Item: 6.1

Policy and Resources Committee: 23 November 2021.

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 2021.

2. Recommendations

The Committee is invited to scrutinise:

2.1.

The performance of the Chief Executive's Service for the reporting period 1 April 2021 to 30 September 2021, as set out in sections 3 to 5 and Annexes 1 and 2 of this report.

It is recommended:

2.2.

That the action, referred to at section 3.2 of this report, which has been progressed to completion, be removed from the Chief Executive's Service Plan.

2.3.

That the actions, referred to at section 3.3 of this report, be amended as indicated.

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.

• 10 – Purchase to Pay – Develop and introduce Purchase to Pay system.

3.3.

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

- 01 Review of Twinning it is proposed that the target date for this action is extended to 30 April 2022.
- 02 Capital Strategy it is proposed that the target date for this action is extended to 31 August 2022.
- 06 Internal Communication it is proposed that the target date for this action is extended to 30 April 2022.
- 07 Council Website it is proposed that the target date for this action is extended to 31 August 2022.
- 11 Feedback it is proposed that the target date for this action is extended to 31 August 2022.
- 13 Carbon Reduction it is proposed that the target date for this action is extended to 31 August 2022.

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 April 2021 to 30 September 2021, and for the preceding six month monitoring period.

Table 1.	Six months ending 30 September 2020.	Six months ending 31 March 2021.	Six months ending 30 September 2021.	Totals.
Complaints.	0.	1	3.	4.
Compliments.	2.	5.	20.	27.

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. 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

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

Karen Greaves, Head of Executive Support, extension 2202, Email karen.greaves@orkney.gov.uk

Gareth Waterson, Interim Executive Director of Finance, Regulatory, Marine and Transportation Services, extension 2103, Email gareth.waterson@orkney.gov.uk

10. 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 30 September 2021



Title	Description	Intended Outcome	BRAG	}	Start Date	Target Date
	Reaffirm the Council's Twinning arrangements.	The Council's Twinning arrangements are reaffirmed.	RED		01-Oct-2019	30-Apr-2021
Lead	Comment	omment				
	RAG status at 31 March 2021: RED ne review of Twinning has not yet commenced due to other priorities during the pandemic. In addition, it was hoped that in-person visit from Norway would take place in December 2021. As this is not the case, discussions will commence rtually and therefore it is proposed to amend the Target Date to 30 April 2022.					

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	RED		01-Oct-2019	30-Sept-2021	
Lead	Comment	omment					
Gareth Waterson	RAG status at 31 March 2021: GREEN o further progress has been made on the strategy as resources have been engaged in COVID recovery work and year accounts, therefore it is proposed to amend the Target Date to 31 August 2022.						

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.	GREEN		01-Oct-2019	30-Apr-2022
Lead	Comment					
Karen Greaves	BRAG status at 31 March 2021: GREEN Councillors receive ongoing training and development through seminars and specific events. Feedback will inform the induction and programme for the next term of Council.					

Title	Description	Intended Outcome	BRAG	}	Start Date	Target Date
	Identify and develop improvements to internal communications.	Orkney Islands Council staff are better informed.	RED		01-Oct-2019	31-Dec-2020
Lead	Comment					
	BRAG status at 31 March 2021: RED Work on this has started as part of the SMT Our People Our Plan priorities. The target for this action requires to be amended to 30 April 2022.					es to be

Title	Description	Intended Outcome	BRAG	}	Start Date	Target Date	
Actions - 07 - Council		The Orkney community has improved access to Council information.	RED		01-Oct-2019	30-Apr-2021	
Lead	Comment	omment					
	BRAG status at 31 March 2021: RED A review of the Council Website is underway. This action requires an amended target date for completion of 31 August 2022.						

Title	Description	Intended Outcome	BRAC	}	Start Date	Target Date
	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	Comment				
Karen Greaves	BRAG status at 31 March 2021: GREEN The implementation of the programme has been delayed due to other important and urgent priorities. The priorities for the programme were further agreed in August 2021 and vacant posts filled. The revised programme is underway.					

Title	Description	Intended Outcome	BRAC	}	Start Date	Target Date
CES Service Plan Actions - 10 - Purchase to Pay.	Develop and introduce Purchase to Pay system.	More efficient processing of purchase orders and payments.	BLUE	(3)	01-Oct-2019	30-Sept-2021
Lead	Comment					
Gareth Waterson						

Title	Description	Intended Outcome	BRAG	3	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	30-Sept-2021
Lead	Comment					
					g considered	

Title	Description	Intended Outcome	BRAC	3	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.	RED		01-Oct-2019	31-Oct-2020
Lead	Comment					
BRAG status at 31 March 2021: RED Policies and procedures are reviewed as they become due for updating and where possible amended to include changes to contribute to carbon reduction. Work on this has slowed down as a result of the pandemic due to requirement to comply with guidance and hygiene measures, eg there has been a temporary increase in use of disposable / single use items. The Target Date requires amending to 31 August 2022.						

Personnel key

Interim Chief Executive – John W Mundell.

Interim Executive Director of Finance, Regulatory, Marine and Transportation Services – 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 Indicator Report

Service Performance Indicators at 30 September 2021



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	RAC	3
4%	1.93%	6.1%	GREEN	

Comment

The period between 1 April and 30 September also needs to be considered in the context of COVID-19 with many office staff still working from home with a reduction in community transfer of normal minor illnesses.



