify opportunities to improve their efficiency and effectiveness, eliminate unnecessary processes or steps, and integrate with other council electronic systems where possible. Develop and deliver improvement plan.	Reduced bureaucracy for SPBS which is efficient and effective and supports our response to the financial challenge	GREEN 	02-May-2024	31-Mar-2025
Lead	Comment				
Andrew Groundwater	<p>BRAG status at 31 March 2024: Green</p> <p>Further progress has been made on the development of the back office recruitment system with new templates, application forms and contractual documentation being built in. It is anticipated these will be fully implemented in quarter 3 of 2024/25.</p>				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 01b Process improvement Legal & Governance	Review of internal processes to identify opportunities to improve their efficiency and effectiveness, eliminate unnecessary processes or steps, and integrate with other council electronic systems where possible. Develop and deliver improvement plan.	Reduced bureaucracy for SPBS which is efficient and effective and supports our response to the financial challenge	GREEN 	05-Mar-2024	31-Mar-2025
Lead	Comment				
Gavin Mitchell	<p>BRAG status at 31 March 2024: Green</p> <p>An Electronic Document and Records Management System has been developed for use across the Council, which will reduce bureaucracy as well as support compliance with the Council's statutory obligations. Implementation across the Council is currently well underway.</p>				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 01c Process improvement Improvement & Performance	Review of internal processes to identify opportunities to improve their efficiency and effectiveness, eliminate unnecessary processes or steps, and integrate with other council electronic systems where possible. Develop and deliver improvement plan.	Reduced bureaucracy for SPBS which is efficient and effective and supports our response to the financial challenge	GREEN 	02-May-2024	31-Mar-2025
Lead	Comment				
Alex Rodwell	<p>BRAG status at 31 March 2024: Green</p> <p>The initial tranche of business support improvement projects is aligned with the Council's transformation approach and support service re-design activities. Exploration work continues with the Democratic Services & Communications and</p>				

	Improvement & Performance teams, and several projects are underway with the Customer Service and Corporate Administration team. The service is on track for reviewing progress by the target date.
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Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 02 Alternative models of Governance and constitutional reform.	Progress the constitutional reform project through the approved four stage approach. This will include ensuring we are utilising legislation to its fullest, for example the Islands (Scotland) Act 2018 and exploring the viability alternative models of governance including a Single Islands Authority.	To progress constitutional reform with the leadership and strategic oversight of the Constitutional Reform Consultative Group.	GREEN 	05-Mar-2024	31-Mar-2026


Lead	Comment
Karen Greaves	BRAG status at 31 March 2024: Green Briefings on previous work have been provided to Elected Members and the Community Planning Partnership. Stage one of the agreed work is underway with an update report to Policy and Resources Committee planned for November 2024.

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 03a Performance	Implement Public Sector Improvement Framework self-assessment across services.	The Council understands how it is performing and is clear about where it needs to improve.	GREEN 	01-Apr-2023	31-Mar-2028


Lead	Comment
Alex Rodwell	BRAG status at 31 March 2024: Green Initial corporate rollout of PSIF ongoing with the Corporate Leadership Team (CLT) and Extended Corporate Leadership Team (ECLT). Following completion of the corporate exercise we will extend the rollout to service areas. This will be

	<p>completed at a sustainable pace over three years so that it is manageable for services. Priority will be for services where this will support transformation and service re-design. Once an initial self-assessment has been completed by all services, a rolling programme will be implemented with each service completing a self-assessment every three years.</p> <p>Initial milestones for this priority are:</p> <ul style="list-style-type: none"> • Milestone one: Completion with CLT and ECLT in 2024/2025. • Milestone two: Completion of the first tranche of services in 2025/2026. • Milestone three: Completion of the second tranche of services in 2026/2027. • Milestone four: Completion of the third tranche of services in 2027/2028.
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Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 03b Performance	Review and update corporate performance framework.	The Council understands how it is performing and is clear about where it needs to improve.	GREEN 	01-Apr-2023	31-Mar-2025
Lead	Comment				
Alex Rodwell	<p>BRAG status at 31 March 2024: Green</p> <p>Review of draft framework carried out and this will be presented to the Corporate Leadership Team for review before further approvals sought as required. The framework will be completed in 2024/25.</p>				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 03c Performance	Develop the tools, approaches, and training to embed the framework across the organisation through to an individual team level.	The Council understands how it is performing and is clear about where it needs to improve.	GREEN 	01-Apr-2023	31-Mar-2026
Lead	Comment				
Alex Rodwell	<p>BRAG status at 31 March 2024: Green</p>				


Work to commence when approved performance management framework is in place. This work will be completed during 2025/2026.
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Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 04 Customer service	Review customer feedback and identify key areas of improvement. Develop framework and customer service toolkit for services to support identified areas of improvement. Implementation and embedding of improvements.	It is easy to deal with the Council and access the services the public need. There are consistent standards of customer service and a high level of satisfaction with their interactions with the Council	GREEN 	01-Apr-2023	31-Mar-2028


Lead	Comment
Alex Rodwell	<p>BRAG status at 31 March 2024: Green</p> <p>The Customer Service Platform has star rating feedback enabled with a 5-star scale to help gauge the effectiveness of our forms on the platform. This feedback is essential for assessing customer service performance and identifying areas for improvement. Customers share their experiences with customer service, including response time, support quality, and issue resolution effectiveness. This is further supported through the annual customer survey.</p> <p>While improvement work is taking place, and will continue to, for example around call handling, a delivery plan will be developed by 31 March 2025.</p> <p>Initial milestones for this work are:</p> <ul style="list-style-type: none"> • Milestone one: Completion of initial delivery plan in 2024/2025. • Milestone two: Develop key customer service framework and toolkits in 2025/2026. • Milestone three: Embedding of framework in key customer facing services in 2026/2027.


