

Item: 5.

Policy and Resources Committee: 21 June 2022.

Performance Monitoring – Chief Executive’s Service.

Report by Chief Executive.

1. Purpose of Report

To advise on the performance of the Chief Executive’s Service for the reporting period 1 October 2021 to 31 March 2022.

2. Recommendations

The Committee is invited to scrutinise:

2.1.

The performance of the Chief Executive’s Service for the reporting period 1 October 2021 to 31 March 2022, 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, which have been progressed to completion, be removed from the Chief Executive’s Service Plan.

2.3.

That the action, referred to at section 3.3 of this report, which is being progressed through the Our People Our Plan project, be removed from the Chief Executive’s Service Plan.

3. Service Plan Performance Reporting

3.1.

The service plan action plan, attached as Annex 1 to this report, provides the detail of the agreed service priorities, as expressed in the Chief Executive’s Service Plan, and contains SMART (Specific, Measurable, Attainable, Relevant and Time-bound) targets for the life of the Service Plan. The service plan 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 – Review of Twinning – Reaffirm the Council's Twinning arrangements.
- 04 – Councillor Training – Develop and ongoing training and development programme to address any gaps and/or areas in need of development or improvement.

3.3.

Set out below is an action which is now being progressed through the Our People Our Plan project, and it therefore being recommended for removal from the Service Plan.

- 06 – Internal Communication – Identify and develop improvements to internal communications.

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 to this report.

5. Complaints and Compliments

5.1.

Table 1 below sets out numbers of complaints and compliments made to the Chief Executive's Service in the six month period 1 October 2021 to 31 March 2022, and for the preceding six month monitoring period.

Table 1.	Six months ending 31 March 2021.	Six months ending 30 September 2021.	Six months ending 31 March 2022.	Totals.
Complaints.	1.	3	2.	6.
Compliments.	5.	20.	1.	26.

5.2.

When considering the 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.

6. Service Risk Register

The service risk register is reviewed twice yearly and is usually presented to the June cycle of meetings for consideration and approval. As a result of the revised management structure, risk registers for the new directorates will be developed and reported in due course.

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

John W Mundell, Interim Chief Executive, extension 2101, Email john.mundell@orkney.gov.uk

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

Gareth Waterson, Corporate Director for Enterprise and Sustainable Regeneration, extension 2103, Email gareth.waterson@orkney.gov.uk

11. Annexes


Annex 1 – Summary of the performance of the Chief Executive's Service against its service plan.


Annex 2 – Summary of the performance of the Chief Executive's Service against its performance indicator targets.

Chief Executive's Service Plan 2019 to 2022


Progress against Service Plan Actions at 31 March 2022





Title	Description	Intended Outcome	BRAG	Start Date	Target Date
CES Service Plan Actions - 01 - Review of Twinning.	Reaffirm the Council's Twinning arrangements.	The Council's Twinning arrangements are reaffirmed.	BLUE 	01-Oct-2019	30-Apr-2022
Lead	Comment				
Karen Greaves	BRAG Status at 30 September 2021: RED The Council's Twinning arrangements have been reaffirmed through an on-line signing of the refreshed agreement with Vestland.				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
CES Service Plan Actions - 02 - Capital Strategy.	Develop a long-term capital strategy.	Council approves a long-term capital strategy	AMBER 	01-Oct-2019	31-Aug-2022
Lead	Comment				
Gareth Waterson	BRAG Status at 30 September 2021: GREEN There has been no progress with this action over the past year as other matters have been prioritised, including re-profiling the Capital Programme for COVID related cost pressures and supply chain issues.				