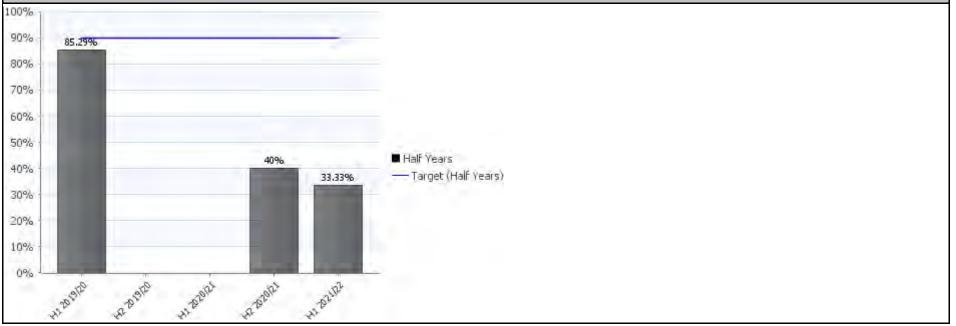
CCG 02 – Sickness absence – Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.

Target	Actual	Intervention	RAC	3
90%	33.33%	79%	RED	

Comment

Individual instances where management intervention has not been properly recorded will continue to be investigated. However, it should be noted that remote working has made interventions more challenging for managers.



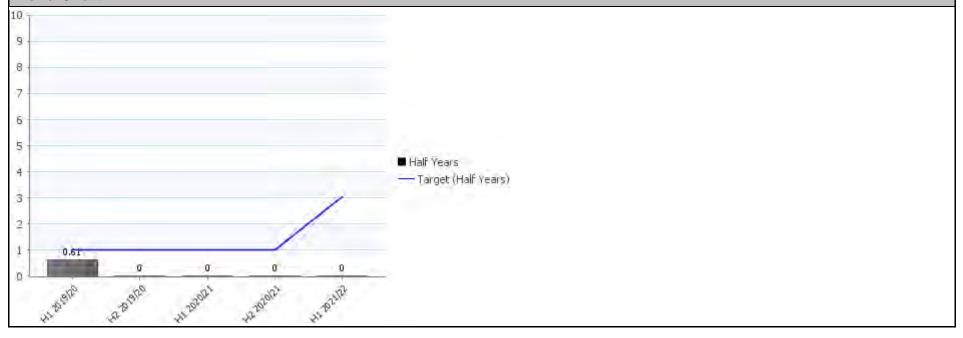


CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.

Target	Actual	Intervention	RAG	
3.03	1(1)	2.1	GREEN	

Comment

No staff accidents were reported within the Chief Executive Service over the previous 12 months.

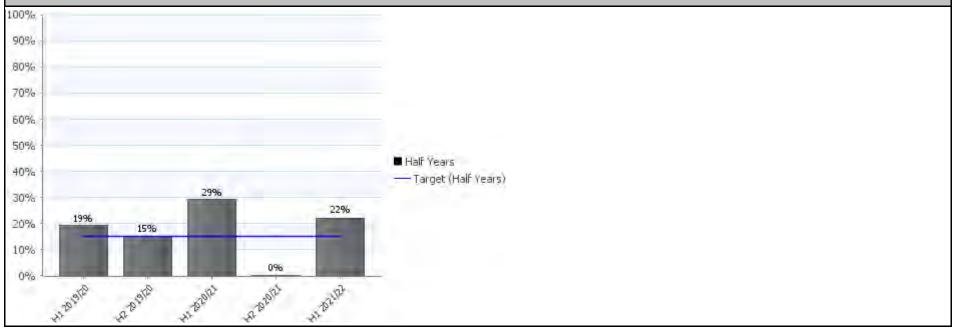


CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.

Target	Actual	Intervention	RAG	
15%	22%	31%	GREEN	

Comment

Budget control has been more difficult during the Pandemic due to some cost centres being either under or overspent due to the impact of the change or reduction in business functions such as travel, some types of expenditure, staff vacancies etc.



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

Within Chief Executive's Services, staff retention remains high.



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%	4.94%	10.1%	GREEN	

Comment

Within Chief Executive's Services, staff retention remains high.



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%	86.1%	79%	AMBER	<u></u>

Comment

Performance on this indicator dropped due to other priorities and pressures during the COVID-19 pandemic that continues to affect day to day work. However, there has been steady improvement over the past three reporting periods. Managers continue to do their best to schedule and complete ERDs with their staff as workloads allow.



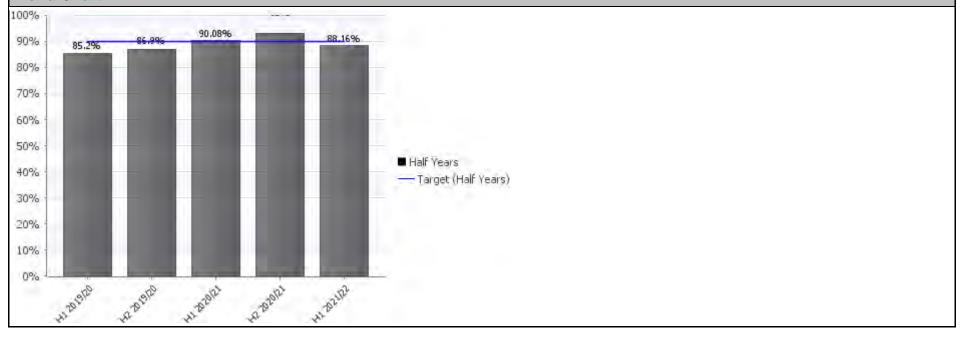
Performance Indicator

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%	88.16%	79%	GREEN	

Comment

Staff will continue to ensure that invoices are processed as quickly as possible.



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%	76.92%	79%	RED	

Comment

Managers will continue to aim to improve the completion dates through regular communication.



Personnel key 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.