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 05 Customer complaints handling	Ongoing review of Complaints Handling Procedure and associated procedures and processes.	Clear and customer-focused complaints handling procedure and processes which are easy for the public to access and use.	BLUE 	29-Apr-2024	31-Mar-2025

	Amendment of customer complaints handling guide to help signpost complainants where other statutory review processes exist outwith the Complaints Handling Procedure (e.g. planning applications).					
Lead	Comment					
Gavin Mitchell	<p>BRAG status at 31 March 2024: Green</p> <p>The Complaints Handling Process and Procedure, including customer guide, are published on the Council's website. The customer guide has recently been updated to provide clarity on things that cannot be dealt with under the complaints handling procedure, including signposting complainants where other statutory review processes exist outwith the Complaints Handling Procedure (e.g. planning applications). The Complaints Handling Procedure has been reviewed to ensure compliance with the Scottish Public Services Ombudsman's Model Complaints Handling Procedure for Local Authorities. This action can be marked as complete.</p>					


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 06 Improving attendance	Review OIC managing absence policy. Review occupational health provision. Support managers to embed policy in practice. Continue to develop health and wellbeing programme.	Improved attendance and wellbeing through reduced staff absence.	GREEN 	02-May-2024	31-Mar-2028
Lead	Comment				
Andrew Groundwater	<p>BRAG status at 31 March 2024: Green</p> <p>The Council's Occupational Health service tender is out and due to close soon, with new service delivery anticipated to be in place for early 2025. An interim Occupational Health provision will be in place from November 2024 and is being finalised, as is the transfer of data from the current provider. Work has begun to design online elearning short modules</p>				

	<p>for managers to support them to manage sickness absence entries. Work on the review of the Sickness Absence Policy and Procedure continues, and a Human Resources & Organisational Development service development session was held to look at how best to take forward management and support for absence.</p> <p>Milestones for the work:</p> <ul style="list-style-type: none"> • Milestone one: Review occupational health provision and support managers to embed policy in practice - 31 March 2025 • Milestone two: Review OIC managing absence policy and continue to develop health and wellbeing programme - 31 March 2026
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Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 07 Equality, fairness, and inclusion	Review and revise equality outcomes. Creation of an equality outcomes delivery plan. Implemented equality outcomes.	The Council is an employer where equality, fairness, and inclusion is at the heart of everything we do.	GREEN 	02-May-2024	31-Mar-2025
Lead	Comment				
Andrew Groundwater	<p>BRAG status at 31 March 2024: Green</p> <p>The Equality Outcomes Delivery Plan has been finalised and a progress report will be presented to Policy and Resources Committee in November 2024.</p>				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 08 Employee processes	Additional guidance for investigating officers and chairs. Additional training for officers Improved administration process. Improved timescale for formal employee processes.	Staff feel that employee processes are well managed and timeous.	GREEN 	01-Apr-2023	31-Mar-2026

Lead	Comment
Andrew Groundwater	<p>BRAG status at 31 March 2024: Green</p> <p>Elearning for managers on Myview sickness monitoring is being developed to support improved focus on absence and improving attendance. Home, Hybrid and Flexible Work policies to be written/updated to ensure that the Council has a framework for managers to support service delivery and attract and retain a modern, flexible workforce to aid in tackling some of the significant recruitment challenges the Council faces. Continuing review and development of supporting guidance for managers, HR advisers and template letters and forms for Council HR Policies and Procedures. Significant work on a revised, streamlined and, as far as possible, an automated offer of employment and contract issue process via the recruitment system is being finalised with the aim of implementing before the end of 2024. Wider recruitment systems, process change and automation will come in early 2025 with the revised Council policy and procedures. Review and testing work associated with this continues.</p>


Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 09a Community Councils	Engage with Community Councils to understand their support requirements including areas like clerking and training. Develop support and training arrangements based on Community Council requirements.	Community Councils feel in control of their priorities and are supported to develop local solutions which are visible to the public.	GREEN		01-Apr-2023	31-Mar-2026


Lead	Comment
Alex Rodwell	<p>BRAG status at 31 March 2024: Green</p> <p>Following a successful engagement event for Chairs, Vice Chairs and Clerks in summer 2024, a plan for their training requirements is in development and a series of more regular meetings is being arranged. A plan will be developed in 2024/2025 with training being developed and delivered through to 31 March 2026. This will lead to a regular programme of training and support for Community Councils as part of business-as-usual support.</p>


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 09b Community Councils	Improve communications on the work of Community Councils.	Community Councils feel in control of their priorities and are supported to develop local solutions which are visible to the public.	GREEN 	05-Mar-2024	31-Mar-2026
Lead	Comment				
Alex Rodwell	<p>BRAG status at 31 March 2024: Green</p> <p>Successful media campaigns were recently run to recruit new community council members and promote the work of community councils. The plan for regular communication of community council work is in development and will be delivered through to 31 March 2026 where it will become part of business-as-usual activity.</p>				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 10 Community consultation and engagement	Develop a modernised suite of tools and protocols for community consultation and engagement which meet the needs and expectations of the community and ensure better co-ordination between the Council, OHAC and The Orkney Partnership. This includes elements of participatory democracy.	Our community consultation and engagement practices are effective and clearly influence decisions and improvement.	GREEN 	02-May-2024	31-Mar-2026
Lead	Comment				
Alex Rodwell	<p>BRAG status at 31 March 2024: Green</p> <p>Positive work has been undertaken as part of Phase 1 with a series of public consultation meetings under the Orkney Matters 2 banner from May over the summer and continuing into October. A preferred option on a digital engagement</p>				


	platform has been identified for consideration. The Community Engagement Project Team will be reviewing progress and agreeing its next steps at its meeting in December.
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Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 11a External communication	Develop Communications Strategy 2023-2028.	There is effective communication, which the public trust, respect and have confidence in.	GREEN 	05-Mar-2024	31-Mar-2025
Lead	Comment				
Alex Rodwell	The Communications and Engagement Strategy is on track to be presented to the Policy and Resources Committee in November 2024.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 11b External communication	Develop supporting external communications delivery plan	There is effective communication, which the public trust, respect and have confidence in.	AMBER 	05-Mar-2024	31-Dec-2024
Lead	Comment				
Alex Rodwell	<p>BRAG status at 31 March 2024: Green</p> <p>The delivery plan will be developed once the Communications and Engagement Strategy is approved. With the approval of the strategy anticipated in December 2024, it is requested that the target date for this action be moved to 30 September 2025.</p>				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 11c External communication	Implementing the key workstreams over the term of the delivery plan.	There is effective communication, which the public trust, respect and have confidence in.	GREEN 	05-Mar-2024	31-Mar-2028

Lead	Comment
Alex Rodwell	BRAG status at 31 March 2024: Green Implementation work will begin once the Communications Strategy is approved and the delivery plan finalised. Key milestones will be included as part of the delivery plan.