Annex 1


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
CES Service Plan Actions - 04 - Councillor Training.	Develop and ongoing training and development programme to address any gaps and/or areas in need of development or improvement.	Elected members have the knowledge and information to make informed decisions.	BLUE 	01-Oct-2019	30-Apr-2022
Lead	Comment				
Karen Greaves	BRAG Status at 30 September 2021: GREEN Training and development programme complete for Council 2017-2022 feedback informed induction programme for new Council starting 9 May 2022.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
CES Service Plan Actions - 06 - Internal Communication.	Identify and develop improvements to internal communications.	Orkney Islands Council staff are better informed.	GREEN 	01-Oct-2019	30-Apr-2022
Lead	Comment				
Karen Greaves	BRAG Status at 30 September 2021: RED This action is carried over into the Our People Our Plan priorities programme and is therefore recommended for removal from the Service Plan. Workshops were held and a plan to improve internal communications and pilot projects are underway.				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
CES Service Plan Actions - 07 - Council Website.	Review new Council Website and identify improvements following one year of operation.	The Orkney community has improved access to Council information.	GREEN 	01-Oct-2019	31-Aug-2022
Lead	Comment				
Karen Greaves	BRAG Status at 30 September 2021: RED A review of the Council Website is underway.				

Annex 1

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
CES Service Plan Actions - 09 - Change Programme - Projects.	Support the service leads in the progress to completion of Change programme projects.	Change Programme projects delivered.	GREEN 	01-Oct-2019	30-Apr-2022
Lead	Comment				
Karen Greaves	BRAG Status at 30 September 2021: GREEN The priorities for the programme are agreed by the Corporate Leadership Team (CLT).				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
CES Service Plan Actions - 11 - Feedback.	Develop a programme of service user satisfaction surveys across the Service.	Services have up to date feedback from service users.	GREEN 	01-Oct-2019	31-Aug-2022
Lead	Comment				
Karen Greaves	BRAG Status at 30 September 2021: GREEN Regular feedback is also received through the online platform, email, specific audits and through the complaints and compliments process. In addition to the ongoing feedback, a more specific user satisfaction survey is being considered.				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
CES Service Plan Actions - 13 - Carbon Reduction.	Review operational procedures and processes within the service and identify changes to contribute to carbon reduction.	Policies and Procedures which contribute to achieving a carbon neutral economy.	GREEN 	01-Oct-2019	31-Aug-2022
Lead	Comment				
Karen Greaves	BRAG Status at 30 September 2021: RED A list of policies for the Council has been collated. Policies and procedures are reviewed as they become due for updating and where possible amended to include changes to contribute to carbon reduction.				


Personnel key


Interim Chief Executive – John W Mundell.


Corporate Director for Enterprise and Sustainable Regeneration – Gareth Waterson.


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

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.


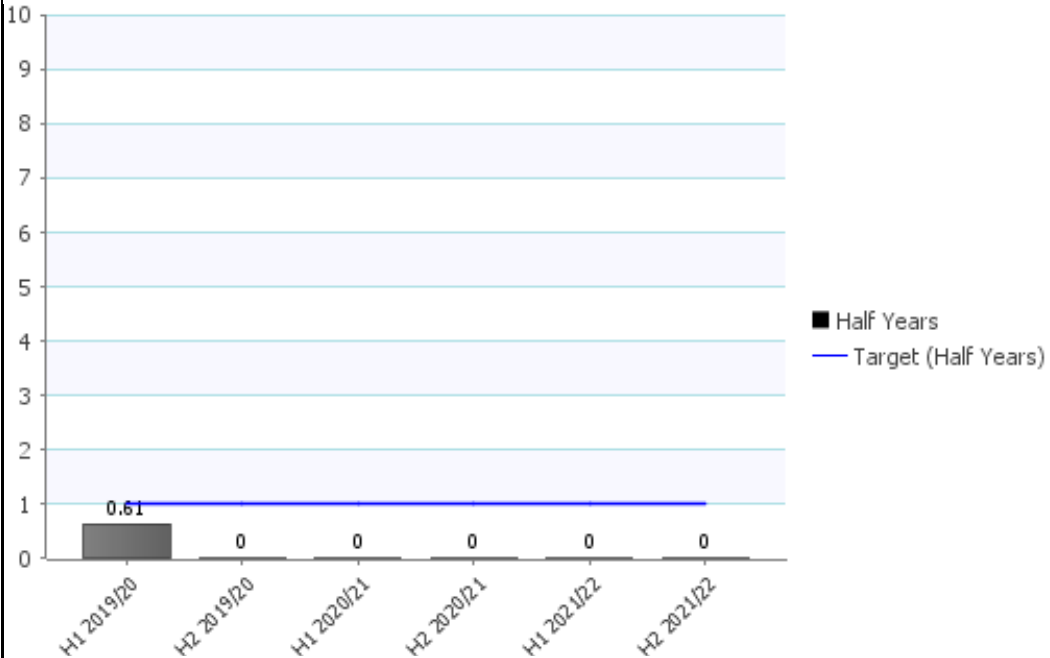
Chief Executive's Service Performance Indicator Report

