

Item: 4.2

Policy and Resources Committee: 19 June 2018.

Performance Monitoring.

Report by Executive Director of Corporate Services.

1. Purpose of Report

To advise on the performance of Corporate Services for the reporting period 1 October 2017 to 31 March 2018.

2. Recommendations

The Committee is invited to scrutinise:

2.1.

The performance of Corporate Services for the reporting period 1 October 2017 to 31 March 2018, as set out in sections 3 to 5 and Annexes 1 and 2 of this report.

It is recommended:

2.2.

That the actions, referred to at section 3.2 of this report, that have been progressed to completion, be removed from Corporate Services' Service Plan.

2.3.

That the actions, referred to at section 3.3 of this report, be amended as indicated and thereafter incorporated within Corporate Services' Service Plan.

2.4.

That the new actions, referred to at section 3.4 of this report, be added to Corporate Services' Service Plan, and monitored with effect from the next monitoring period.

2.5.

That Corporate Services' Risk Register, attached as Annex 3 to this report, be approved.

3. Service Plan – Performance Reporting

3.1.

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.

3.2.

Set out below are those service 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 service plan.

- 01 – Welfare Reform – Co-ordinate Orkney Islands Council's response to new Welfare Reform Legislation.
- 02 – Local Outcomes Improvement Plan – Review and update the Local Outcomes Improvement Plan and the Orkney Partnership's Terms of Reference.
- 03 – Records Management Plan – Arrange for the implementation of the Records Management Plan.
- 04 – Electronic Documentation and Records Management System – Arrange for the introduction of an Electronic Document and Records Management System using SharePoint.
- 07 – Council website information development – Collaborate with services to publish information on the Council's website, including information that it frequently the subject of Freedom of Information.
- 11 – Asset management – Assess the impact of the Community Empowerment (Scotland) Act 2015, with particular reference to Community Asset Transfer, and develop a policy (if needed) and procedures that support the Council's obligations.
- 13 – Area network – Deliver the Council's Wide Area Network including replacement of the Pathfinder North network, PSN connectivity and transition to SWAN.
- 14 – Change review of modernising IT and digital shift – Progress to completion phase 1 of the change review modernising IT and digital shift.
- 23 – Corporate Services Workforce Plan – Redesign Corporate Services workforce on an incremental basis to respond to service changes associated with the Council's financial decisions (phase 1).
- 25 – Service Training Priorities – Co-ordinate the development of service and corporate training plans based on the learning and development priorities identified.
- 29 – Local Government Benchmark Framework – Review the Council's approach to the Local Government Benchmark Framework by creating a local framework to maximise benefits.
- 31 – Phase 2 change reviews – Support and co-ordinate phase 2 of the high level change reviews during the implementation period.

- 32 – Phase 1 Change Reviews – Support and co-ordinate phase 1 of the change reviews during the scoping, option appraisal and recommendations period.
- 33 – Medium-term budget process – Support the Senior Management Team in the development, planning and co-ordination of the medium-term budget process alongside the Chief Financial Officer.
- 34 – Budget setting – Support the development of an effective public engagement strategy to both raise awareness and take account of the views of customers and service users.

3.3.

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

- 06 – Data Protection Information Sharing Protocols – it is proposed that the target date for this action to have key Information Sharing Protocols in place to support the Prevent work and Getting it Right for Every Child procedures be extended to 31 March 2019.
- 08 – HR/Payroll system development – it is proposed that the target date for this action to develop electronic systems be extended to 31 January 2020.
- 09 – E-procurement – it is proposed that the target date for this action to complete the full implementation of e-procurement across the procurement team be extended to 31 March 2020.
- 10 – Office accommodation review – it is proposed that the target date for this action to establish a fully costed options analysis for the Council Offices building be extended to 31 December 2018.
- 12 – Unified communications – it is proposed that the target date for this action complete implementation of a unified communications system across the council be extended to 31 March 2021.
- 16 – Asset Management – it is proposed that the target date for this action to complete phase 2 of the change review of asset management be extended to 31 March 2019.
- 17 – Procurement – it is proposed that the target date for this action to complete phase 2 of the change review of procurement be extended to 31 March 2020.
- 26 – Redeployment and re-skilling – it is proposed that the target date for this action to review the Council's approach to redeployment and re-skilling be extended to 31 March 2019.
- 28 – Change review of staff and workforce planning – it is proposed that the target date for this action to progress to completion phase 2 of the change review of staff and workforce planning be extended to 30 April 2019.
- 30 – Best Value – Co-ordinate the Council's Best Value Improvement plan – a target date could not be set for this action until the report was available and the Best Value Response Plan prepared – it is proposed that a target date of 31 March 2020 be set for this action.

3.4.

Set out below are new actions, which are being recommended for inclusion within the action plan, and which will be monitored for the first time at the next monitoring period.

- Electronic Documentation and Records Management System – Implement the roll-out of the Electronic Documentation and Records Management System for the Council – proposed target date of 31 March 2019.
- Corporate Services Workforce Plan – Develop a detailed service workforce plan to consider future workforce needs, current capacity, supply and recruitment, skills and financial constraints – proposed target date of 31 March 2019.
- Phase 2 Change Reviews – Support and co-ordinate the implementation of high level change reviews in financial year 2018 to 2019 – proposed target date of 31 March 2019.
- Phase 1 Change Reviews – Support and co-ordinate change reviews during the scoping, option appraisal and recommendations period in financial year 2018 to 2019 – proposed target date of 31 March 2019.

4. 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 2.

5. Complaints and Compliments

5.1.

Table 1 below sets out numbers of complaints and compliments made to Corporate Services in the six-month period 1 October 2017 to 31 March 2018, and for the two preceding six-month monitoring periods.

Table 1.	Six months ending 31 March 2017.	Six months ending 30 September 2017.	Six months ending 31 March 2018.	Totals.
Complaints.	3.	0.	0.	3.
Compliments.	0.	1.	1.	2.

5.2.

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.

5.3.

There is no discernible relationship in terms of the types of complaints received over the monitoring period.

6. Risk Register Review

Managers within Corporate Services have recently carried out the annual review and update of the service risk register, along with the list of actions to mitigate these risks. The updated risk register is attached at Annex 3 to this report.

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 report recommendations.

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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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.

Annex 3 – Updated Corporate Services risk register.