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 12a Internal communication	Develop Communications Strategy 2023-2028.	Staff are informed and engaged by high quality internal communications which they trust, respect and confidence in.	GREEN 	05-Mar-2024	31-Mar-2025


Lead	Comment
Alex Rodwell	BRAG status at 31 March 2024: Green The Communications and Engagement Strategy is on track to be presented to the Policy and Resources Committee in November 2024.


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 12b Internal communication	Develop supporting internal communications delivery plan.	Staff are informed and engaged by high quality internal communications which they trust, respect and confidence in.	AMBER 	05-Mar-2024	31-Dec-2024

Lead	Comment
Alex Rodwell	BRAG status at 31 March 2024: Green

	The delivery plan will be developed once the Communications and Engagement Strategy is approved. With the approval of the strategy anticipated in December 2024, it is requested that the target date for this action be moved to 30 September 2025.
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Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 12c Internal communication	Convene a multi service working group	Staff are informed and engaged by high quality internal communications which they trust, respect and confidence in.	GREEN 	05-Mar-2024	31-Dec-2024
Lead	Comment				
Alex Rodwell	BRAG status at 31 March 2024: Green Plans to convene the multi service working group by the end of December remain on track.				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 12d Internal communication	Implementing the key delivery workstreams over the term of the plan.	Staff are informed and engaged by high quality internal communications which they trust, respect and confidence in.	GREEN 	05-Mar-2024	31-Mar-2028
Lead	Comment				
Alex Rodwell	BRAG status at 31 March 2024: Green Implementation work will begin once the Communications Strategy is approved and delivery plan finalised. Key milestones will be included as part of the delivery plan.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 13 Council publication scheme.	Expand Council's existing Publication Scheme to enable information	Increased transparency and availability of information online	GREEN 	23-Apr-2024	31-Mar-2025

	commonly requested under Freedom of Information legislation to be publicly available.	through proactive publication of information and less time required for the processing of Freedom of Information requests.				
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Lead	Comment					
Gavin Mitchell	<p>BRAG status at 31 March 2024: Green</p> <p>Work has commenced on reviewing the Publication Scheme. Through the Information Governance group, services have been asked to identify further classes of information which can be included within the Scheme.</p>					


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 14a Supporting local business through procurement.	Improve communication with suppliers and ensure that support to access procurement opportunities is publicised and promoted.	Greater engagement by local businesses through effective procurement processes promoting decarbonisation.	GREEN 	03-May-2024	31-Mar-2025

Lead	Comment					
Gavin Mitchell	<p>BRAG status at 31 March 2024: Green</p> <p>Two recent contract opportunities have been specifically promoted utilising the skills of the Communications team to convey the support available to bidders. Work is underway to analyse the below £10K spend to identify potential contract opportunities for local businesses.</p>					


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 14b Supporting local business through procurement.	Improve publicity of contract opportunities in an open and transparent manner.	Greater engagement by local businesses through effective procurement processes promoting decarbonisation.	GREEN 	05-Mar-2024	31-Mar-2026


Lead	Comment
Gavin Mitchell	<p>BRAG status at 31 March 2024: Green</p> <p>Two recent procurement exercises utilised the skills of the Communications team to promote upcoming procurement opportunities via advertising in the local newspaper and a news item on the council website. A successful "Meet the Buyer" event for a new nursery operator was held. The support provided by the Supplier Development Programme, Business Gateway and the website support at Public Contracts Scotland all continue to be promoted to local businesses.</p>


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 14c Supporting local business through procurement.	Encourage all tenderers to develop a commitment to net zero policies in parallel with the Council's policies when these are in place.	Greater engagement by local businesses through effective procurement processes promoting decarbonisation.	GREEN 	05-Mar-2024	31-Mar-2025
Lead	Comment				
Gavin Mitchell	<p>BRAG status at 31 March 2024: Green</p> <p>The public consultation on the Sustainable Procurement Policy has been completed and responses, where relevant, have been incorporated into the final draft due for consideration by the Policy and Resources Committee in November 2024.</p>				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 15a Programme of and approach to improvement	Corporate Leadership Team prioritised rolling programme of improvement priorities for 'Improvement and Performance' and 'Customer Services and Corporate Administration' prioritised and agreed. This should include outstanding	Services are delivering transparent improvement and transformation. There is a clear and prioritised programme of improvement, supported where required by the Improvement Support Team, where	GREEN 	05-Mar-2024	31-Mar-2025


	projects from previous initiatives such as the change programme.	outcomes and benefits are clearly articulated and monitored.				
Lead	Comment					
Alex Rodwell	BRAG status at 31 March 2024: Green Work ongoing on presenting programme of improvement.					


Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 15b Programme of and approach to improvement	Develop and implement plan to embed the Scottish Approach to Service Design.	Services are delivering transparent improvement and transformation. There is a clear and prioritised programme of improvement, supported where required by the Improvement Support Team, where outcomes and benefits are clearly articulated and monitored.	GREEN		05-Mar-2024	30-Jun-2026
Lead	Comment					
Alex Rodwell	BRAG status at 31 March 2024: Green The Scottish Approach to Service Design is a core element of the Council's transformation approach. Introductory sessions on Service Design have been completed, including at a Leadership Forum event. At these sessions it was highlighted that the Improvement and Performance team is available to support services with their service design activities. The Council has a number of Service Managers completing training in Service Design through the Digital Office, and is part of a national group facilitated by the Digital Office which is aiding the Council in further developing and rolling out the approach. The next step is to develop and deliver further service design training which will be delivered through to 31 March 2026 and then be available through the corporate training programme.					

