

Item: 5

Development and Infrastructure Committee: 6 June 2023.

Performance Monitoring.

Report by Corporate Director for Neighbourhood Services and Infrastructure.

1. Purpose of Report

To advise on the performance of Neighbourhood Services and Infrastructure for the reporting period 1 October 2022 to 31 March 2023.

2. Recommendations

The Committee is invited to scrutinise:

2.1.

The performance of Neighbourhood Services and Infrastructure for the reporting period 1 October 2022 to 31 March 2023, as set out in sections 3 to 5 and Annexes 1, 2 and 3 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 closed.

2.3.

That, as this is the last performance monitoring report on the Development and Infrastructure Service Plan 2019 to 2022, actions which have not been progressed to completion, as detailed in section 3.3 of this report, be considered for inclusion in the Neighbourhood Services and Infrastructure Directorate Delivery 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 Development and Infrastructure Service Plan 2019 to 2022, and contains actions that were transferred to the ownership of Neighbourhood Services and Infrastructure as part of the new Council structure.

3.2.

Set out below are those Service Plan actions assessed at Blue within Annex 1, namely those which have been progressed to completion, and are now being recommended for closure:

- 19a - Ensure viable land supply for development, including addressing constraints to housing in Kirkwall - Complete surface water management plan.
- 19b - Ensure viable land supply for development, including addressing constraints to housing in Kirkwall - Engage with Scottish Water, Scottish Government and development industry to ensure fair distribution of resource to deliver the strategic objectives.

3.3.

Set out below are actions which are currently in progress and, although marked as complete, are being considered for inclusion in the Neighbourhood Services and Infrastructure Directorate Delivery Plan:

- 03 - Local Development Plan, Open Space Strategy and Supplementary Guidance - Prioritise resources on core work, with resultant reduction in non-statutory areas. Settlement Statements for Orkney's towns, villages and rural settlements.
- 05b - Environmental Services - Engage with Empowering Communities work.
- 05c - Environmental Services - Explore Circular Economy/community-based options as part of continuous service review.
- 05d - Environmental Services - Seek recognition of Islands issues in the implementation of Scottish Government landfill ban on biodegradable materials, and deposit return scheme.
- 14a - Capital Programme Management - Complete Member Seminar engagement.
- 14b - Capital Programme Management - Revised Capital Programme.
- 17b - Sustainable Quarry Services - Continued investment in replacement plant in line with rolling Business Plan.
- 21a - Orkney Outdoor Access Strategy Action Plan and Active Travel Programme - Implementation of the actions contained in the Strategy Action Plan.
- 21b - Orkney Outdoor Access Strategy Action Plan and Active Travel Programme - Programme of works/projects to retain and enhance existing network.

4. Service Performance Indicators

4.1.

Service performance indicators provide the mechanism through which the performance of aspects of the services provided year on year are monitored. The monitoring reports are attached at Annexes 2 and 3.

4.2.

As this is the second time that these performance indicators have been reported on under the new Council structure, the trend charts for the Cross Council Generic Performance Indicators will show data for two reporting periods rather than three.

4.3.

A review of Performance Indicators is currently underway; some will need to be removed due to changes in legislation and there are some that can no longer be reported on as data is not readily available. New Performance Measures will be included in the Directorate Delivery Plans which are due to be reported to relevant committees in September 2023.

5. Complaints and Compliments

5.1.

Table 1 below sets out numbers of complaints and compliments made to Neighbourhood Services and Infrastructure in the six-month period 1 October 2022 to 31 March 2023, and for one preceding six month monitoring period.

Table 1.	Six months ending 30 September 2022.	Six months ending 31 March 2023.	Totals.
Complaints.	21.	60.	81.
Compliment.	108.	70.	178.

5.2.

Table 1 above provides raw data on complaints and compliments; this data is usually provided over three reporting periods but as this is the second period of reporting under the new Council structure the table includes two reporting periods.

5.3.

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.

5.4.

When complaints are received, they are often very complex and take time to respond to. However, the Scottish Public Services Ombudsman makes clear that it is more important to respond fully and fairly to a complaint than it is to respond within the deadline.

5.5.

It is also important to note that the number of complaints received by the Council does not capture the number of first-time service requests that front-line teams handle and manage each day. A great deal of effort goes towards dealing with these service requests to find an immediate resolution for customers which means that relatively few complaints are raised.

5.6.

Between October and December 2022 there was a discernible relationship in terms of the types of complaints received over that period, these related to the issues with stones and other objects being put on top of bins to secure the lids down in windy weather. In addition to the number of complaints there were also a number of calls from members of the public which did not meet the threshold to be logged as a complaint in terms of the policy but were from residents unhappy with the bin-lids issue, some of these were dealt with as general enquiries or service requests. The Waste team, working with the front-line operators, provided interim advice, then tested a number of suggested solutions and issued revised guidance in March 2023. Between January and March 2023 there were no discernible relationships in terms of the types of complaints received.

5.7.

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

5.7.1.

In the reporting period April to September 2022, the number for Neighbourhood Services and Infrastructure complaints generally is broken down as follows:

- 9 complaints were not upheld.
- 3 complaints were partially upheld.
- 9 complaints were upheld.

5.7.2.

In the reporting period October 2022 to March 2023, the number for Neighbourhood Services and Infrastructure complaints generally is broken down as follows:

- 6 complaints were not upheld.
- 2 complaints were partially upheld.
- 1 complaint was upheld.
- 1 complaint outcome is yet to be determined.

5.8.

The Directorate Complaints Officer works with Heads of Service, Managers and Officers to improve the flow of communication and response time regarding

complaints and provides a support mechanism in terms of advice. The Customer Services Platform system is very beneficial in regard to recording of formal complaints and in the longer term, when reporting capacity has increased, efficiency of reporting should increase. Internally run complaints training is offered to all Council staff and the Scottish Public Services Ombudsman ran remote courses for the Council at the start of 2022.

5.9.

It is encouraging to observe the number of compliments received across the Neighbourhood Services and Infrastructure Directorate noting that the detail on these compliments is provided in the quarterly reports produced by the Complaints Officer and submitted to the Information Governance Officer. The compliments received during this six-month monitoring period vary in nature – the majority are in relation to the service provided by the Trading Standards team, but others relate to various other services provided by Neighbourhood Services and Infrastructure, namely, waste operations, roads operations, building standards, environmental health and building cleaning. A quarterly reminder of how to report compliments was sent to all Neighbourhood and Infrastructure staff in May 2023 (including those who do not have access to a computer); managers also play a key part in encouraging their teams to ensure compliments are shared and sent to the Directorate Business Support team for recording. Compliments are recorded through the Customer Services Platform.

6. 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, Directorate Delivery Plans are being developed taking cognisance of the Council's policies as outlined in the Council Plan.

7. Financial Implications

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

8. Legal Aspects

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

9. Contact Officers

Hayley Green, Corporate Director for Neighbourhood Services and Infrastructure,
Email hayley.green@orkney.gov.uk

Roddy MacKay, Head of Planning and Community Protection,
Email rodny.mackay@orkney.gov.uk

Louise Cutler, Directorate Business Support Team Manager,
Email louise.cutler@orkney.gov.uk

10. Annexes

Annex 1: Summary of the performance of Development and Infrastructure against the targets within its service plan.

Annex 2: Summary of the performance of the Neighbourhood and Infrastructure Service against its 6 monthly performance indicator targets.


Annex 3: Summary of the performance of the Neighbourhood and Infrastructure Service against its 12 monthly performance indicator targets.