Service Performance Indicators at 31 March 2022



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%	2.14%	6.1%	GREEN 														
Comment																	
In the context of COVID-19 and with many staff still working from home there has been a reduction in community transferred illnesses.																	
Trend Chart																	
<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Half Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>3.75%</td> </tr> <tr> <td>H2 2019/20</td> <td>2.47%</td> </tr> <tr> <td>H1 2020/21</td> <td>3.88%</td> </tr> <tr> <td>H2 2020/21</td> <td>4.56%</td> </tr> <tr> <td>H1 2021/22</td> <td>1.93%</td> </tr> <tr> <td>H2 2021/22</td> <td>2.14%</td> </tr> </tbody> </table>				Half Year	Percentage	H1 2019/20	3.75%	H2 2019/20	2.47%	H1 2020/21	3.88%	H2 2020/21	4.56%	H1 2021/22	1.93%	H2 2021/22	2.14%
Half Year	Percentage																
H1 2019/20	3.75%																
H2 2019/20	2.47%																
H1 2020/21	3.88%																
H2 2020/21	4.56%																
H1 2021/22	1.93%																
H2 2021/22	2.14%																

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%	20%	79%	RED	●																					
Comment																									
The decline in the performance indicator will continue to be addressed. There are occasions when management intervention has not been properly recorded.																									
Trend Chart																									
<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Half Year</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>85.29%</td> <td>90.29%</td> </tr> <tr> <td>H2 2019/20</td> <td>-</td> <td>90.29%</td> </tr> <tr> <td>H1 2020/21</td> <td>-</td> <td>90.29%</td> </tr> <tr> <td>H2 2020/21</td> <td>40%</td> <td>90.29%</td> </tr> <tr> <td>H1 2021/22</td> <td>33.33%</td> <td>90.29%</td> </tr> <tr> <td>H2 2021/22</td> <td>20%</td> <td>90.29%</td> </tr> </tbody> </table>					Half Year	Actual (%)	Target (%)	H1 2019/20	85.29%	90.29%	H2 2019/20	-	90.29%	H1 2020/21	-	90.29%	H2 2020/21	40%	90.29%	H1 2021/22	33.33%	90.29%	H2 2021/22	20%	90.29%
Half Year	Actual (%)	Target (%)																							
H1 2019/20	85.29%	90.29%																							
H2 2019/20	-	90.29%																							
H1 2020/21	-	90.29%																							
H2 2020/21	40%	90.29%																							
H1 2021/22	33.33%	90.29%																							
H2 2021/22	20%	90.29%																							

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																									
No accidents were noted in the year 2021/22. The number of accidents remains low in this service area.																									
Trend Chart																									
 <p>The trend chart displays the number of staff accidents per 30 staff per year across six half-year periods. The y-axis represents the number of accidents, ranging from 0 to 10. A horizontal blue line indicates the target at 1.0. The data points are as follows:</p> <table border="1"> <thead> <tr> <th>Half Year</th> <th>Actual (Half Years)</th> <th>Target (Half Years)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>0.61</td> <td>1.0</td> </tr> <tr> <td>H2 2019/20</td> <td>0</td> <td>1.0</td> </tr> <tr> <td>H1 2020/21</td> <td>0</td> <td>1.0</td> </tr> <tr> <td>H2 2020/21</td> <td>0</td> <td>1.0</td> </tr> <tr> <td>H1 2021/22</td> <td>0</td> <td>1.0</td> </tr> <tr> <td>H2 2021/22</td> <td>0</td> <td>1.0</td> </tr> </tbody> </table>					Half Year	Actual (Half Years)	Target (Half Years)	H1 2019/20	0.61	1.0	H2 2019/20	0	1.0	H1 2020/21	0	1.0	H2 2020/21	0	1.0	H1 2021/22	0	1.0	H2 2021/22	0	1.0
Half Year	Actual (Half Years)	Target (Half Years)																							
H1 2019/20	0.61	1.0																							
H2 2019/20	0	1.0																							
H1 2020/21	0	1.0																							
H2 2020/21	0	1.0																							
H1 2021/22	0	1.0																							
H2 2021/22	0	1.0																							