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 15c Programme of and approach to improvement	Refresh project management framework and develop tool, approaches, and training with a focus on people, outcomes, and benefits realisation.	Services are delivering transparent improvement and transformation. There is a clear and prioritised programme of improvement, supported where required by the Improvement Support Team, where outcomes and benefits are clearly articulated and monitored.	GREEN 	03-Apr-2024	31-Mar-2026
Lead	Comment				
Alex Rodwell	<p>BRAG status at 31 March 2024: Green</p> <p>A refreshed project management framework is being developed. It is anticipated that the documentation on initial stages will be presented to the Corporate Leadership Team in Nov/Dec 2024. The full framework and tools will be completed in 2025/2026.</p>				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 16 EDRMS	Complete architecture and pathfinding phases and thereafter implement the Electronic Document and Records Management System across Council services	Information is stored safely and securely in a structured and accessible format.	GREEN 	05-Mar-2024	30-Sep-2025
Lead	Comment				
Gavin Mitchell	<p>BRAG status at 31 March 2024: Green</p> <p>The Service Manager (Governance) has now taken on the role of project manager. The pathfinding phase has been completed, and implementation is now underway across the Council.</p>				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 17b The Orkney Partnership	Develop dynamic delivery group plans in accordance with the three strategic priorities in the Orkney Community Plan (Local Outcomes Improvement Plan) for 2023-30.	The Council, as a facilitating partner, adds value to community planning through joint working to deliver improved outcomes for our community.	GREEN 	03-May-2024	30-Jun-2025
Lead	Comment				
Alex Rodwell	<p>BRAG status at 31 March 2024: Green</p> <p>All three delivery groups continue to progress their briefs, and all plans are monitored regularly with the group chairs reporting quarterly to the Orkney Partnership Board. Work on a Community Wealth Building Strategy continues. The Orkney Community Plan is being updated and these delivery groups will be reviewed as part of this process, with the review on this completed by 31 March 2025.</p>				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 17c The Orkney Partnership	Progress the Local Outcomes Improvement Plan 2023-30 via the delivery groups.	The Council, as a facilitating partner, adds value to community planning through joint working to deliver improved outcomes for our community.	GREEN 	05-Mar-2024	31-Mar-2028
Lead	Comment				
Alex Rodwell	<p>BRAG status at 31 March 2024: Green</p> <p>The review of the Local Outcome Improvement Plan is underway. Delivery groups are progressing the agreed delivery plans and report to the Orkney Partnership at each meeting.</p>				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 18 Community Wealth Building.	The principles and pillars of CWB (spending, workforce, land and property, inclusive ownership, and finance) will be further embedded within relevant Council policies, procedures and working practices. Input into development of partnership delivery plan and strategy for CWB. Review scope of Empowering Communities project in context of its contribution to CWB. Council specific action will include working with partners to develop a coordinated approach to support: <ul style="list-style-type: none"> • The Fair Work agenda. • Progressive procurement 	Community Wealth Building (CWB) is embedded as a means to deliver the wellbeing economy and net zero by greater wealth creation and retention in Orkney and ensuring that wealth is more equally distributed in the county.	GREEN 	05-Mar-2024	31-Mar-2028

Lead	Comment
Alex Rodwell	<p>BRAG status at 31 March 2024: Green</p> <p>The work around Community Wealth Building continues with good engagement across partner agencies. The review of the scope of the Empowering Communities project in the context of Community Wealth Building has begun, with more focus on this in the next 6 months.</p>

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 19 Island Games 2025	Project management to co-ordinate the Council's role in supporting and facilitating the planning and delivery of the Orkney 2025 Island Games in areas such as:	The Council's role in providing services and support to facilitate the Orkney 2025 Island Games contributes to a successful Games event across Orkney	GREEN 	05-Mar-2024	31-Jul-2025

	<ul style="list-style-type: none"> • The delivery of agreed infrastructure projects. • Appropriate use of public facilities (public buildings, public spaces). • Public services, including roads and transport. • The use of OIC buildings for events, accommodation including catering requirements. • Additional requirement for cleaning, waste management and other services. • OIC staff volunteering during the games. 					
Lead	Comment					
Karen Greaves	<p>BRAG status at 31 March 2024: Green</p> <p>Continued support is being provided to the Orkney 2025 organising committee. The Council has approved additional financial support and officers are working closely with the organisers to plan the council support during the event.</p>					

Personnel key

Corporate Director for Strategy, Performance and Business Solutions – Karen Greaves

Head of Human Resources and Organisational Development – Andrew Groundwater

Head of Improvement and Performance – Alex Rodwell

Head of Legal and Governance – Gavin Mitchell

BRAG key

Action BRAG System



The agreed action is experiencing significant underperformance, with a medium to high risk of failure to meet its target



The agreed action is experiencing minor underperformance, with a low risk of failure to meet its target



The agreed action is likely to meet or exceed its target



The agreed action has been progressed to completion



Strategy, Performance and Business Solutions

Performance Indicator Report

Service Performance Indicators at 30 September 2024

Performance Indicator																								
CCG 01 – Sickness absence – The average number of working days per employee lost through sickness absence, expressed as a percentage of the number of working days available.																								
Target	Actual	Intervention	RAG																					
4%	4.29%	6.1%	AMBER																					
Comment																								
Staff sickness absence is managed in accordance with the sickness absence policy and line managers will be supported in this.																								
Trend Chart																								
<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2021/22</td> <td>1.93%</td> </tr> <tr> <td>Q4 2021/22</td> <td>2.14%</td> </tr> <tr> <td>Q2 2022/23</td> <td>2.46%</td> </tr> <tr> <td>Q4 2022/23</td> <td>2.26%</td> </tr> <tr> <td>Q2 2023/24</td> <td>2.98%</td> </tr> <tr> <td>Q3 2023/24</td> <td>3.95%</td> </tr> <tr> <td>Q4 2023/24</td> <td>5.19%</td> </tr> <tr> <td>Q1 2024/25</td> <td>3.84%</td> </tr> <tr> <td>Q2 2024/25</td> <td>4.29%</td> </tr> </tbody> </table>					Quarter	Actual (%)	Q2 2021/22	1.93%	Q4 2021/22	2.14%	Q2 2022/23	2.46%	Q4 2022/23	2.26%	Q2 2023/24	2.98%	Q3 2023/24	3.95%	Q4 2023/24	5.19%	Q1 2024/25	3.84%	Q2 2024/25	4.29%
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Performance Indicator