Development and Infrastructure Service Plan 2019 to 2022

Progress against Service Plan Actions at 31 March 2023




Title	Description	Intended Outcome	BRAG		Start Date	Target Date
D&I Service Plan Actions - 03 - Local Development Plan, Open Space Strategy and Supplementary Guidance.	Prioritise resources on core work, with resultant reduction in non-statutory areas. Settlement Statements for Orkney's towns, villages and rural settlements.	Ensure up-to-date Local Development Plan and relevant suite of Supplementary Guidance following new Planning Act.	BLUE	↑	01-Oct-2019	31-Dec-2022
Lead	Comment					
Hayley Green; Roddy MacKay	<p>BRAG status as at 30 September 2022 was Green.</p> <p>The Development Plan Regulations were laid before the Scottish Parliament in March 2023 and are expected to come into force on 19 May 2023. The Development Plan Scheme which sets out the programme for the preparation of the Local Development Plan will be presented to the Development and Infrastructure Committee in September 2023. The Open Space Strategy Regulations covering the Open Space Strategy are due to be published by the Scottish Government in 2023. This area of work links to action 5.19. in the Council Delivery Plan 2018-2023, Terrestrial and Marine Planning Policy, and also to the Local Development Plan work and will be considered for inclusion in the new Directorate Delivery Plan so consideration should be given to closing this action on the Development and Infrastructure Service Plan 2019 to 2022.</p>					


Title	Description	Intended Outcome	BRAG		Start Date	Target Date
D&I Service Plan Actions - 05b - Environmental Services.	Engage with Empowering Communities work.	To reduce waste shipment for incineration through proactive engagement and awareness raising (ie two-year Change Management project), and where practical and possible, delivery of empowering communities and community-based solutions to service delivery in the context of the Circular Economy.	BLUE		01-Oct-2019	31-Dec-2022
Lead	Comment					
Hayley Green	<p>BRAG status as at 30 September 2022 was Green.</p> <p>The Service continues to look for opportunities to work with local communities as part of the development of the revised Waste Strategy, to replace the now concluded Joint Area Waste Management Plan. The ability of the team is constrained in this area due to resource challenges, however efforts do continue as workload allows. Local contractors in the North Isles are used to provide deliveries etc. This area of work will be considered for inclusion in the new Directorate Delivery Plan so consideration should be given to closing this action on the Development and Infrastructure Service Plan 2019 to 2022.</p>					


Title	Description	Intended Outcome	BRAG		Start Date	Target Date
D&I Service Plan Actions - 05c - Environmental Services.	Explore Circular Economy/ community-based options as part of continuous service review.	To reduce waste shipment for incineration through proactive engagement and awareness raising (ie two-year Change Management project), and where practical and possible, delivery of empowering communities and community-based solutions to service delivery in the	BLUE		01-Oct-2019	31-Dec-2022

		context of the Circular Economy.				
Lead	Comment					
Hayley Green	<p>BRAG status as at 30 September 2022 was Green.</p> <p>The Service continues to look for opportunities to identify community or business led circular economy opportunities as part of the development of the revised Waste Strategy, to replace the now concluded Joint Area Waste Management Plan. This is also a key component of the proposed Integrated Waste Facility. This area of work will be considered for inclusion in the new Directorate Delivery Plan so consideration should be given to closing this action on the Development and Infrastructure Service Plan 2019 to 2022.</p>					


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 05d - Environmental Services.	Seek recognition of Islands issues in the implementation of Scottish Government landfill ban on biodegradable materials, and deposit return scheme.	To reduce waste shipment for incineration through proactive engagement and awareness raising (ie two-year Change Management project), and where practical and possible, delivery of empowering communities and community-based solutions to service delivery in the context of the Circular Economy.	BLUE 	01-Oct-2019	31-Dec-2022
Lead	Comment				
Hayley Green	<p>BRAG status as at 30 September 2022 was Green.</p> <p>The team continues to engage with Scottish Government through the Waste Managers Officers Network, COSLA and other specific working groups on these areas. As a result, there is awareness at government level of island specific issues relating to these schemes and efforts are ongoing to ensure that appropriate mitigation measures (where necessary) are identified and implemented. The Scottish Government has set up an Islands specific working group to look at the landfill ban and Orkney Islands Council is contributing towards this work. In regard to the Deposit Return Scheme, the Council is actively supporting the Scottish Government container return initiative which is being trialled in the Islands prior to the implementation of the scheme. This area of work will be considered for inclusion in the new</p>				


	Directorate Delivery Plan so consideration should be given to closing this action on the Development and Infrastructure Service Plan 2019 to 2022.
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Title	Description	Intended Outcome	BRAG	Start Date	Target Date	
D&I Service Plan Actions - 14a - Capital Programme Management.	Complete Member Seminar engagement.	Reduced slippage on capital programme activity in the context of a busy contractor market. Complete review of capital programme with new 5-year programme established.	BLUE		01-Oct-2019	31-Dec-2021
Lead	Comment					
Hayley Green	<p>BRAG status as at 30 September 2022 was Red.</p> <p>A seminar with all Elected Members on the Capital Programme for 2024-29 took place in 2022 but to move this forward a development of priorities needs to be progressed, a report is being taken to the Corporate Leadership Team on 19 April 2023 and a further seminar with Elected Members is being planned to follow (the long list will go to the Corporate Leadership Team for them to review and then to the seminar with Elected Members).</p> <p>This area of work will be considered for inclusion in the new Directorate Delivery Plan so consideration should be given to closing this action on the Development and Infrastructure Service Plan 2019 to 2022.</p>					

Title	Description	Intended Outcome	BRAG	Start Date	Target Date	
D&I Service Plan Actions - 14b - Capital Programme Management.	Revised Capital Programme.	Reduced slippage on capital programme activity in the context of a busy contractor market. Complete review of capital programme with new five year programme established.	BLUE		01-Oct-2019	31-Dec-2021
Lead	Comment					
Hayley Green	BRAG status as at 30 September 2022 was Red.					


	<p>A seminar with all Elected Members on the Capital Programme for 2024-29 took place in 2022 but to move this forward a development of priorities needs to be progressed, a report is being taken to the Corporate Leadership Team on 19 April 2023 and a further seminar with Elected Members is being planned to follow (the long list will go to the Corporate Leadership Team for them to review and then to the seminar with Elected Members).</p> <p>This area of work will be considered for inclusion in the new Directorate Delivery Plan so consideration should be given to closing this action on the Development and Infrastructure Service Plan 2019 to 2022.</p>
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Title	Description	Intended Outcome	BRAG		Start Date	Target Date
D&I Service Plan Actions - 17b - Sustainable Quarry Services.	Continued investment in replacement plant in line with rolling Business Plan.	Continue to sustain quarry service throughputs and availability of products.	BLUE		01-Oct-2019	31-Dec-2022
Lead	Comment					
Hayley Green	<p>BRAG status as at 30 September 2022 was Green.</p> <p>This work is funded through the quarry repair and renewal fund that is topped up annually from trading surpluses, should there be any. In 2022/23 a replacement weighbridge and two loading shovels were purchased at a total cost of £336,680. The provision for a salt storage facility is being progressed through the Capital Project Appraisal (CPA) process with a view to having this in place by winter 2023. An action relating to the construction of a salt storage facility will be included in the Directorate Delivery Plan, consideration should be given to closing this on the Development and Infrastructure Plan 2019 to 2022, noting that the Business Plan will be reviewed in 2023.</p>					


Title	Description	Intended Outcome	BRAG		Start Date	Target Date
D&I Service Plan Actions - 19a - Ensure viable land supply for development, including addressing constraints to housing in Kirkwall.	Complete surface water management plan.	Viable land supply. Surface water infrastructure constraints addressed.	BLUE		01-Oct-2019	31-Dec-2021
Lead	Comment					
Hayley Green	<p>BRAG status as at 30 September 2022 was Red.</p> <p>There is ongoing engagement with Scottish Water and other stakeholders relating to the constraints. The last meeting was held in June 2022. Positive discussions with Scottish Water have released some land for housing so progress is being made. Note this is a Scottish Water decision and not a Council decision so the recommendation is to close this action.</p>					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
D&I Service Plan Actions - 19b - Ensure viable land supply for development, including addressing constraints to housing in Kirkwall.	Engage with Scottish Water, Scottish Government and development industry to ensure fair distribution of resource to deliver the strategic objectives.	Viable land supply. Surface water infrastructure constraints addressed.	BLUE		01-Oct-2019	31-Dec-2021
Lead	Comment					
Hayley Green	<p>BRAG status as at 30 September 2022 was Red.</p> <p>There is ongoing engagement with Scottish Water and other stakeholders relating to the constraints. The last meeting was held in June 2022. Date of next meeting to be confirmed. Positive discussions with Scottish Water have released</p>					

