

Item: 8.2.

Policy and Resources Committee: 3 December 2020.

Performance Monitoring – Corporate Services.

Joint Report by Chief Executive, Executive Director of Development and Infrastructure and Executive Director of Education, Leisure and Housing.

1. Purpose of Report

To advise on the performance of Corporate Services for the reporting period 1 April to 30 September 2020.

2. Recommendations

The Committee is invited to scrutinise:

2.1.

The performance of Corporate Services for the reporting period 1 April to 30 September 2020, as set out in sections 4 to 6 and Annexes 1 and 2 of this report.

It is recommended:

2.2.

That the actions, referred to at section 4.2 of this report, be amended as indicated.

3. COVID-19 Disruption

3.1.

Following lockdown in March 2020 due to the outbreak of COVID-19, usual performance monitoring and reporting arrangements were suspended to allow officers to prioritise the Council's response to the pandemic.

3.2.

On 26 August 2020, the Corporate Management Team agreed that performance monitoring and reporting should resume, starting with the six-month period ending 30 September 2020.

3.3.

Service Plans for 2019 to 2022 were approved by Council in October 2019, following consideration by the relevant committees in September 2019. Due to disruptions caused by COVID-19, this is the first time that progress against Service Plan actions has been presented for Elected Member scrutiny. Therefore, there is no 'Previous Period' for reference included at Annex 1 of this report.

3.4.

Cross-council performance indicators were last presented to Elected Members in November 2019 for the six-month period ending 30 September 2019. Therefore, this is the 'Previous Period' referred to at Annex 2 of this report.

4. Service Plan Performance Monitoring

4.1.

The action plan, attached as Annex 1 to this report, provides the detail of the agreed service priorities, as expressed in Corporate Services' Service Plan, and contains SMART (Specific, Measurable, Attainable, Relevant and Time-bound) targets for the life of the service plan. The action plan also provides the mechanism through which the time-limited aspects of the service plan will be progressed to completion.

4.2.

Set out below are those service plan actions identified as being in need of amendment, for example, by having the target date updated.

- 01 – HR / Payroll Development System – it is proposed that the target date for this action is extended to 31 March 2021.
- 03 – Review of Benchmarking arrangements – it is proposed that the target date for this action is extended to 31 December 2021.
- 04 – Gender Pay Gap Action Plan – it is proposed that the target date for this action is extended to 31 March 2021.
- 05 – Office Accommodation Review – it is proposed that the target date for this action is extended to 31 December 2021.
- 08 – Digital Strategy – it is proposed that the target date for this action is extended to 30 September 2021.

5. Service Performance Indicators

Service performance indicators provide the mechanism through which the performance aspects of the services provided year on year are monitored. The monitoring report is attached as Annex 2.

6. Service Complaints and Compliments

6.1.

Table 1 below sets out numbers of complaints and compliments made to Corporate Services in the six month period 1 April to 30 September 2020, and for the two preceding six month monitoring periods.

Table 1.	Six months ending 30 September 2019.	Six months ending 31 March 2020.	Six months ending 30 September 2020.	Totals.
Complaints.	2.	3.	0.	5.
Compliments.	1.	0.	0.	1.

6.2.

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 of this policy, 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.

7. Corporate Governance

This report relates to the Council complying with its performance management policies and procedures and therefore does not directly support and contribute to improved outcomes for communities as outlined in the Council Plan and the Local Outcomes Improvement Plan. That said, service plans are developed taking cognisance of the Council's policies as outlined in the Council Plan.

8. Financial Implications

There are not anticipated to be any significant financial implications arising as a result of the recommendations to this report.

9. Legal Aspects

The Council's performance management systems help the Council to meet its statutory obligation to secure best value.

10. Contact Officers

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Gavin Barr, Executive Director of Development and Infrastructure, Email gavin.barr@orkney.gov.uk.

James Wylie, Executive Director of Education, Leisure and Housing, Email james.wylie@orkney.gov.uk.

Andrew Groundwater, Head of HR and Performance, extension 2253, Email andrew.groundwater@orkney.gov.uk.

Andrew Hamilton, Performance and Best Value Officer, extension 2110, Email Andrew.hamilton@orkney.gov.uk.