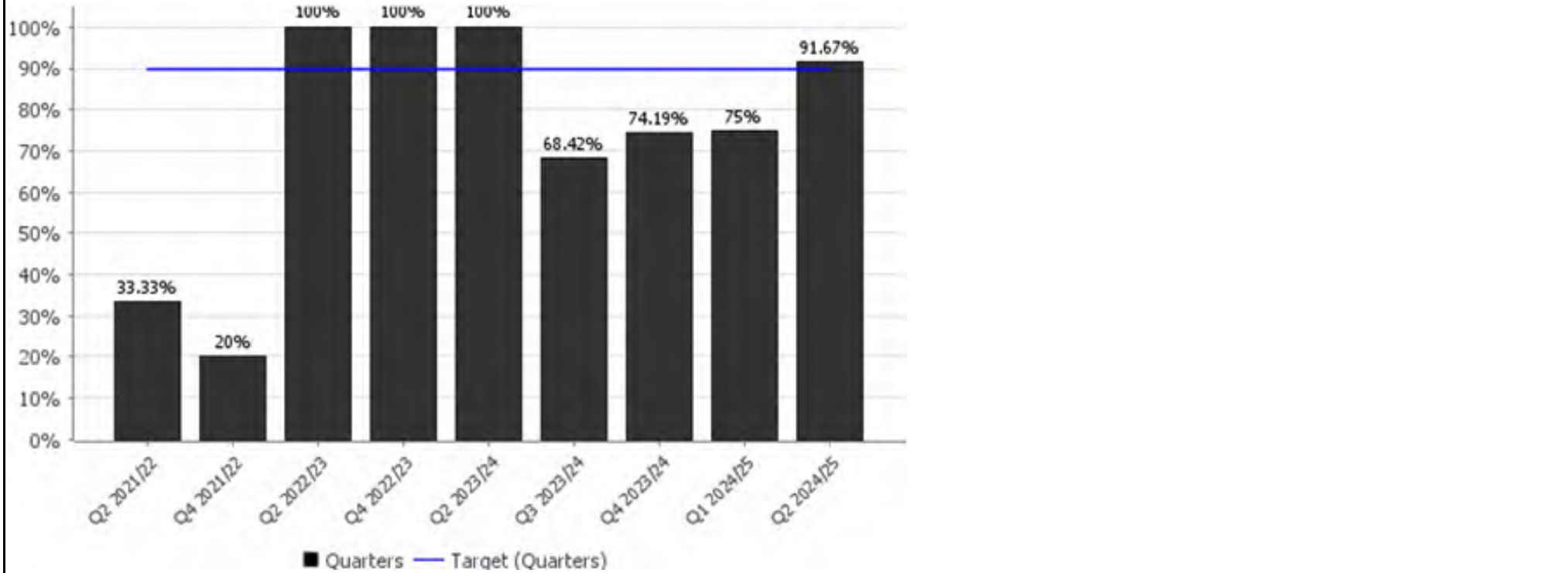
CCG 02 – Sickness absence – Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.

Target	Actual	Intervention	RAG	
90%	91.67%	79%	GREEN	▶

Comment

Managers are being supported to ensure that management interventions within the sickness absence policy are applied and the associated reporting is completed.

Trend Chart



Performance Indicator

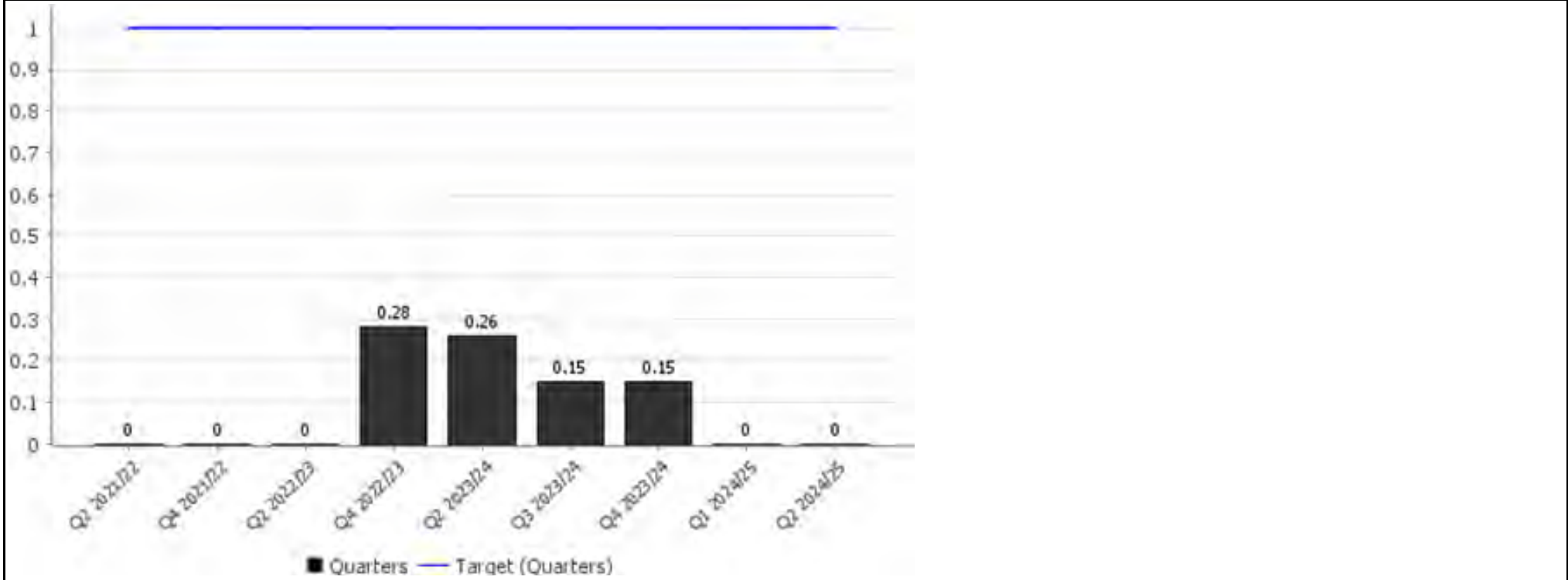
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.