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Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 21a - Orkney Outdoor Access Strategy Action Plan and Active Travel Programme.	Implementation of the actions contained in the Strategy Action Plan.	To retain and, where affordable, enhance existing core paths. Where affordable, to establish new paths and cycle links. To establish Orkney as a recognised high-quality destination for walking and cycling and support healthier living/active travel objectives.	BLUE 	01-Oct-2019	31-Mar-2023
Lead	Comment				
Hayley Green	<p>BRAG status as at 30 September 2022 was Green.</p> <p>Core Path Plan recommended for approval by Development and Infrastructure Committee on 11 September 2018 and subsequently approved by Council. The Sustainable Transport Project Development Plan was presented to the Development and Infrastructure Committee in June 2018 with an update provided in April 2019. List of projects approved as the basis for a three-year programme for potential applications to the Community Links Programme. On 21 December 2021, the Policy and Resources Committee recommended the allocation of funding to a series of recovery projects, including an allocation of £500,000 for footpath, core path and cycle way improvements, however, this was subsequently top-sliced by £100,000 as part of the budget setting process for financial year 2023/24, leaving £400,000 available for Footpath, Core Path and Cycleway improvements.</p> <p>A seminar was held with Elected Members on 27 October 2022 to discuss their aspirations for active travel, In respect of the £400,000 available for Footpath, Core Path and Cycleway improvements the Development and Infrastructure Committee on 7 February 2023 agreed an allocation of £100,000 to provide a match funding source for community groups to enable the development of active travel and access related projects; the allocation of £50,000 to provide for future maintenance works to assist with the repair and renewal of active travel and access routes; £5,000 for School</p>				

	<p>Travel Plans; with the remaining funds being allocated towards a number of feasibility studies for up to 7 potential core path and active travel projects to determine actual project costs, and whether they are eligible for funding and deliverable.</p> <p>This area of work will be considered for inclusion in the new Directorate Delivery Plan so consideration should be given to closing this action on the Development and Infrastructure Service Plan 2019 to 2022.</p>
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Title	Description	Intended Outcome	BRAG		Start Date	Target Date
D&I Service Plan Actions - 21b - Orkney Outdoor Access Strategy Action Plan and Active Travel Programme.	Programme of works/projects to retain and enhance existing network.	To retain and, where affordable, enhance existing core paths. Where affordable, to establish new paths and cycle links. To establish Orkney as a recognised high-quality destination for walking and cycling and support healthier living/active travel objectives.	BLUE		01-Oct-2019	31-Mar-2023
Lead	Comment					
Hayley Green	<p>BRAG status as at 30 September 2022 was Green.</p> <p>Core Path Plan recommended for approval by Development and Infrastructure Committee on 11 September 2018 and subsequently approved by Council. The Sustainable Transport Project Development Plan was presented to the Development and Infrastructure Committee in June 2018 with an update provided in April 2019. List of projects approved as the basis for a three-year programme for potential applications to the Community Links Programme. On 21 December 2021, the Policy and Resources Committee recommended the allocation of funding to a series of recovery projects, including an allocation of £500,000 for footpath, core path and cycle way improvements, , however, this was subsequently top-sliced by £100,000 as part of the budget setting process for financial year 2023/24, leaving £400,000 available for Footpath, Core Path and Cycleway improvements. A list of projects is currently being developed.</p> <p>A seminar was held with Elected Members on 27 October 2022 to discuss their aspirations for active travel. In respect of the £400,000 available for Footpath, Core Path and Cycleway improvements the Development and Infrastructure</p>					

	<p>Committee on 7 February 2023 agreed an allocation of £100,000 to provide a match funding source for community groups to enable the development of active travel and access related projects; the allocation of £50,000 to provide for future maintenance works to assist with the repair and renewal of active travel and access routes; £5,000 for School Travel Plans; with the remaining funds being allocated towards a number of feasibility studies for up to 7 potential core path and active travel projects to determine actual project costs, and whether they are eligible for funding and deliverable.</p> <p>This area of work will be considered for inclusion in the new Directorate Delivery Plan so consideration should be given to closing this action on the Development and Infrastructure Service Plan 2019 to 2022.</p>
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Personnel key

Corporate Director for Neighbourhood Services and Infrastructure – Hayley Green

Head of Planning and Community Protection – Roddy MacKay

Head of Neighbourhood Services – Lorna Richardson

Head of Property, Asset Management and Facilities – Kenny MacPherson

BRAG 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.

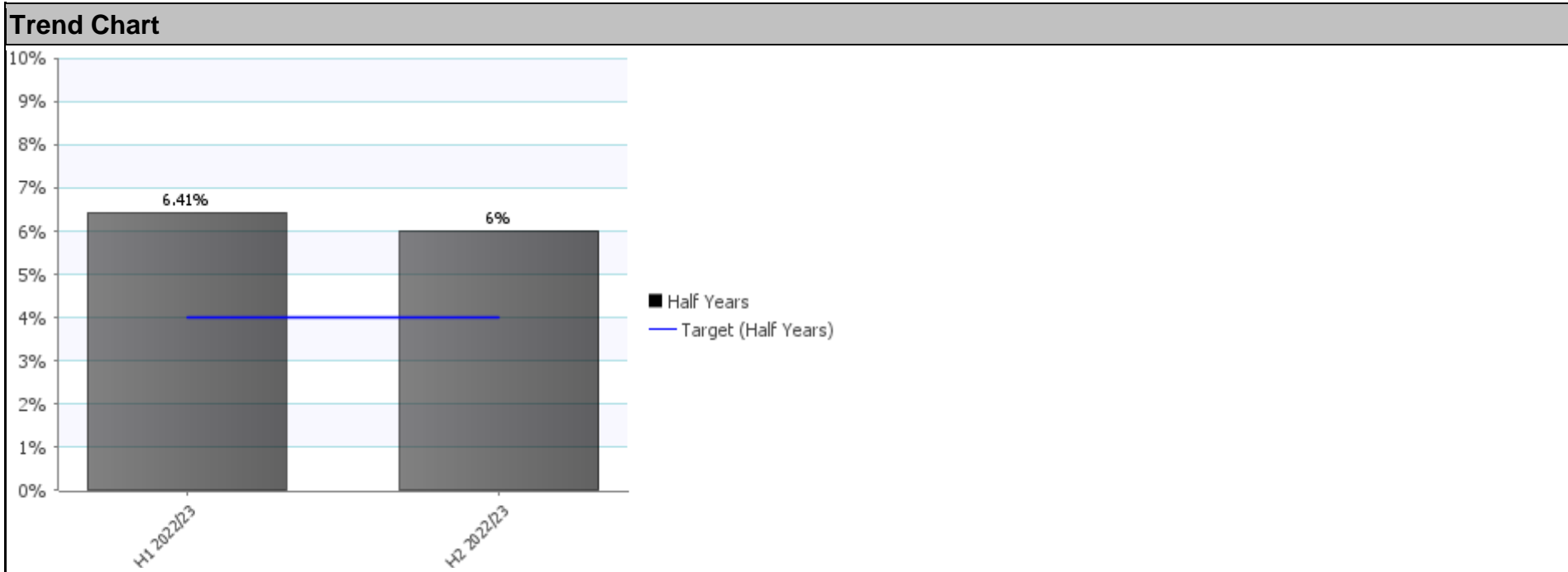
Blue – the agreed action has been progressed to completion.

Neighbourhood Services and Infrastructure Performance Indicator Report - 6 Monthly

Service Performance Indicators at 31 March 2023



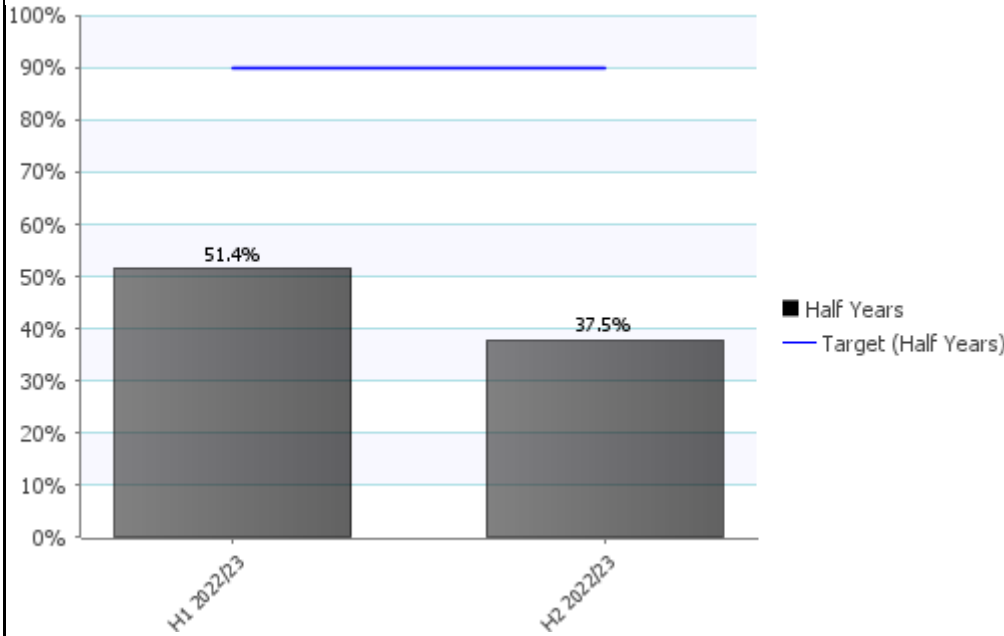
Performance Indicator				
CCG 01 – Sickness absence – The average number of working days per employee lost through sickness absence, expressed as a percentage of the number of working days available.				
Target	Actual	Intervention	RAG	
4%	6%	6.1%	AMBER	🟡
Comment				
There is an improvement in this indicator this reporting period. The Service continues to work closely with the Human Resources Team to ensure that short term and long-term sickness absence is addressed 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. The Neighbourhood Services and Infrastructure Senior Management Team are aware of the areas within the service where sickness levels are higher and work with relevant managers to address these.				


