

Item: 5

Development and Infrastructure Committee: 12 November 2019.

Performance Monitoring.

Report by Executive Director of Development and Infrastructure

1. Purpose of Report

To advise on the performance of Development and Infrastructure for the reporting period 1 April to 30 September 2019.

2. Recommendations

The Committee is invited to scrutinise:

2.1.

The performance of Development and Infrastructure for the reporting period 1 April to 30 September 2019, as set out in section 4 and Annex 1 of this report.

3. Service Performance Indicators

Service performance indicators provide the mechanism through which the performance of aspects of the services provided year on year are monitored. The monitoring report is attached as Annex 1.

4. Complaints and Compliments

4.1.

Table 1 below sets out numbers of complaints and compliments made to Development and Infrastructure in the six-month period 1 April to 30 September 2019, and for the preceding two six-month monitoring periods.

| Table 1. | Six months ending 30 September 2018. | Six months ending 31 March 2019. | Six months ending 30 September 2019. | Totals. |
|-------------|--------------------------------------|----------------------------------|--------------------------------------|---------|
| Complaints | 12 D&I Generally | 14 D&I Generally | 17 D&I Generally | 43 |
| | 1 Orkney Ferries | 3 Orkney Ferries | 7 Orkney Ferries | 11 |
| Compliments | 57 D&I Generally | 38 D&I Generally | 48 D&I Generally | 143 |
| | 28 Orkney Ferries | 9 Orkney Ferries | 13 Orkney Ferries | 50 |

4.2.

When considering the data within Table 1, 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 has increased across the Council. Orkney Ferries Limited operates as a Limited Company with its own customer relations and complaints process. Orkney Ferries Limited is a very public facing and time critical service and therefore statistics have been itemised separately.

4.3.

Whilst the overall number of complaints remains relatively low for an operational service the scale of Development and Infrastructure, there is an increasing trend recorded through this reporting period. A pattern in certain categories of complaints has also been identified and lessons learnt and improvements for the future are being reviewed at Development and Infrastructure Senior Management Team meetings and with the relevant Function Area Manager and their teams as part of the Complaints Handling Procedure. Monitoring resource levels and capacity where there have been complaints in regard to delays or where there has been no response from the Council is ongoing.

4.4.

It is helpful to note that the statistics above show the number of complaints received but not all of the complaints received are up-held, some are partially up-held or not up-held.

4.4.1.

The percentage for Development and Infrastructure complaints generally is broken down below:

- In the reporting period April to September 2018, 25% of complaints were not up-held, 33% of complaints were partially up-held and 42% of complaints were up-held.
- In the reporting period October 2018 – March 2019, 36% of complaints were not up-held, 28% of complaints were partially up-held and 36% of complaints were up-held.
- In the reporting period April – September 2019, 35% of complaints were not up-held, 12% of complaints were partially up-held, 18% of complaints were up-held and the remaining 35% are still to be determined.

4.4.2.

The percentage of complaints for Orkney Ferries Limited is broken down below:

- In the reporting period April to September 2018, 100% were not up-held.
- In the reporting period October 2018 – March 2019, 25% of complaints were not up-held, 25% of complaints were partially up-held and 50% of complaints were up-held.
- In the reporting period April – September 2019, 14.3% of complaints were not up-held, 28.6% of complaints were partially up-held, 57.1% of complaints were up-held.

4.5.

The Complaints Officer is working with Heads of Service and Managers to improve the flow of communication and response time in regard to complaints.

4.6.

It is encouraging to observe the good number of compliments received across the Service also.

5. 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.

6. Financial Implications

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

7. Legal Aspects

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

8. Contact Officers

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9. Annex

Annex 1 – Summary of the performance of the Development and Infrastructure Service against its performance indicator targets.

Annex 1

Development and Infrastructure – Service Performance Indicators for Six Months Ending 30 September 2019

| Performance Indicator | Previous Period: 31/03/2019 | | Current Period: 30/09/2019 | | | |
|---|--|-------|----------------------------|--------|--------------|-------|
| | 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. Lead: Gavin Barr | 4.44% | Amber | 3.72% | 4% | 6.10% | Green |
| | Comment There is an improvement in this Performance Indicator since the last reporting period and the status has moved from amber to green. The Service continues to work closely with the Human Resources team to ensure that we seek to address short term and long term sickness absence as a matter of priority. However, these matters are individually unique and it is difficult to forecast or prevent occasional fluctuations in the performance percentage over reporting periods. | | | | | |

| Performance Indicator | Previous Period: 31/03/2019 | | Current Period: 30/09/2019 | | | |
|--|---|-----|----------------------------|--------|--------------|-----|
| | 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. Lead: Gavin Barr | 71.43% | Red | 35.34% | 90% | 79% | Red |
| | Comment Intervention by managers is addressed by the Development and Infrastructure (DI) Senior Management team. The DI Senior Management team continues to work with Human Resources and managers within their own teams to ensure that more active intervention takes place in future. The DI Senior Management Team also discuss this matter at their internal performance monitoring meetings and will raise with all managers at future DI General Managers Meetings which are held twice a year. The DI SMT discussed performance of this PI at their Heads of Service (HoS) meeting on 31 October 2019 and have observed the marked swing in performance from the last reporting period. This is reflective of a similar drop in performance at the end of September | | | | | |