Barbara Scollay, Administrative Support Manager, extension 2164, Email barbara.scollay@orkney.gov.uk.

11. Annexes

Annex 1 - Summary of the performance of Corporate Services against the targets within its service plan.

Annex 2 – Summary of the performance of Corporate Services against its performance indicator targets.

Corporate Services – Service Plan Actions for Six Months Ending 30 September 2020

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
01 – HR / Payroll Development System. Lead: Andrew Groundwater.	Complete Phase 2 of the HR / Payroll System Development.	N / A.	N / A.	01 October 2019.	30 June 2020.	Overdue.	Red.
		Comment. The completion target date for this project was extended until March 2021 in line with approved budget. COVID-19 has caused some delays in progressing this but a new action plan has been drafted to aim for March completion but accepting some slippage may be necessary.					

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
02 – Pay and Grading Structure Review.	Undertake a review of the Council's pay and grading structure in line with national commitments.	N / A.	N / A.	01 October 2019.	31 March 2022.	Not started.	Green.

Lead: Andrew Groundwater.	Comment.
	Work has not commenced on this action given the pressure to respond to the COVID-19 pandemic. The target date is still achievable but further review may be required at end of next 6-month period, depending on how far it has been progressed.

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
03 – Review of Benchmarking arrangements. Lead: Andrew Groundwater.	Conduct a review across Council services of how benchmarking is currently used in supporting improvement and implement recommendations for a future framework.	N / A.	N / A.	01 October 2019.	30 June 2021.	Not started.	Amber.
		Comment.					
		The review of benchmarking arrangements was put on hold due to COVID-19. It is hoped that this work will commence early in 2021, although the existing target date may not now be achievable and it is requested that it be extended to 31 December 2021.					

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
04 – Gender Pay Gap Action Plan. Lead:	To develop and action plan to address the Council's	N / A.	N / A.	01 October 2019.	30 June 2020.	Overdue.	Red.
		Comment.					

Andrew Groundwater.	gender pay gap and occupational segregation.	Due to the pressures of responding to the COVID-19 pandemic, and the cancellation of committee meetings until August, no update report was brought in June as intended. The proposed solution is to roll an update into the annual equality reporting during the February 2021 committee cycle.
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Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
05 – Office Accommodation Review. Lead: Hayley Green.	Establish a fully costed options analysis (Pre-CPA1) for Council Headquarters at School Place, which also takes account of the outcomes of the Change Review into Asset Management.	N / A.	N / A.	01 October 2019.	31 December 2019.	Overdue.	Red.
Comment.							
Work on this has been delayed due to Coronavirus. At the same time, the requirements of the organisation may now be significantly different, so time is being taken to review this with an eye to future-proofing any accommodation review.							

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
06 – Asset Management.	Progress where possible Phase 2 of the Change	N / A.	N / A.	01 October 2019.	31 March 2022.	In progress.	Green.
Comment.							

Lead: Hayley Green.	Review of Asset Management.	Assets are disposed of as and when opportunities arise through normal operational business. The property market in Orkney will be significantly impacted by Coronavirus and we expect there to be an impact on this workstream, this will be assessed during Q4 2020/21 and Q1 2021/22 (January to June 2021).
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Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
07 – Procurement. Lead: Hayley Green.	Progress where possible Phase 2 of the Change Review of Procurement.	N / A.	N / A.	01 October 2019.	31 March 2022.	In progress.	Green.
Comment.							
Good progress was being made on this workstream prior to Coronavirus. This action will be reviewed again in Q1 2021/22 (April to June 2021) and replanned.							

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
08 – Digital Strategy.	Review and update the current Digital Strategy and develop a new Digital	N / A.	N / A.	01 October 2019.	31 March 2020.	Overdue.	Red.
Comment.							