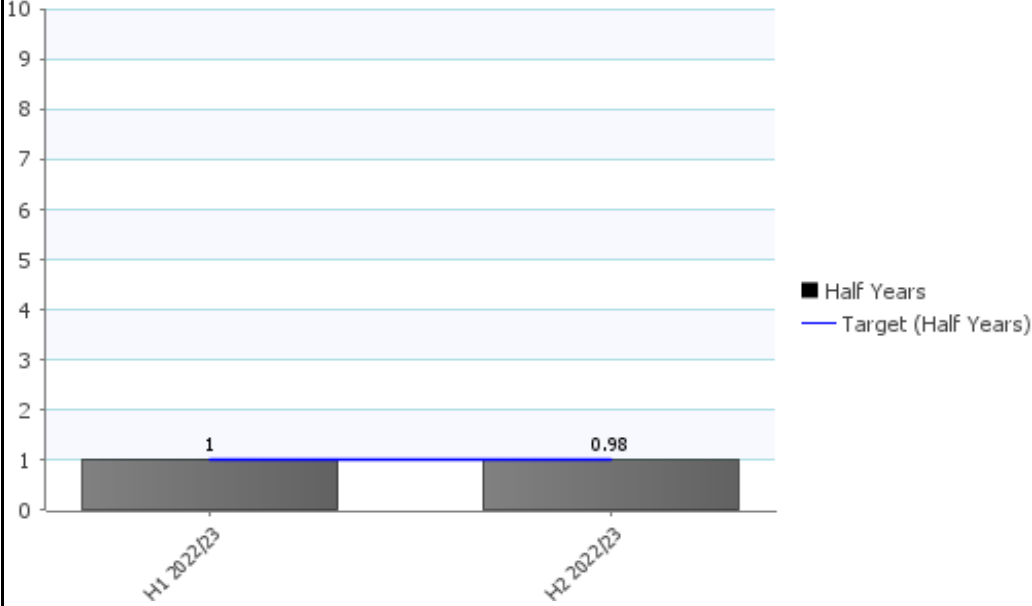


Performance Indicator			
CCG 02 – Sickness absence – Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.			
Target	Actual	Intervention	RAG
90%	37.5%	79%	RED ●
Comment			
Intervention by managers is discussed at the Neighbourhood Services and Infrastructure performance and risk management meetings. The Neighbourhood Services and Infrastructure Senior Management Team continues to work with Human Resources and managers within their own teams to ensure that more active intervention takes place in the future. The Senior Management Team is			

aware of the areas within the service where intervention has not taken place and will discuss this with the relevant managers and will provide any support required. There is confidence that managers in most areas are holding conversations with staff on their return to work but that the conversations etc are not being recorded. To help ensure the recording takes place in the future, a special meeting of the Neighbourhood Services and Infrastructure Directorate Management Team took place on 21 September 2022 and Human Resources were invited along to discuss the sickness reporting and recording system and the link to this performance indicator. Guidelines on the process were issued and the session was also recorded for any staff members who were not available to attend on the day. Human Resources advised that they would be happy to help with any queries from managers. There is an expectation for there to be an increase in performance over future reporting periods but as the trend diagram does not show this there will be a focus on the indicator in the next Directorate Management Team Meeting and a reminder has been issued to all staff with line management responsibilities.

Trend Chart




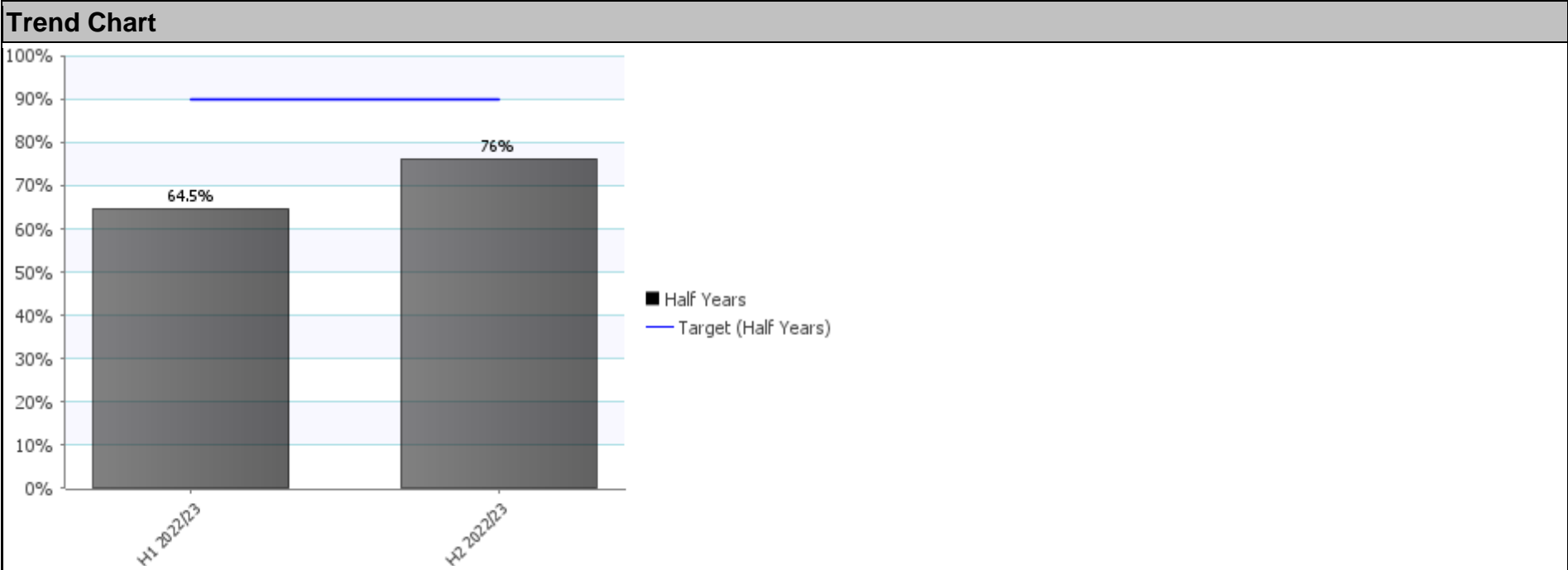
Performance Indicator													
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.													
Target	Actual	Intervention	RAG										
1	0.98	2.1	GREEN										
Comment													
<p>The number of accidents reported during this period was extremely low for a service of this size which has many health and safety risks. The service reported thirteen accidents, one of which was RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable and linked to manual handling. There are no distinctive patterns to the accidents but noting there were four slips/trips/falls. Roads Operations introduced an enhanced Near Miss reporting process in 2021 as part of their Quality Management System. The results of this pilot will be reviewed when the Safety and Resilience team is back up to full strength.</p>													
Trend Chart													
 <p>The trend chart displays the number of staff accidents per 30 staff per year for two half-years. The y-axis ranges from 0 to 10. The x-axis shows H1 2022/23 and H2 2022/23. A horizontal blue line represents the target at 2.1. Two dark grey bars represent the actual values for each half-year: 1 for H1 2022/23 and 0.98 for H2 2022/23. A legend indicates that dark grey bars represent 'Half Years' and the blue line represents 'Target (Half Years)'.</p> <table border="1"> <thead> <tr> <th>Half Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>H1 2022/23</td> <td>1</td> <td>2.1</td> </tr> <tr> <td>H2 2022/23</td> <td>0.98</td> <td>2.1</td> </tr> </tbody> </table>					Half Year	Actual	Target	H1 2022/23	1	2.1	H2 2022/23	0.98	2.1
Half Year	Actual	Target											
H1 2022/23	1	2.1											
H2 2022/23	0.98	2.1											