Target	Actual	Intervention	RAG	
1	0	2.1	GREEN	▶

Comment


Strategy, Performance and Business Solutions continue to have very low reports of accidents, with none in the last quarter.

Trend Chart



Performance Indicator

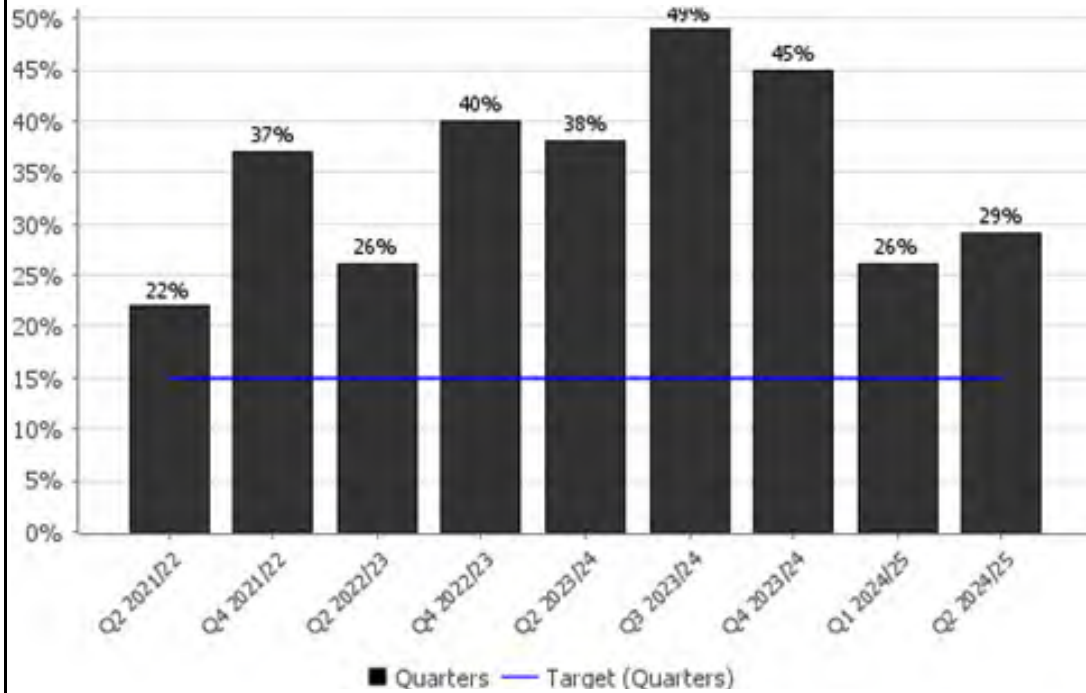
CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.

Target	Actual	Intervention	RAG	
15%	29%	31%	AMBER	

Comment

The number of variances is in the main due to vacancies within the staffing structure. A number of vacancies are being held vacant for consideration as part of the budget setting exercise.

Trend Chart



Performance Indicator

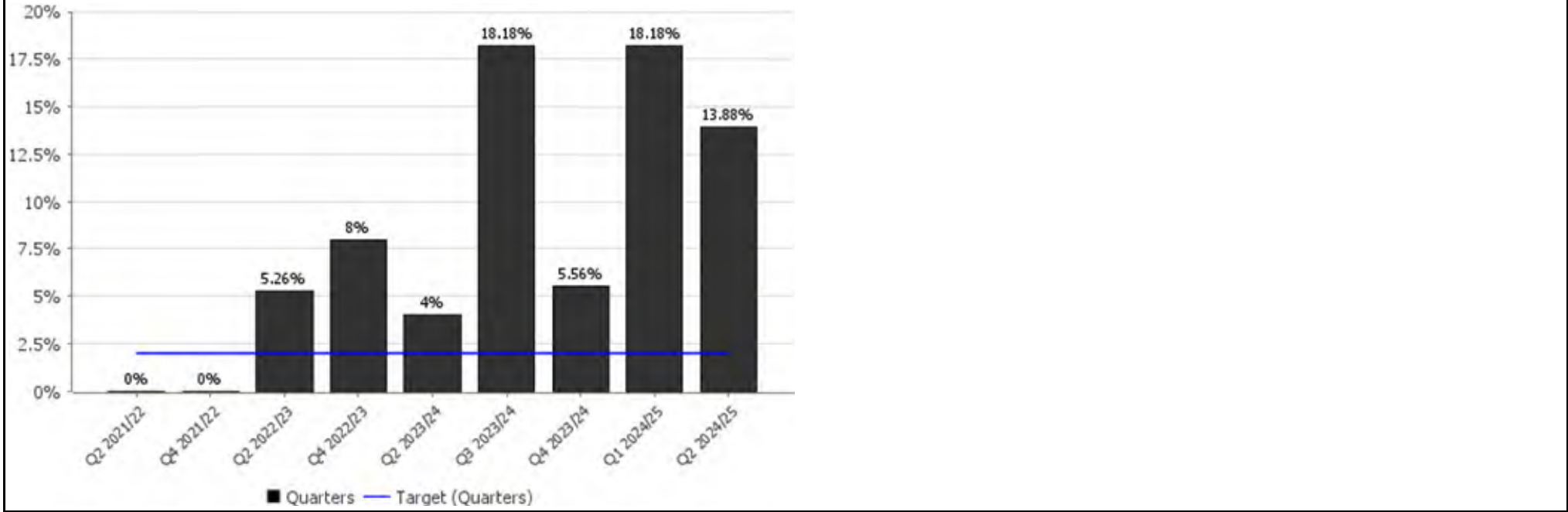
CCG 05 – Recruitment and retention – The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.

Target	Actual	Intervention	RAG	
2%	13.88%	4.1%	RED	●

Comment

There are some posts which are difficult to fill and work is underway to look at amending job specifications to attract a wider range of applicants. A couple relate to posts where they have been held vacant as part of a vacancy review process.