Lead: Hayley Green.	Strategy Delivery Plan. Focus for this second iteration to be on practical service improvements for Orkney citizens.	A new OIC Digital Strategy was drafted and was reviewed by officers in September 2020. However, given that consultation on the updated Scottish Government Digital Strategy opened at the end of September and closes on 23 December 2020, it has been agreed to hold the OIC Digital Strategy back and reconsider when the Scottish Government Digital Strategy has been agreed. Work to contribute to the Scottish Government consultation process has begun. It is now likely that this overall action will not be complete until Summer 2021. In the interim, officers will report progress against the current OIC Digital Strategy, so governance and accountability remain in place.
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Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
09 – Business Continuity Plan. Lead: Hayley Green.	A table-top exercise to test the Business Continuity Plan will be held.	N / A.	N / A.	01 October 2019.	30 September 2020.	Overdue.	Red.
Comment.							
Given the workload associated with responding to the COVID-19 pandemic it has not been possible to complete this action. It will be rescheduled once there is a clearer indication of moving to Phase 4 of the Scottish Government's Routemap / business as usual. In the meantime services have been working to their Business Continuity Plans throughout the pandemic.							

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
10 – Participatory Budgeting. Lead: Anna Whelan.	Explore options to further develop Participatory Budgeting (PB) in line with national policy drivers and the Council's strategic plan. Move towards readiness to meet 1% PB target. Include PB in budget for 2021 to 2022.	N / A.	N / A.	01 October 2019.	31 March 2021.	In Progress.	Amber.
		Comment.					
PB delivery and planning across Scotland has been impacted by staff re-deployment to provide urgent community support and reorientation of LA budgets to support COVID-19 response and recovery. This has disrupted progress towards the COSLA / Scottish Government 1% framework agreement. COSLA met with the Cabinet Secretary for Communities and Local Government on 3 September 2020 to discuss the situation regarding PB and have taken further soundings from the Scottish Government's new Participatory Budgeting Strategic Group and Local Authority Directors of Finance. It is anticipated that some flexibility in the timeframe for delivery of the 1% PB Framework Agreement will be forthcoming.							

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
11 – Locality Plan. Lead: Anna Whelan.	Progress the 2018 to 2021 Plan for the non-linked isles. With colleagues in Development and Marine Planning, widen the use of	N / A.	N / A.	01 October 2019.	31 March 2022.	In Progress.	Green.
		Comment.					

	the Place Standard for consultation and analysis of local communities and develop one or more additional locality plan.	The planned collaboration with Development and Marine Planning (DMP) has been called off as DMP is no longer planning to use the Place Standard. The Partnership is planning to conduct its own Place Standard exercise when capacity permits. Meanwhile, Voluntary Action Orkney has been awarded funding for a Community Engagement exercise which as part of its brief will develop programmes and mechanisms to contribute the views of the community to Locality Planning.
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Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
12 – Electronic Document and Records Management System. Lead: Gavin Mitchell.	Develop an Electronic Document and Records Management System for the Council.	N / A.	N / A.	01 October 2019.	31 March 2023.	In Progress.	Green.
		Comment.					
		Stage 1 of the project, comprising discovery, foundations and prototype development, has been successfully completed. Stage 2, comprising system piloting and testing, is now underway with significant progress being made.					

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
13 – Online applications for Licensing. Lead: Gavin Mitchell.	Develop online facility for submission of licence applications as Phase 2 of the Customer Service Platform project.	N / A.	N / A.	01 October 2019.	31 March 2023.	In progress.	Green.
		Comment.					
		Development of the project is underway with support being provided by the Improvement Support Team.					

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
14 – Gambling Policy. Lead: Gavin Mitchell.	Develop and publish Gambling Policy.	N / A.	N / A.	01 October 2019.	30 March 2022.	In progress.	Green.
		Comment					
		Preliminary work is underway.					

Personnel key

Head of HR and Performance – Andrew Groundwater.

Head of Legal Services – Gavin Mitchell.

Head of IT and Facilities – Hayley Green.

Strategy Manager – Anna Whelan.

BRAG key

Red - the agreed action is experiencing significant underperformance, with a medium to high risk of failure to meet its target.

Amber - the agreed action is experiencing minor underperformance, with a low risk of failure to meet its target.

Green - the agreed action is likely to meet or exceed its target.

Blue - the agreed action has been progressed to completion.