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%	50%	31%	RED	●									
Comment													
<p>The Neighbourhood Services and Infrastructure (NSI) Senior Management Team continues to contribute to the Revenue Expenditure Monitoring Report (REMR) process and flag up areas of concerns and difficulties, noting that this has been a very difficult period to try and profile. Meetings between NSI and Finance are held to ensure detailed discussions take place prior to reports going forward to committee. There have been a lot of changes and transition in posts as a result of the new Council structure; in particular at service manager and budget holder levels, so there has been a degree of post holders having to pick up, be trained on and understand, new areas which can be complex. Now that a new structure is in place and as experience develops, this indicator should improve going forward.</p>													
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 2022/23</td> <td>40%</td> <td>15%</td> </tr> <tr> <td>H2 2022/23</td> <td>50%</td> <td>15%</td> </tr> </tbody> </table>					Half Year	Actual Performance (%)	Target (%)	H1 2022/23	40%	15%	H2 2022/23	50%	15%
Half Year	Actual Performance (%)	Target (%)											
H1 2022/23	40%	15%											
H2 2022/23	50%	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%	7.46%	4.1%	RED	●									
Comment													
Five posts remained vacant during this period, Chartered Quantity Surveyor, Database Support Officer, Driver/Roadworker 2, Public Lighting Operative Kirkwall and Cleaner Kirkwall Grammar School. It should be noted that there are continuing challenges within the service in recruiting to some posts. This matter continues to be discussed both within Neighbourhood Services and Infrastructure and within the Corporate Leadership Team and is a growing challenge across the Council.													
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 2022/23</td> <td>2.48%</td> <td>2%</td> </tr> <tr> <td>H2 2022/23</td> <td>7.46%</td> <td>2%</td> </tr> </tbody> </table>					Half Year	Actual Performance (%)	Target (%)	H1 2022/23	2.48%	2%	H2 2022/23	7.46%	2%
Half Year	Actual Performance (%)	Target (%)											
H1 2022/23	2.48%	2%											
H2 2022/23	7.46%	2%											

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%	4.87%	10.1%	GREEN	▶									
Comment													
<p>There were 349 permanent staff employed at this reporting period, 17 permanent members of staff left the Council, all these staff resigned from their positions. 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 which can be a very lengthy process. The Council continues to experience competition from the private sector who have the flexibility to offer and negotiate better terms and conditions, several members of staff have been approached direct from external companies offering opportunities and as a consequence these staff have left the Council.</p>													
Trend Chart													
<p>The trend chart displays the percentage of permanent service staff who leave the employment of Orkney Islands Council as a proportion of all permanent service staff for two half-years. The y-axis represents the percentage, ranging from 0% to 20% in 2.5% increments. The x-axis shows H1 2022/23 and H2 2022/23. A horizontal blue line indicates the target at 5%. The actual values are shown as dark grey bars: 2.43% for H1 2022/23 and 4.87% for H2 2022/23. The legend identifies the dark grey bars as 'Half Years' and the blue line as 'Target (Half Years)'.</p> <table border="1"> <thead> <tr> <th>Half Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>H1 2022/23</td> <td>2.43%</td> <td>5%</td> </tr> <tr> <td>H2 2022/23</td> <td>4.87%</td> <td>5%</td> </tr> </tbody> </table>					Half Year	Actual	Target	H1 2022/23	2.43%	5%	H2 2022/23	4.87%	5%
Half Year	Actual	Target											
H1 2022/23	2.43%	5%											
H2 2022/23	4.87%	5%											

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%	76%	79%	RED	
Comment				
<p>There is a significant improvement in the performance of this indicator.</p> <p>The Senior Management Team have been meeting on a monthly basis with Human Resources to review the Employee Review and Development (ERD) performance within Neighbourhood Services and Infrastructure and to identify areas requiring support and training.</p> <p>Heads of Service continue to work very closely with managers to provide support and to ensure ERD meetings are carried out on an annual basis. The recording sheet of the status of ERDs is held centrally and is accessible to the Corporate Director and all Heads of Service so they can check at any point in time on progress with ERD meetings. Managers continue to provide regular support to operational staff as required.</p> <p>There is a process in place whereby administration support teams proactively send reminders to managers and assist with arranging ERD meeting dates for staff, along with the necessary paperwork; additional administrative resources are dedicated to ensuring meetings are being arranged.</p> <p>The support dedicated to this process has had a very positive impact on the performance of this indicator.</p> <p>Various staff from across Neighbourhood Services and Infrastructure have been fully engaged with the Human Resources focus group to review the ERD process.</p>				

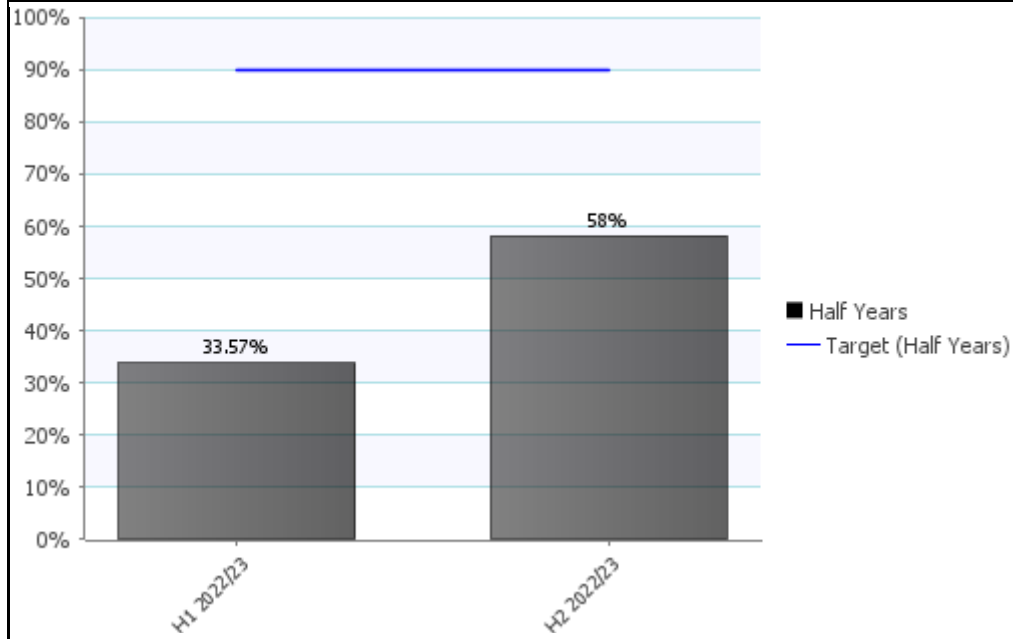


Performance Indicator													
CCG 08 – Invoice payment – The number of invoices that were submitted accurately, and paid within 30 days of invoice date, as a proportion of the total number of invoices paid.													
Target	Actual	Intervention	RAG										
90%	79.1%	79%	AMBER	⚠️									
Comment													
<p>There has been good improvement with this indicator which has progressed to amber status from red. There are some challenges with suppliers who send out invoices long after the date on the invoice, sometimes many months and sometimes longer, therefore the performance indicator is very difficult to meet. It also seems that some invoices are received before the goods are actually received, meaning they cannot be paid until the goods are received and checked. Progress on invoicing is reported to the Corporate Director on a weekly basis. The service has been advised that this performance indicator is one of the Local Government Benchmark Framework set of indicators and therefore this indicator cannot be altered.</p>													
Trend Chart													
<p>The trend chart displays the performance of the CCG 08 – Invoice payment indicator over two half-years. The vertical axis represents the percentage of invoices paid accurately and within 30 days, ranging from 0% to 100%. The horizontal axis shows the periods H1 2022/23 and H2 2022/23. A horizontal blue line indicates the target performance at 90%. The performance for H1 2022/23 is 76%, and for H2 2022/23, it is 79.1%. The chart shows a slight improvement from H1 to H2, but the performance remains below the target.</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 2022/23</td> <td>76%</td> <td>90%</td> </tr> <tr> <td>H2 2022/23</td> <td>79.1%</td> <td>90%</td> </tr> </tbody> </table>					Half Year	Actual Performance (%)	Target (%)	H1 2022/23	76%	90%	H2 2022/23	79.1%	90%
Half Year	Actual Performance (%)	Target (%)											
H1 2022/23	76%	90%											
H2 2022/23	79.1%	90%											

