

Item: 6.1

Policy and Resources Committee: 27 November 2018.

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 April to 30 September 2018.

2. Recommendations

The Committee is invited to scrutinise:

2.1.

The performance of the Chief Executive’s Service for the reporting period 1 April to 30 September 2018, as set out in sections 3 to 5 and Annexes 1 and 2 of this report.

3. Service Plan – Performance Reporting

The service plan action plan, attached as Annex 1 to this report, provides the detail of the agreed service priorities, as expressed in the 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.

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 the Chief Executive’s Service in the six month period 1 April to 30 September 2018, and for the preceding two six month monitoring periods.

Table 1.	Six months ending 30 September 2017.	Six months ending 31 March 2018.	Six months ending 30 September 2018.	Totals.
Complaints.	1.	3.	3.	7.
Compliments.	5.	8.	7.	20.

5.2.

Table 1 above provides raw data on complaints and compliments over three reporting periods for Chief Executive's Service. When considering the data within Table 1, it should be noted that the Council has adopted a policy of encouraging staff to record all complaints against the Council through the Complaints Handling Procedure. This includes complaints that are quickly and satisfactorily resolved by the frontline service, thereby enabling the Council to identify any trends that would help to improve the service. As a result of this policy, the number of complaints captured by the procedure has increased across the Council.

5.3.

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

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, service plans are 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

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10. Annexes

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

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

Chief Executive's Service Service Plan Actions for six months ending 30 September 2018

Action.	Description.	Lead.	Previous period March 2018.		Current period September 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
01 – Review of Twinning arrangements.	Undertake a review of Twinning arrangements.	Karen Greaves.	Red.	Overdue.	01/04/2016.	30/04/2019.	Green	In Progress.	Work of the review of twinning arrangements has commenced with discussions in respect of the student exchange programme.
02 - Audio Casting.	Consider options for expanding the audio casting system to all committee meetings and undertake a review of the audio casting system hardware and software.	Karen Greaves.	Green.	In Progress.	04/07/2017.	30/04/2019.	Green.	In Progress.	Options were considered by Policy and Resources Committee on 25 September 2018. However, at Council on 9 October 2018, it was resolved that further work is required which will be undertaken prior to further consideration by the Policy and Resources

Action.	Description.	Lead.	Previous period March 2018.		Current period September 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
									Committee at a future date.
03 - Our Islands Our Future.	Develop and deliver joint programme of work with Shetland Islands Council and Comhairle nan Eilean Siar.	Alistair Buchan.	Green.	In Progress.	04/07/2017.	30/04/2019.	Green.	In Progress.	A joint programme of work is underway.
04 - Empowering Communities.	Implement the expanded Empowering Communities Project to two additional areas.	Karen Greaves.	Green.	In Progress.	04/07/2017.	30/04/2019.	Green.	In Progress.	A full review of the project is planned which will build on feedback from Community Councils and the Community Conversation events.
05 - Customer Services Platform.	As part of the Change Programme, CR06, implement the new Customer Services Platform project.	Karen Greaves.	Green.	In Progress.	04/07/2017.	30/04/2019.	Green.	In Progress.	The implementation of the project is underway.

Action.	Description.	Lead.	Previous period March 2018.		Current period September 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
06 - Customer Services.	Introduce Customer Services Standards across the Council.	Karen Greaves.	Green.	In Progress.	04/07/2017.	31/12/2018.	Green.	In Progress.	Standards being reviewed by Corporate Administrative Group prior to roll out.
07 – Workforce Plans.	Develop detailed service workforce plans – one for each of the five services, skills and financial constraints.	Karen Greaves.			19/06/2018.	31/03/2019.	Green.	In progress.	Review and development of service workforce plan underway.
08a – Councillor Training.	With elected members and members of the Senior Management Team, carry out a review of the current Councillors Induction Programme, in order to identify any gaps in the programme,	Karen Greaves.			01/04/2018.	31/12/2018.	Green.	In progress.	Further review of Induction Programme will commence with Members' Seminar on 30 October 2018.

Action.	Description.	Lead.	Previous period March 2018.		Current period September 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
	and/or any areas where development or improvement could be made.								
08b – Councillor Training.	In response to the outcome of the review of the current Councillors Induction Programme, develop an ongoing training and development programme to address any gaps and/or areas in need of development or improvement.	Karen Greaves.			01/04/2018.	31/12/2019.	Green.	In Progress.	Development of continued professional development programme underway, commencing with CPD Seminar on 30 October 2018.
08c – Councillor Training.	Encourage a greater level of engagement with personal development opportunities amongst	Karen Greaves.			01/04/2018.	31/12/2019.	Green.	In Progress.	Initial session to encourage engagement with continuing professional development to be