Annex 2

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%	37%	31%	RED	●																					
Comment																									
There has been an increase in the number of variances due to the impact of the pandemic on the normal spending profiles in some cost centres for example underspends in travel expenses, and in some areas unfilled posts.																									
Trend Chart																									
<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Half Year</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>19%</td> <td>15%</td> </tr> <tr> <td>H2 2019/20</td> <td>15%</td> <td>15%</td> </tr> <tr> <td>H1 2020/21</td> <td>29%</td> <td>15%</td> </tr> <tr> <td>H2 2020/21</td> <td>0%</td> <td>15%</td> </tr> <tr> <td>H1 2021/22</td> <td>22%</td> <td>15%</td> </tr> <tr> <td>H2 2021/22</td> <td>37%</td> <td>15%</td> </tr> </tbody> </table>					Half Year	Actual (%)	Target (%)	H1 2019/20	19%	15%	H2 2019/20	15%	15%	H1 2020/21	29%	15%	H2 2020/21	0%	15%	H1 2021/22	22%	15%	H2 2021/22	37%	15%
Half Year	Actual (%)	Target (%)																							
H1 2019/20	19%	15%																							
H2 2019/20	15%	15%																							
H1 2020/21	29%	15%																							
H2 2020/21	0%	15%																							
H1 2021/22	22%	15%																							
H2 2021/22	37%	15%																							

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%	0%	4.1%	GREEN	▶																					
Comment																									
Staff retention remains high and any vacant posts have been able to be filled in the timescale covered by this data.																									
Trend Chart																									
<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Half Year</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>0%</td> <td>2.5%</td> </tr> <tr> <td>H2 2019/20</td> <td>0%</td> <td>2.5%</td> </tr> <tr> <td>H1 2020/21</td> <td>16.67%</td> <td>2.5%</td> </tr> <tr> <td>H2 2020/21</td> <td>0%</td> <td>2.5%</td> </tr> <tr> <td>H1 2021/22</td> <td>0%</td> <td>2.5%</td> </tr> <tr> <td>H2 2021/22</td> <td>0%</td> <td>2.5%</td> </tr> </tbody> </table>					Half Year	Actual (%)	Target (%)	H1 2019/20	0%	2.5%	H2 2019/20	0%	2.5%	H1 2020/21	16.67%	2.5%	H2 2020/21	0%	2.5%	H1 2021/22	0%	2.5%	H2 2021/22	0%	2.5%
Half Year	Actual (%)	Target (%)																							
H1 2019/20	0%	2.5%																							
H2 2019/20	0%	2.5%																							
H1 2020/21	16.67%	2.5%																							
H2 2020/21	0%	2.5%																							
H1 2021/22	0%	2.5%																							
H2 2021/22	0%	2.5%																							

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%	4.74%	10.1%	GREEN	▶																					
Comment																									
Within Chief Executive’s Services, staff retention remains high. Staff retention has decreased since 2019/20 and work is underway through the OPOP programme to address recruitment and retention.																									
Trend Chart																									
<table border="1"> <caption>Staff Retention Data</caption> <thead> <tr> <th>Half Year</th> <th>Actual Retention (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>5.41%</td> <td>5%</td> </tr> <tr> <td>H2 2019/20</td> <td>2.63%</td> <td>5%</td> </tr> <tr> <td>H1 2020/21</td> <td>1.35%</td> <td>5%</td> </tr> <tr> <td>H2 2020/21</td> <td>0%</td> <td>5%</td> </tr> <tr> <td>H1 2021/22</td> <td>4.94%</td> <td>5%</td> </tr> <tr> <td>H2 2021/22</td> <td>4.74%</td> <td>5%</td> </tr> </tbody> </table>					Half Year	Actual Retention (%)	Target (%)	H1 2019/20	5.41%	5%	H2 2019/20	2.63%	5%	H1 2020/21	1.35%	5%	H2 2020/21	0%	5%	H1 2021/22	4.94%	5%	H2 2021/22	4.74%	5%
Half Year	Actual Retention (%)	Target (%)																							
H1 2019/20	5.41%	5%																							
H2 2019/20	2.63%	5%																							
H1 2020/21	1.35%	5%																							
H2 2020/21	0%	5%																							
H1 2021/22	4.94%	5%																							
H2 2021/22	4.74%	5%																							