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%	58%	79%	RED	
Comment				
<p>Although this indicator remains at red status there is improvement this reporting period. The Directorate Management Team continues to work closely with Human Resources to overcome challenges in ensuring that all staff complete mandatory iLearn training. Work with Neighbourhood Services and Infrastructure managers has also taken place to ensure that the right staff appear on the mandatory training reports. Some staff, primarily operational staff, complete certain training as a matter of course and as part of their job specific training, and it was agreed with Human Resources and with the Safety and Contingencies Team that these staff do not need to complete the iLearn training as well as this would be duplication; for accuracy of reporting these staff were removed from the report.</p> <p>Human Resources have provided paper-based training for those staff who do not have IT access, managers arrange group team sessions to cover the training but noting that this can still be challenging, particularly with staff based on the outer isles. Discussions have also taken place with Human Resources to ensure that staff working in more than one Council service such as Neighbourhood Services and Infrastructure and Education, Leisure and Housing are not double counted on reporting for this indicator and to ensure that staff do not have to complete the same iLearn training twice.</p> <p>iLearn is a web-based system so staff who do not have a Council IT account can still access the training through their own personal devices, staff would need to undertake this training outwith their standard Council working hours so a system of either taking the time back or being paid for the training needs to be explored. There may also be opportunities for these staff to book times at Council locations where they can access a computer to complete the training, this may be at local schools or at other offices, again, this is an opportunity that needs to be explored formally.</p> <p>Line managers receive automated emails from the iLearn system to inform them that staff training is overdue but staff members do not receive these emails direct. A discussion has taken place with Learning and Development recently and consideration is being given to switching this facility back on which would prove very helpful. The automated emails go out to remind people that training is overdue, and there has been a request made to see if the reminder could be sent a month or so in advance of the training deadline</p>				


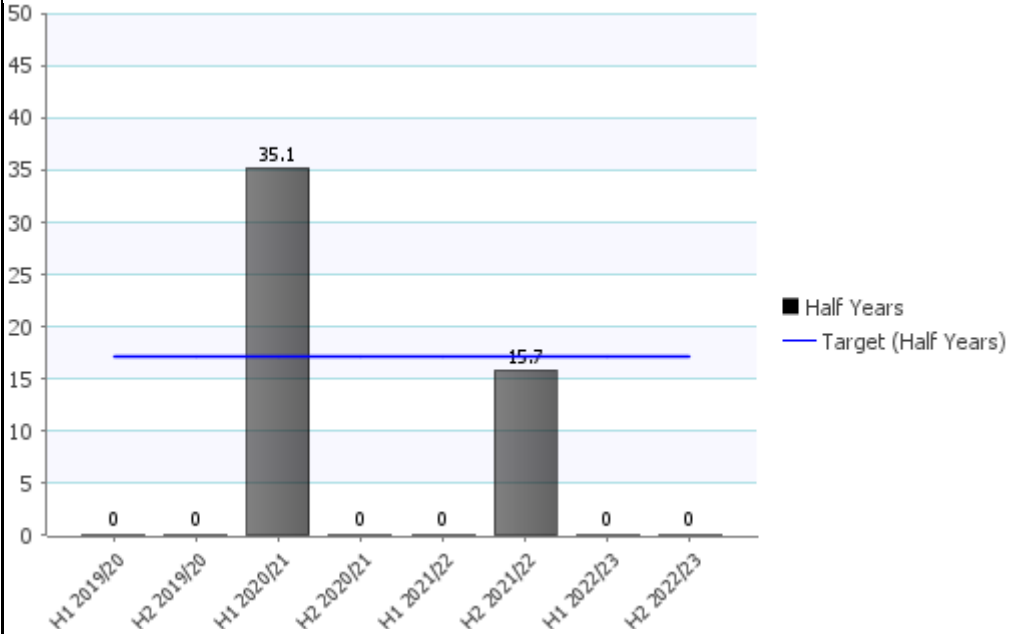
date so that arrangements can be made for the training to be completed prior to the deadline.


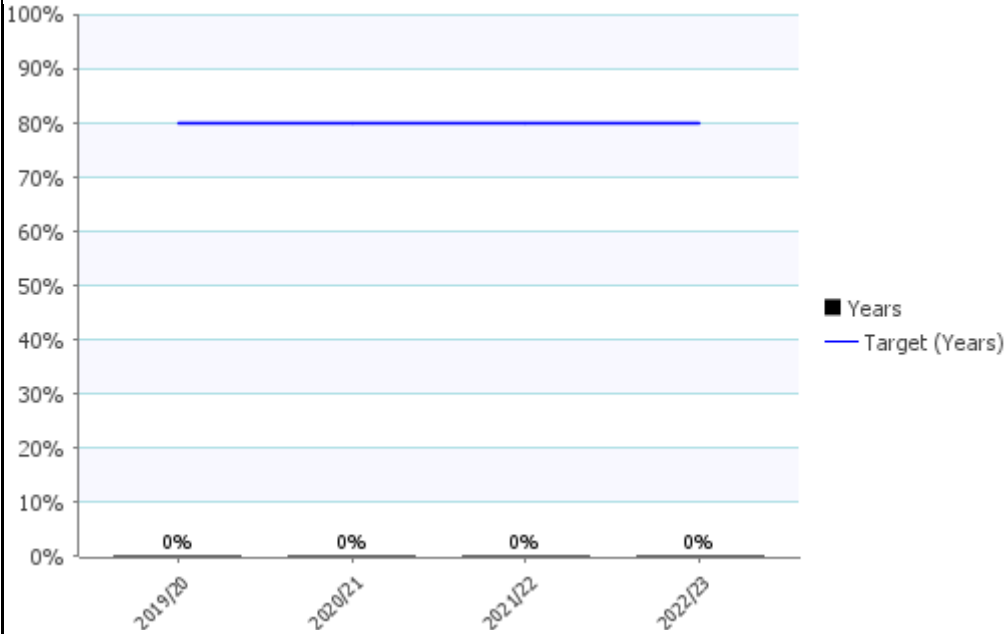
Trend Chart



Performance Indicator																						
SS 01 – Building Warrants – Average time to grant a building warrant or amendment to warrant.																						
Target	Actual	Intervention	RAG																			
60	64.27	65	AMBER	⚠️																		
Comment																						
Common problem of delays in receiving information from agents, which prolongs the process. Reduced staffing from 1 January to mid November 2022 as a result of staff retirement, this post has been filled but training is ongoing which is demanding on the team in terms of resources available to commit to this. This service specific performance indicator is due to be reviewed as part of the introduction of the Directorate Delivery Plan.																						
Trend Chart																						
<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Half Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>43.25</td> </tr> <tr> <td>H2 2019/20</td> <td>41.23</td> </tr> <tr> <td>H1 2020/21</td> <td>46.52</td> </tr> <tr> <td>H2 2020/21</td> <td>46.88</td> </tr> <tr> <td>H1 2021/22</td> <td>49.72</td> </tr> <tr> <td>H2 2021/22</td> <td>61.79</td> </tr> <tr> <td>H1 2022/23</td> <td>63.13</td> </tr> <tr> <td>H2 2022/23</td> <td>64.27</td> </tr> </tbody> </table>					Half Year	Value	H1 2019/20	43.25	H2 2019/20	41.23	H1 2020/21	46.52	H2 2020/21	46.88	H1 2021/22	49.72	H2 2021/22	61.79	H1 2022/23	63.13	H2 2022/23	64.27
Half Year	Value																					
H1 2019/20	43.25																					
H2 2019/20	41.23																					
H1 2020/21	46.52																					
H2 2020/21	46.88																					
H1 2021/22	49.72																					
H2 2021/22	61.79																					
H1 2022/23	63.13																					
H2 2022/23	64.27																					