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| | 2018. The reasons for this will be explored further with colleagues in Human Resources. |
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| Performance Indicator | Previous Period: 31/03/2019 | | Current Period: 30/09/2019 | | | |
|--|--|-------|----------------------------|--------|--------------|-------|
| | Actual | RAG | Actual | Target | Intervention | RAG |
| 03 - CCG - Staff accidents - The number of staff accidents within the service, per 30 staff per year Lead: Gavin Barr | 0.90 | Green | 1.57 | 1 | 2.10 | Amber |
| | Comment 19 accidents over the last 12 calendar month period. 5 of the accidents resulted in RIDDOR reports to HSE due to staff being off work for over 7 days as a result of the accident. This is not an unusual pattern for operational services but it is a matter which is given robust attention by the Development and Infrastructure and Health and Safety Contingencies Team, including an on-going push for all staff to refresh iLearn based manual handling training on top of specialist operational training. The introduction of 'My Team' will assist managers in monitoring any outstanding or overdue training. Every accident is reported to the Development and Infrastructure Health and Safety Management Group which is chaired by the Executive Director on a quarterly basis, in addition to the more regular team meetings and briefing which take place across services. Part of this process is to encourage reporting of accidents more widely which will have an impact on reporting e.g. move to amber status. | | | | | |

| Performance Indicator | Previous Period: 31/03/2019 | | Current Period: 30/09/2019 | | | |
|--|---|-----|----------------------------|--------|--------------|-------|
| | 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. Lead: Gavin Barr | 34% | Red | 30% | 15% | 31% | Amber |
| | Comment There is a slight increase in performance compared to the previous reporting cycle, move from red to amber status. The majority of the variances are challenging to address due to the nature of operational work within Development and Infrastructure. However, these matters have been identified by the Committee previously and the Development and Infrastructure senior management team is meeting with Finance colleagues on a cyclical basis | | | | | |

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| | which, amongst other matters, will allow the opportunity to seek to identify means of refining the forecasting and monitoring process as effectively as possible. |
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| Performance Indicator | Previous Period: 31/03/2019 | | Current Period: 30/09/2019 | | | |
|---|-----------------------------|--------------|----------------------------|--------|--------------|--------------|
| | Actual | RAG | Actual | Target | Intervention | RAG |
| 05 - CCG - 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. Lead: Gavin Barr | 1.28% | Green | 2% | 2% | 4.10% | Green |
| Comment This indicator is causing no concern in this reporting period but it should be noted that there are continuing challenges within the service on individual cases in satisfying recruitment. This matter has been discussed both within Development and Infrastructure and within the Corporate Management Team and is a growing challenge across the Council. | | | | | | |

| Performance Indicator | Previous Period: 31/03/2019 | | Current Period: 30/09/2019 | | | |
|--|-----------------------------|--------------|----------------------------|--------|--------------|--------------|
| | 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 Lead: Gavin Barr | 2.10% | Green | 3.05% | 5% | 10.10% | Green |
| Comment Whilst the indicator remains green there are some instances of staff leaving across the service for a range of individual reasons which leads to the need for new recruitment, induction and training. | | | | | | |

| Performance Indicator | Previous Period: 31/03/2019 | | Current Period: 30/09/2019 | | | |
|--|-----------------------------|------------|----------------------------|--------|--------------|------------|
| | Actual | RAG | Actual | Target | Intervention | RAG |
| 07 - CCG - ERD - The number of staff who receive (at least) an annual face- | 48.70% | Red | 51.40% | 90% | 79% | Red |
| Comment | | | | | | |