Trend Chart



Performance Indicator

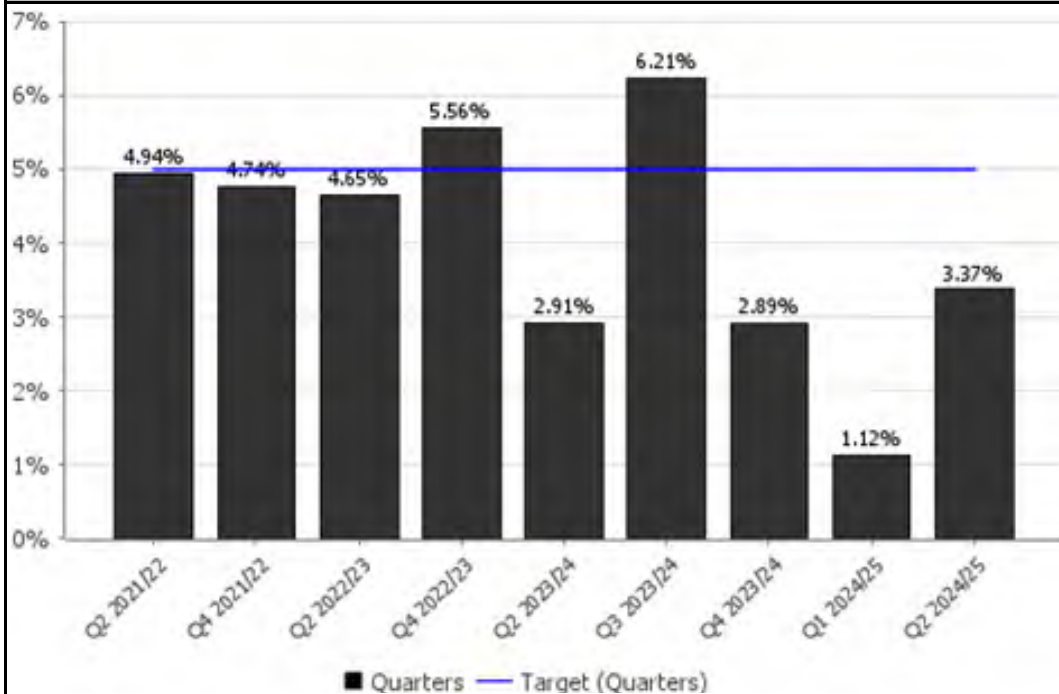
CCG 06 – Recruitment and retention – The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff.

Target	Actual	Intervention	RAG	
5%	3.37%	10.1%	GREEN	▶

Comment

Turnover within the service is low.

Trend Chart



Performance Indicator

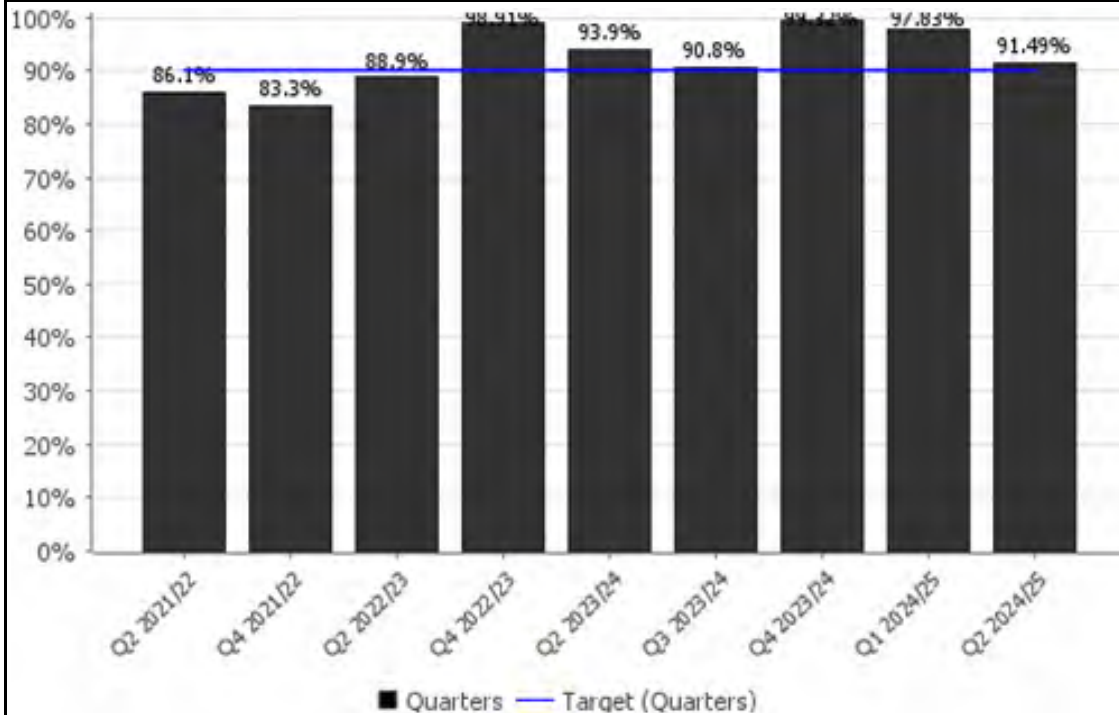
CCG 07 – ERD – The number of staff who receive (at least) an annual face-to-face performance review and development meeting, as a proportion of the total number of staff within the service.

Target	Actual	Intervention	RAG	
90%	91.49%	79%	GREEN	▶

Comment

Performance against this indicator remains high and Good Conversations are consistently being carried out.