Annex 2

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%	83.3%	79%	AMBER	⚠																		
Comment																						
Managers continue to do their best to schedule and complete ERDs with their staff as workloads allow.																						
Trend Chart																						
<p>Legend: ■ Half Years, — Target (Half Years)</p> <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Half Year</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>91%</td> <td>90%</td> </tr> <tr> <td>H2 2019/20</td> <td>72.5%</td> <td>90%</td> </tr> <tr> <td>H1 2020/21</td> <td>77.5%</td> <td>90%</td> </tr> <tr> <td>H1 2021/22</td> <td>86.1%</td> <td>90%</td> </tr> <tr> <td>H2 2021/22</td> <td>83.3%</td> <td>90%</td> </tr> </tbody> </table>					Half Year	Actual Performance (%)	Target (%)	H1 2019/20	91%	90%	H2 2019/20	72.5%	90%	H1 2020/21	77.5%	90%	H1 2021/22	86.1%	90%	H2 2021/22	83.3%	90%
Half Year	Actual Performance (%)	Target (%)																				
H1 2019/20	91%	90%																				
H2 2019/20	72.5%	90%																				
H1 2020/21	77.5%	90%																				
H1 2021/22	86.1%	90%																				
H2 2021/22	83.3%	90%																				

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%	86.6%	79%	GREEN	▶																		
Comment																						
Staff continue to endeavour to process invoices timeously.																						
Trend Chart																						
<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Half Year</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>85.2%</td> <td>90.08%</td> </tr> <tr> <td>H2 2019/20</td> <td>86.9%</td> <td>90.08%</td> </tr> <tr> <td>H1 2020/21</td> <td>90.08%</td> <td>90.08%</td> </tr> <tr> <td>H2 2020/21</td> <td>88.16%</td> <td>90.08%</td> </tr> <tr> <td>H1 2021/22</td> <td>86.6%</td> <td>90.08%</td> </tr> </tbody> </table>					Half Year	Actual Performance (%)	Target (%)	H1 2019/20	85.2%	90.08%	H2 2019/20	86.9%	90.08%	H1 2020/21	90.08%	90.08%	H2 2020/21	88.16%	90.08%	H1 2021/22	86.6%	90.08%
Half Year	Actual Performance (%)	Target (%)																				
H1 2019/20	85.2%	90.08%																				
H2 2019/20	86.9%	90.08%																				
H1 2020/21	90.08%	90.08%																				
H2 2020/21	88.16%	90.08%																				
H1 2021/22	86.6%	90.08%																				

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%	73.96%	79%	RED	●												
Comment																
Staff will be further reminded of the requirement to complete mandatory courses and refresher sessions.																
Trend Chart																
<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Half Year</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H2 2020/21</td> <td>62.37%</td> <td>90%</td> </tr> <tr> <td>H1 2021/22</td> <td>76.92%</td> <td>90%</td> </tr> <tr> <td>H2 2021/22</td> <td>73.96%</td> <td>90%</td> </tr> </tbody> </table>					Half Year	Actual (%)	Target (%)	H2 2020/21	62.37%	90%	H1 2021/22	76.92%	90%	H2 2021/22	73.96%	90%
Half Year	Actual (%)	Target (%)														
H2 2020/21	62.37%	90%														
H1 2021/22	76.92%	90%														
H2 2021/22	73.96%	90%														