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			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
	elected members.								held on 30 October 2018.
09 – Communication Strategy.	Communication Strategy Action Plan to be developed in consultation with the Member/Officer Working Group.	Karen Greaves.			01/04/2018.	31/12/2018.	Green.	In Progress.	A draft Action Plan has been developed and will be considered by the Communications Member/Officer Working Group shortly.
10 - Budget Monitoring.	Budget Monitoring for the capital programme.	Gareth Waterson.			01/04/2018.	31/01/2019.	Green.	In Progress.	Budget monitoring of capital programme is in progress, with update as at 30 September 2018 due to be reported to Policy and Resources Committee on 27 November 2018.
11a – Investment Strategy.	Review the strategy for the OIC Pension Fund.	Gareth Waterson.			01/04/2018.	30/04/2019.	Green.	In Progress.	Hymans have been commissioned to undertake a review of the strategy and have issued their draft report which has yet to be

Action.	Description.	Lead.	Previous period March 2018.		Current period September 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
									reported to the Pension Fund Sub-committee.
11b – Investment Strategy.	Review the Investment Strategy for the Strategic Reserve Fund.	Gareth Waterson.			01/04/2018.	30/04/2019.	Green.	In Progress.	Hymans have been commissioned to undertake a review of the strategy and have issued their draft report which has yet to be reported to the Investments Sub-committee.
13 – Long-term Financial Plan.	Draft a long-term financial plan to assist the Council in developing its budget process.	Gareth Waterson.			01/04/2018.	31/01/2019.	Green.	In Progress.	Work on developing a long-term financial plan is underway. The Head of Finance has gathered some examples of long-term financial plans from other councils and, with reference to the Scottish Government's five - year financial strategy and other available commentaries on

Action.	Description.	Lead.	Previous period March 2018.		Current period September 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
									the economic outlook for the country, has commenced drafting a long-term financial plan.
14 – Long-term Capital Strategy.	Draft a long-term capital strategy to assist the Council in developing its budget process.	Gareth Waterson.			01/04/2018.	31/03/2019.	Green.	In Progress.	Work has started on developing a long term capital strategy.

Personnel key

Chief Executive – Alistair Buchan.

Head of Finance – Gareth Waterson.

Head of Executive Support – 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 Indicators for six months ending 30 September 2018

Performance Indicator	Lead.	Previous period March 2018.		Current period September 2019.				
		Actual.	RAG.	Actual.	Target.	Intervention.	RAG.	Comment.
01 - CCG - Sickness absence - The average number of working days per employee lost through sickness absence, expressed as a percentage of the number of working days available.	Karen Greaves.	3.20%	Green.	1.6%	4%	6.1%	Green.	The service management team continues to address sickness absence within the service, and within the context of the Council's policy on the management of sickness absence.
02 - CCG - Sickness absence - Of the staff who had frequent and/or long term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.	Karen Greaves.	81.25%	Amber.	80%	90%	79%	Amber.	Managers in the Chief Executive's Service follow the Council's Sickness Absence Policy closely.
03 - CCG - Staff accidents - The number of staff accidents within the service, per 30 staff per year.	Karen Greaves.	0.00.	Green.	0.33.	1.00.	2.10.	Green.	The occurrence of accidents within the Chief Executive's Service remains very low. One accident recorded in the last 12 months.

Performance Indicator	Lead.	Previous period March 2018.		Current period September 2019.				
		Actual.	RAG.	Actual.	Target.	Intervention.	RAG.	Comment.
04 - CCG - Budget control - The number of significant variances (priority actions) generated at cost centre level, as a proportion of cost centres held.	Karen Greaves.	21%	Amber.	13%	15%	31%	Green.	The Chief Executive's Service management team actively monitors variances within budgets across the service. Variances occurred due to a number of factors which have been considered in setting budgets for 2018/19.
05 - CCG - Recruitment and retention - The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.	Karen Greaves.	0%	Green.	0%	2%	4.1%	Green.	Within the Chief Executive's Service, staff recruitment has improved.
06 - CCG - Recruitment and retention - The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff.	Karen Greaves.	2.33%	Green.	5.48%	5%	10.1%	Amber.	Within the Chief Executive's Service, staff retention remains high.
07 - CCG - ERD - The number of staff who receive (at least) an annual face-to-face employee review and development (ERD) meeting,	Karen Greaves.	90%	Green.	92.4%	90%	79%	Green.	Within the Chief Executive's Service, employee review and development remains a priority.

Performance Indicator	Lead.	Previous period March 2018.		Current period September 2019.				
		Actual.	RAG.	Actual.	Target.	Intervention.	RAG.	Comment.
as a proportion of the total number of staff within the service.								
08 - CCG - Invoice payment - The number of invoices that were submitted accurately, and paid within 30 days of invoice date, as a proportion of the total number of invoices paid.	Karen Greaves.	89.7%	Green.	86.1%	80%	69%	Green.	Within the Chief Executive's Service, invoices are paid as a matter of priority.

Personnel key

Chief Executive – Alistair Buchan

Head of Finance – Gareth Waterson

Head of Executive Support – Karen Greaves

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.