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| <p>to-face employee review and development (ERD) meeting, as a proportion of the total number of staff within the service. Lead: Gavin Barr</p> | <p>Slight improvement in this Performance Indicator since the last reporting period. However, a number of Managers have not held an annual ERD meeting with their staff within this period or for some time. This is unfortunate, but largely attributed to other operational priorities and in some cases unavoidable illness within key line managers which make it challenging to complete the formal annual process in addition to day to day contact between managers and their staff. As a general rule, given the size of teams, there is also a relatively good and regular contact between managers and teams including one to one contacts across the year. However, this should not replace the need for staff to have the opportunity for a formal ERD. This matter is regularly raised with Development and Infrastructure (DI) Managers. Administrative support in terms of sending reminders to managers and arranging ERD meeting dates for staff is in place for managers and the team have been actively chasing managers for some time now.</p> |
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| Performance Indicator | Previous Period: 31/03/2019 | | Current Period: 30/09/2019 | | | |
|--|--|--------------|----------------------------|--------|--------------|------------|
| | Actual | RAG | Actual | Target | Intervention | RAG |
| <p>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. Lead: Gavin Barr</p> | 72.93% | Amber | 64.40 % | 80% | 69% | Red |
| | Comment | | | | | |
| | <p>There is a fall in performance compared to the last reporting period figure of 72.93 and a move from amber to red status. Development and Infrastructure have a vast number of invoices to process on a weekly basis, many of which are complex and time consuming. Any queries on invoices can take time to resolve before the invoice can be processed for payment. The service also faces some challenges with suppliers who send out invoices months behind the date of the invoice. This shows the invoice being processed late within the service. Invoices within Development and Infrastructure are date stamped with the date the invoice is received as the service considered this to be the best measure for recognition of performance. In addition, there have been continuing recruitment and resource challenges within the Operations Support team within the last year which created a back-log of work which is now slowly improving which should be reflected in the next reporting period.</p> | | | | | |

| Performance Indicator | Previous Period: 31/03/2019 | | Current Period: 30/09/2019 | | | |
|--|---|-------|----------------------------|--------|--------------|-------|
| | Actual | RAG | Actual | Target | Intervention | RAG |
| 09 - SS - Building Warrants - Average time (days) to grant a building warrant or amendment to warrant. Lead: Roddy Mackay | 49 | Green | 43.25 | 60 | 65 | Green |
| | Comment Average time (days) to grant a building warrant remains below the national average. | | | | | |

| Performance Indicator | Previous Period: 31/03/2019 | | Current Period: 30/09/2019 | | | |
|---|--|-------|----------------------------|--------|--------------|-------|
| | Actual | RAG | Actual | Target | Intervention | RAG |
| 15 - SS – Planning Applications - Average timescale (weeks) to determine planning application for local developments. Lead: Roddy Mackay | 7.70 | Green | 7.70 | 8 | 16 | Green |
| | Comment The Scottish Government has moved to six monthly reporting periods, although the statistics will be presented as quarters at that stage. There is no set timescale for reporting but we are anticipating that this will be November 2019. The figure for 2018/19 Quarter 4 (from the previous 6 monthly period) has been used, as this has not been previously reported. | | | | | |

| Performance Indicator | Previous Period: 31/03/2019 | | Current Period: 30/09/2019 | | | |
|--|---|-------|----------------------------|--------|--------------|-------|
| | Actual | RAG | Actual | Target | Intervention | RAG |
| 16 - SS – Planning Applications - Average timescale (weeks) to determine planning application for major developments Lead: Roddy Mackay | 7.70 | Green | 0 | 17 | 31 | Green |
| | Comment No application determined within this reporting period. | | | | | |

| Performance Indicator | Previous Period: 31/03/2019 | | Current Period: 30/09/2019 | | | |
|---|-----------------------------|-------|----------------------------|--------|--------------|-------|
| | Actual | RAG | Actual | Target | Intervention | RAG |
| 19 - SS - Pilotage – The proportion of requests where the pilotage was | 100% | Green | 100% | 98% | 94% | Green |
| | Comment | | | | | |

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| provided within two hours of the request. Lead: Brian Archibald | All pilotage carried out within the 2 hour period. |
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| Performance Indicator | Previous Period: 31/03/2019 | | Current Period: 30/09/2019 | | | |
|--|---|-------|----------------------------|--------|--------------|-------|
| | Actual | RAG | Actual | Target | Intervention | RAG |
| 20 - SS - Towage – The proportion of requests where the towage was provided within two hours of the request. Lead: Brian Archibald | 100% | Green | 100% | 98% | 94% | Green |
| | Comment | | | | | |
| | All acts of towage carried out within the 2 hour period. | | | | | |
| Performance Indicator | Previous Period: 31/03/2019 | | Current Period: 30/09/2019 | | | |
| | Actual | RAG | Actual | Target | Intervention | RAG |
| 21 - SS – Business start-ups and expansions - % of grant applications determined within 90 days. Lead: Roddy Mackay | 100% | Green | 100% | 80% | 69% | Green |
| | Comment | | | | | |
| | All competent applications to officer delegated schemes were determined within the target period. | | | | | |

Personnel key

Executive Director of Development and Infrastructure – Gavin Barr

Head of Planning, Development and Regulatory Services - Roddy Mackay

Head of Infrastructure and Strategic Projects – Darren Richardson

Head of Marine Services, Engineering and Transportation – Brian Archibald

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.