Trend Chart



Performance Indicator

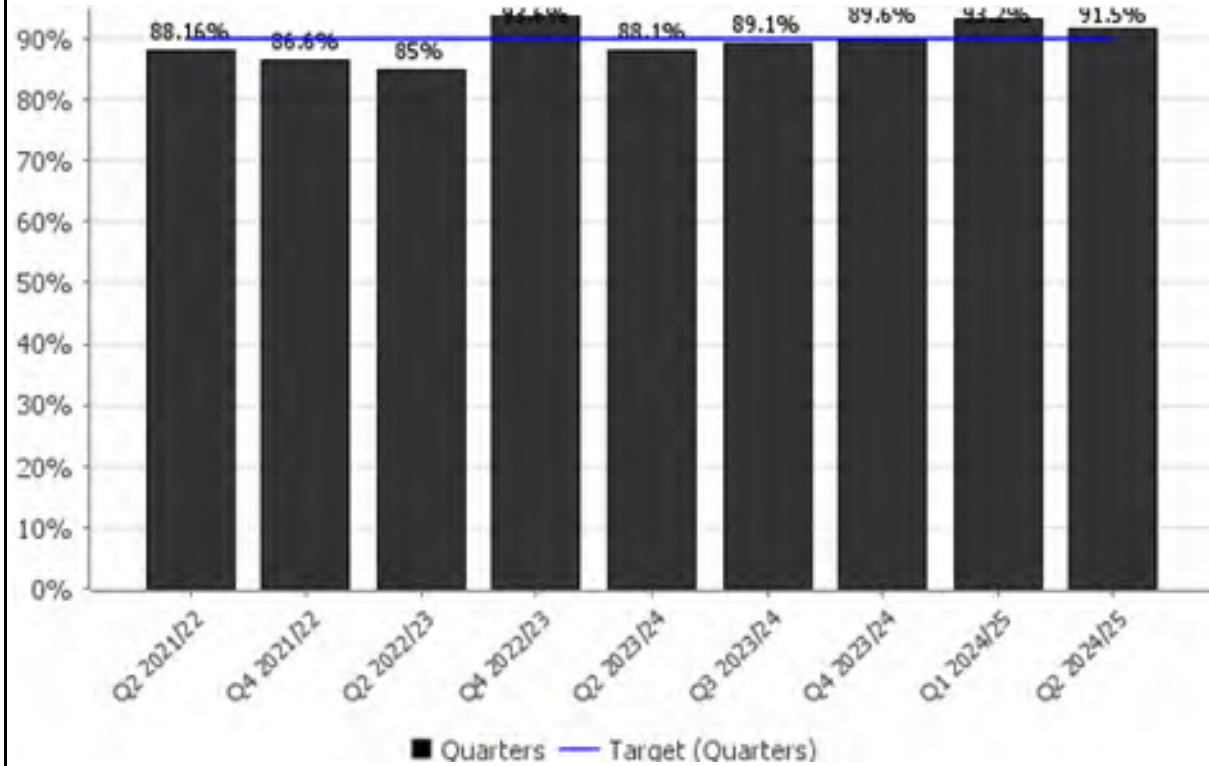
CCG 08 – Invoice payment – The number of invoices that were submitted accurately, and paid within 30 days of invoice date, as a proportion of the total number of invoices paid.

Target	Actual	Intervention	RAG	
90%	91.5%	79%	GREEN	▶

Comment


Staff strive to consistently process invoices without delay.

Trend Chart



Performance Indicator

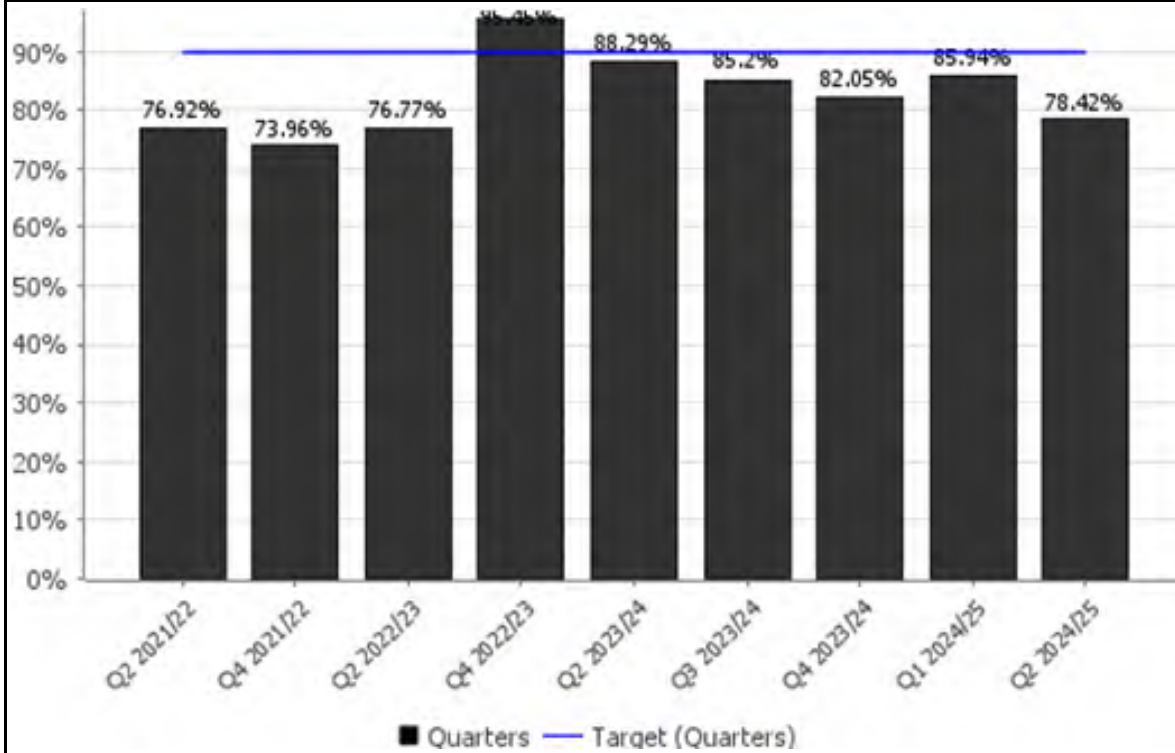
CCG 09 – Mandatory training – The number of staff who have completed all mandatory training courses, as a percentage of the total number of staff in the service.

Target	Actual	Intervention	RAG	
90%	78.42%	79%	AMBER	

Comment

Managers will be supported to address the underperformance in this area.

Trend Chart



Performance Indicator RAG System



The performance indicator is experiencing significant underperformance, with a medium to high risk of failure to meet its target



The performance indicator is experiencing minor underperformance, with a low risk of failure to meet its target



The performance indicator is likely to meet or exceed its target