Performance Indicator																						
SS 07 – Planning Applications – Average timescale (weeks) to determine planning application for local developments.																						
Target	Actual	Intervention	RAG																			
8	9.64	16	AMBER	⚠️																		
Comment																						
The Scottish Government has moved from quarterly to six monthly reporting periods. The last published statistics were for the first six months of 2022/23 (ie April to September 2022) with the six monthly figure for Orkney being 9.6 weeks. Please note that due to a system error in Pentana the 9.64 on the chart below should fall under H1 2022/23 and not H2 2022/23.																						
Trend Chart																						
<p>The trend chart displays the average timescale in weeks for planning applications over eight half-year periods. The y-axis ranges from 0 to 50 weeks. A target line is set at 8 weeks. The actual values for each half-year are: 9.1 (H1 2019/20), 9.1 (H2 2019/20), 9.6 (H1 2020/21), 8.7 (H2 2020/21), 8.8 (H1 2021/22), 8.4 (H2 2021/22), 0 (H1 2022/23), and 9.64 (H2 2022/23). The H1 2022/23 period shows a value of 0, which is likely a data entry error as per the comment.</p> <table border="1"> <caption>Half-Yearly Average Timescale Data</caption> <thead> <tr> <th>Half Year</th> <th>Actual (Weeks)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>9.1</td> </tr> <tr> <td>H2 2019/20</td> <td>9.1</td> </tr> <tr> <td>H1 2020/21</td> <td>9.6</td> </tr> <tr> <td>H2 2020/21</td> <td>8.7</td> </tr> <tr> <td>H1 2021/22</td> <td>8.8</td> </tr> <tr> <td>H2 2021/22</td> <td>8.4</td> </tr> <tr> <td>H1 2022/23</td> <td>0</td> </tr> <tr> <td>H2 2022/23</td> <td>9.64</td> </tr> </tbody> </table>					Half Year	Actual (Weeks)	H1 2019/20	9.1	H2 2019/20	9.1	H1 2020/21	9.6	H2 2020/21	8.7	H1 2021/22	8.8	H2 2021/22	8.4	H1 2022/23	0	H2 2022/23	9.64
Half Year	Actual (Weeks)																					
H1 2019/20	9.1																					
H2 2019/20	9.1																					
H1 2020/21	9.6																					
H2 2020/21	8.7																					
H1 2021/22	8.8																					
H2 2021/22	8.4																					
H1 2022/23	0																					
H2 2022/23	9.64																					

Performance Indicator																															
SS 08 – Planning Applications – Average timescale (weeks) to determine planning application for major developments.																															
Target	Actual	Intervention	RAG																												
17	0	31	GREEN																												
Comment																															
<p>The Scottish Government has moved from quarterly to six monthly reporting periods. The last published statistics were for the first six months of 2022/23 (ie April to September 2022). No planning applications for major developments were determined during that six month period. This service specific performance indicator is due to be replaced with a planning enforcement indicator and will be included as part of the introduction of the new Directorate Delivery Plan.</p>																															
Trend Chart																															
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Half Year	Actual (Weeks)	Target (Weeks)																													
H1 2019/20	0	17.5																													
H2 2019/20	0	17.5																													
H1 2020/21	35.1	17.5																													
H2 2020/21	0	17.5																													
H1 2021/22	0	17.5																													
H2 2021/22	15.7	17.5																													
H1 2022/23	0	17.5																													
H2 2022/23	0	17.5																													

Performance Indicator																			
SS 10 – Street Lighting – Percentage of Street light faults repaired within 7 days.																			
Target	Actual	Intervention	RAG																
80%	0%	69%	RED																
Comment																			
It is not possible to provide the information currently as the Customer Service Platform/Dash system requires further improvement development work on the reporting tool. This is being addressed through one of the Improvement Support project workstreams. The status for this Performance Indicator has been marked as not applicable (N/A) as it cannot be determined without the data. This service specific performance indicator is due to be reviewed as part of the introduction of the new Directorate Delivery Plan.																			
Trend Chart																			
 <p>The chart displays a horizontal line at 80% representing the target and four bars at 0% representing actual performance for the years 2019/20, 2020/21, 2021/22, and 2022/23. The y-axis ranges from 0% to 100% in 10% increments.</p> <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Year</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>0%</td> <td>80%</td> </tr> <tr> <td>2020/21</td> <td>0%</td> <td>80%</td> </tr> <tr> <td>2021/22</td> <td>0%</td> <td>80%</td> </tr> <tr> <td>2022/23</td> <td>0%</td> <td>80%</td> </tr> </tbody> </table>					Year	Actual (%)	Target (%)	2019/20	0%	80%	2020/21	0%	80%	2021/22	0%	80%	2022/23	0%	80%
Year	Actual (%)	Target (%)																	
2019/20	0%	80%																	
2020/21	0%	80%																	
2021/22	0%	80%																	
2022/23	0%	80%																	

Personnel key

Corporate Director for Neighbourhood Services and Infrastructure – Hayley Green

Head of Planning and Community Protection – Roddy MacKay

Head of Neighbourhood Services – Lorna Richardson

Head of Property, Asset Management and Facilities – Kenny MacPherson

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.


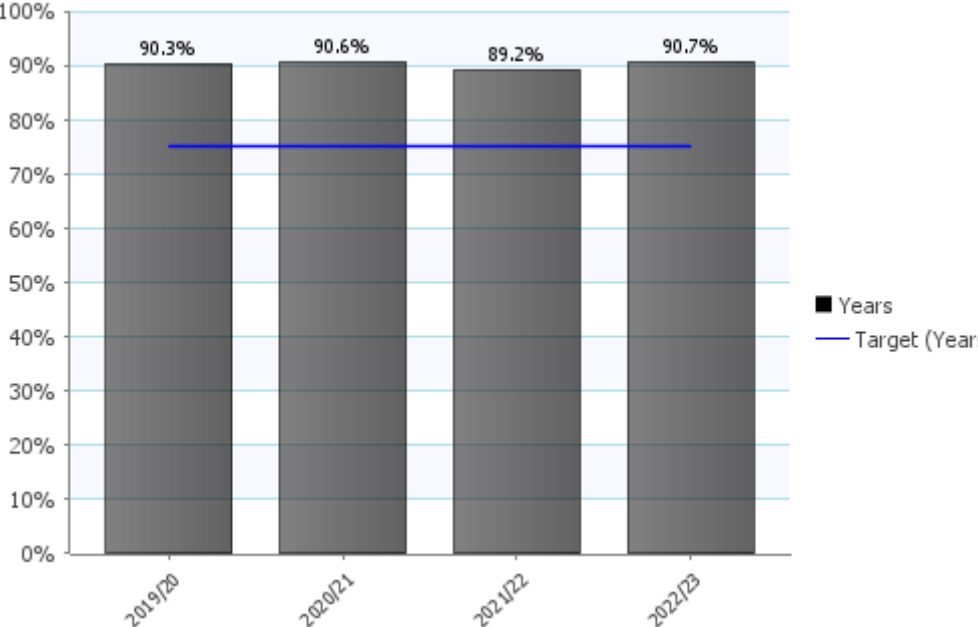
Neighbourhood Services and Infrastructure Performance Indicator Report - Annual


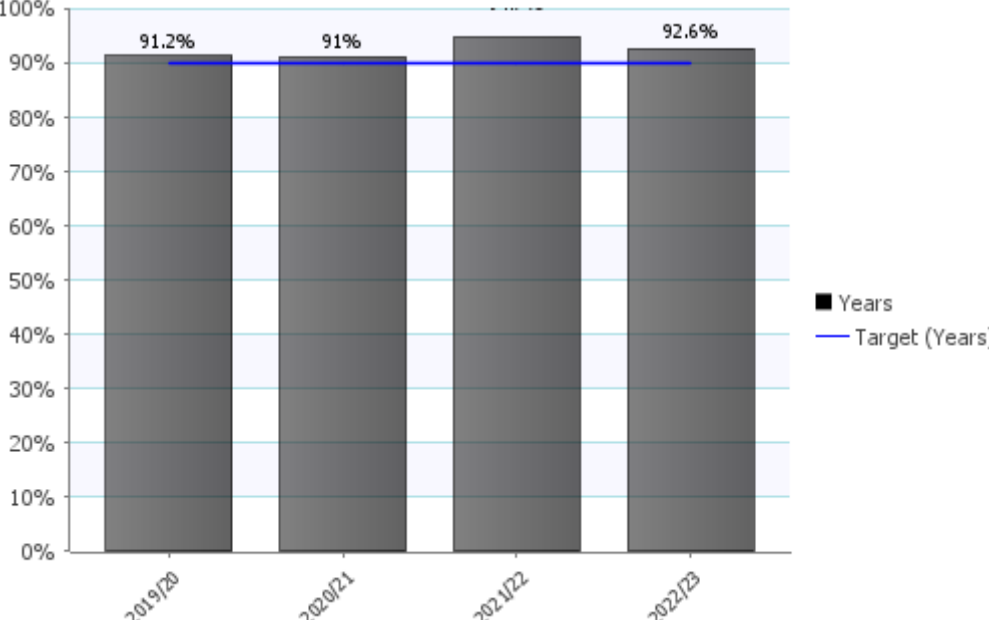
Service Performance Indicators at 31 March 2023