Corporate Services – Service Performance Indicators for Six Months Ending 30 September 2020

Performance Indicator.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
	Actual.	RAG.	Actual.	Target.	Intervention.	RAG.
01 - CCG - 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.	5.32%	Amber.	3.14%	4%	6.10%	Green.
	Comment. Managers across Corporate Services continue to actively manage sickness absence, although it is worthy of note that this is 'summer' data. The period between 1 April and 30 September also needs to be considered in the context of COVID-19 with office staff working from home and some staff shielding during the period, and a reduction in community transfer of normal minor illnesses.					

Performance Indicator.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
	Actual.	RAG.	Actual.	Target.	Intervention.	RAG.
02 - CCG - 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.	87.20%	Amber.		90%	79%	
	Comment. Due to COVID-19 there is no data available for this performance indicator for the end of September 2020.					

Performance Indicator.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
	Actual.	RAG.	Actual.	Target.	Intervention.	RAG.
03 - CCG - Staff accidents - The number of staff accidents within the service, per 30 staff per year.	1.7%	Amber.	0.27%	1.00%	2.10%	Green.
	Comment. Three accidents reported in the last 12 months. This is a 50% decrease in accident numbers since the last report.					

Performance Indicator.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
	Actual.	RAG.	Actual.	Target.	Intervention.	RAG.
04 - CCG - Budget control - The number of significant variances (priority actions) generated at cost centre level, as a proportion of cost centres held.	16%	Amber.	23%	15%	31%	Amber.
	Comment. Budget monitoring and dealing with significant variances remains a priority for budget holders within Corporate Services, however, the unforeseen effects on budgets across the services due to COVID-19 resulting in increased expenditure, a lack of expenditure in some cases, and alterations as to when expenditure and income would occur, has resulted in increased variances over this period.					

Performance Indicator.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
	Actual.	RAG.	Actual.	Target.	Intervention.	RAG.
05 - CCG - Recruitment and retention - The number of advertised service staff vacancies still vacant after six months from	2.86%	Amber.	0%	2%	4.10%	Green.
	Comment. Within Corporate Services, staff retention remains high.					

Performance Indicator.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
	Actual.	RAG.	Actual.	Target.	Intervention.	RAG.
the time of advert, as a proportion of total staff vacancies.						

Performance Indicator.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
	Actual.	RAG.	Actual.	Target.	Intervention.	RAG.
06 - CCG - 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.	0.9%	Green.	1.24%	5%	10.10%	Green.
	Comment.					
	Within Corporate Services, staff retention remains high.					

Performance Indicator.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
	Actual.	RAG.	Actual.	Target.	Intervention.	RAG.
07 - CCG - ERD - The number of staff who receive (at least) an annual face-to-face employee review and development (ERD) meeting, as a proportion of the total number of staff within the service.	96.54%	Green.	68.85%	90%	79%	Red.
	Comment.					
	Performance on this indicator has dropped in the main due to other priorities and pressures during the COVID-19 Pandemic; managers are making it a priority to ensure that ERDs are carried out prior to the end of the financial year / next reporting period.					

Performance Indicator.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
	Actual.	RAG.	Actual.	Target.	Intervention.	RAG.
08 - CCG - 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.	81.10%	Green.	95.46%	80%	69%	Green.
	Comment. The introduction of the Purchase 2 Pay system has allowed more timely processing of invoices for payment and queries are being resolved faster.					

Performance Indicator.	Previous Period: 31 March 2019.		Current Period: 31 March 2020.			
	Actual.	RAG.	Actual.	Target.	Intervention.	RAG.
09 - SS – Improve procurement and tendering arrangements – Actual spend committed against pre-established contract arrangements as a percentage of procurement spend.	77%	Green.	91%	60%	49%	Green.
	Comment. Spikes Cavell data for the period ending 31 March 2020 has been verified and an accurate performance indicator figure for 2019 to 2020 is now available. The indicator shows the spend against pre-arranged contracts has increased over the last year to a good position and to the Council's benefit.					

RAG key

Red - the performance indicator is experiencing significant underperformance, with a medium to high risk of failure to meet its target.

Amber - the performance indicator is experiencing minor underperformance, with a low risk of failure to meet its target.

Green - the performance indicator is likely to meet or exceed its target.