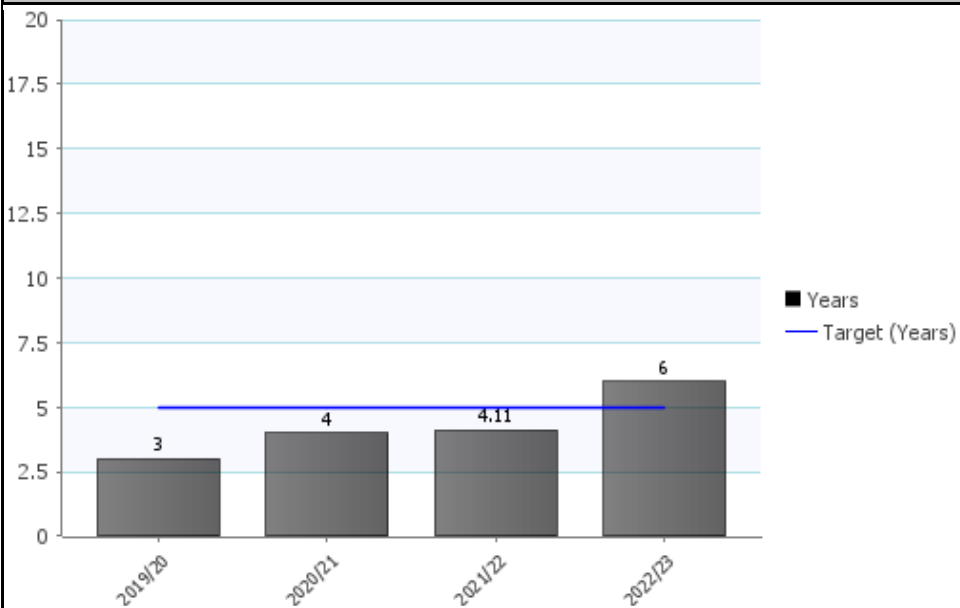
Performance Indicator																			
SS 02 – Food Hygiene – The percentage of food businesses “broadly compliant” with food law – food hygiene.																			
Target	Actual	Intervention	RAG																
85%	0%	70%	N/A	N/A															
Comment																			
The food hygiene indicator has been withdrawn by the Scottish Government and is no longer valid. The status for this Performance Indicator has been marked as not applicable (N/A) as it cannot be determined. This service specific performance indicator will be replaced as part of the introduction of the Directorate Delivery Plan, new data is now available to complete this review.																			
Trend Chart																			
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Year	Actual (%)	Target (%)																	
2019/20	0%	85%																	
2020/21	0%	85%																	
2021/22	0%	85%																	
2022/23	0%	85%																	

Performance Indicator																			
SS 03 – Food Standards – The percentage of food businesses “broadly compliant” with food law – food standards.																			
Target	Actual	Intervention	RAG																
85%	0%	70%	N/A	N/A															
Comment																			
The food standards indicator has been withdrawn by the Scottish Government and is no longer valid so the status for this Performance Indicator has been marked as not applicable (N/A) as it cannot be determined. This service specific performance indicator will be replaced as part of the introduction of the Directorate Delivery Plan, new data is now available to complete this review.																			
Trend Chart																			
<p>The trend chart displays the performance of the food standards indicator over four years. The vertical axis (Y-axis) measures the percentage of food businesses broadly compliant, ranging from 0% to 100% in 10% increments. The horizontal axis (X-axis) lists the years from 2019/20 to 2022/23. A horizontal blue line represents the target at 85%. The actual performance, shown as black bars, is 0% for every year. A legend indicates that black bars represent 'Years' and the blue line represents 'Target (Years)'.</p> <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Year</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>0%</td> <td>85%</td> </tr> <tr> <td>2020/21</td> <td>0%</td> <td>85%</td> </tr> <tr> <td>2021/22</td> <td>0%</td> <td>85%</td> </tr> <tr> <td>2022/23</td> <td>0%</td> <td>85%</td> </tr> </tbody> </table>					Year	Actual Performance (%)	Target (%)	2019/20	0%	85%	2020/21	0%	85%	2021/22	0%	85%	2022/23	0%	85%
Year	Actual Performance (%)	Target (%)																	
2019/20	0%	85%																	
2020/21	0%	85%																	
2021/22	0%	85%																	
2022/23	0%	85%																	

Performance Indicator																			
SS 04 – Consumer complaints – The percentage of (trading standards) consumer complaints completed within 14 days.																			
Target	Actual	Intervention	RAG																
75%	90.7%	69%	GREEN																
Comment																			
There are no concerns with the performance for this indicator which will carry forward to the new Directorate Delivery Plan, noting the pending national review of Trading Standards performance measures.																			
Trend Chart																			
 <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Year</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>90.3%</td> <td>75%</td> </tr> <tr> <td>2020/21</td> <td>90.6%</td> <td>75%</td> </tr> <tr> <td>2021/22</td> <td>89.2%</td> <td>75%</td> </tr> <tr> <td>2022/23</td> <td>90.7%</td> <td>75%</td> </tr> </tbody> </table>					Year	Actual Performance (%)	Target (%)	2019/20	90.3%	75%	2020/21	90.6%	75%	2021/22	89.2%	75%	2022/23	90.7%	75%
Year	Actual Performance (%)	Target (%)																	
2019/20	90.3%	75%																	
2020/21	90.6%	75%																	
2021/22	89.2%	75%																	
2022/23	90.7%	75%																	

Performance Indicator																			
SS 05 – Business advice requests – The percentage of (trading standards) business advice requests completed within 14 days.																			
Target	Actual	Intervention	RAG																
90%	92.6%	84%	GREEN																
Comment																			
There are no concerns with the performance for this indicator which will carry forward to the new Directorate Delivery Plan, noting the pending national review of Trading Standards performance measures.																			
Trend Chart																			
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Year	Actual Performance (%)	Target (%)																	
2019/20	91.2%	90%																	
2020/21	91%	90%																	
2021/22	92.6%	90%																	
2022/23	92.6%	90%																	

Performance Indicator																			
SS 06 – Calibration requests – The percentage of calibration requests carried out in time.																			
Target	Actual	Intervention	RAG																
90%	100%	79%	AMBER	⚠️															
Comment																			
The target for this indicator has been met but numbers are still low due to the impact of COVID-19. This service specific performance indicator is due to be removed and will not be included within the new Directorate Delivery Plan.																			
Trend Chart																			
<p>The trend chart displays the percentage of calibration requests carried out in time from 2019/20 to 2022/23. The y-axis represents the percentage from 0% to 100%. The x-axis shows the fiscal years. A target line is drawn at 90%. The actual performance for each year is: 2019/20 (87%), 2020/21 (87.5%), 2021/22 (82%), and 2022/23 (100%).</p> <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Year</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>87%</td> <td>90%</td> </tr> <tr> <td>2020/21</td> <td>87.5%</td> <td>90%</td> </tr> <tr> <td>2021/22</td> <td>82%</td> <td>90%</td> </tr> <tr> <td>2022/23</td> <td>100%</td> <td>90%</td> </tr> </tbody> </table>					Year	Actual (%)	Target (%)	2019/20	87%	90%	2020/21	87.5%	90%	2021/22	82%	90%	2022/23	100%	90%
Year	Actual (%)	Target (%)																	
2019/20	87%	90%																	
2020/21	87.5%	90%																	
2021/22	82%	90%																	
2022/23	100%	90%																	

Performance Indicator																			
SS 09 – Local Development Plan – Age of the Local Development Plan/Number of years since formal adoption.																			
Target	Actual	Intervention	RAG																
5	6	5	RED																
Comment																			
<p>The Local Development Plan was adopted in April 2017 and runs until April 2022. The review of the Local Development Plan is delayed because of the national review of the planning system. Secondary legislation is due which will provide the Planning Authority with detail on process and timescales for the review and the production of a new Local Development Plan. This is to be published in May 2023 and with the change in legislation this indicator will need to be amended in line with new national performance measurement when developed via the Planning Performance Framework. This will be included in the new Directorate Delivery Plan.</p>																			
Trend Chart																			
 <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Year</th> <th>Actual (Years)</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>3</td> <td>5</td> </tr> <tr> <td>2020/21</td> <td>4</td> <td>5</td> </tr> <tr> <td>2021/22</td> <td>4.11</td> <td>5</td> </tr> <tr> <td>2022/23</td> <td>6</td> <td>5</td> </tr> </tbody> </table>					Year	Actual (Years)	Target (Years)	2019/20	3	5	2020/21	4	5	2021/22	4.11	5	2022/23	6	5
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2022/23	6	5																	

Personnel key

Corporate Director for Neighbourhood Services and Infrastructure – Hayley Green

Head of Planning and Community Protection – Roddy MacKay

Head of Neighbourhood Services – Lorna Richardson

Head of Property, Asset Management and Facilities – Kenny MacPherson

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.