

Item: 7.1

Policy and Resources Committee: 20 June 2023.

Performance Monitoring– Strategy, Performance and Business Solutions.

Joint Report by Corporate Director for Strategy, Performance and Business Solutions, Corporate Director for Enterprise and Sustainable Regeneration and Corporate Director for Neighbourhood Services and Infrastructure.

1. Purpose of Report

To advise on the performance of the Strategy, Performance and Business Solutions service, together with elements of the former Chief Executive's Service and Corporate Services, for the reporting period 1 October 2022 to 31 March 2023.

2. Recommendations

The Committee is invited to scrutinise:

2.1.

Progress with actions in the former Chief Executive's Service and Corporate Services' Service Plans, for the period 1 October 2022 to 31 March 2023, as set out in section 3 and Annex 1 to this report.

2.2.

The performance indicators for the Strategy, Performance and Business Solutions service for the period 1 October 2022 to 31 March 2023, as set out in Annex 2 to this report.

It is recommended:

2.3.

That the actions, referred to in section 3.2 of this report, that have been progressed to completion, be closed.

2.4.

That, as this is the last performance monitoring report on the former Chief Executive's Service and Corporate Services' Service Plans, actions which have not progressed to completion, as detailed in section 3.3 of this report, be considered for inclusion in the relevant Directorate Delivery Plans.

3. Service Plan Performance Monitoring

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 and Corporate Services' Service Plans for 2019 – 2022 and contains all outstanding actions.

3.2.

Set out below are those actions assessed as Blue within Annex 1, namely those which have been progressed to completion and are now being recommended to be closed:

- Former Chief Executive's Service Service Plan:
 - 11 - Feedback.
- Former Corporate Services' Service Plan:
 - 02 - Pay and Grading Structure Review.
 - 07 - Procurement.
 - 12 - Electronic Document and Records Management System.
 - 13 - Online Applications for Licensing.

3.3.

Set out below are those actions within Annex 1 that are currently in progress and are being considered for inclusion in the new Directorate Delivery Plans for the relevant service:

- Former Chief Executive's Service Service Plan:
 - 02 - Capital Strategy.
 - 09 - Change Programme - Projects.
- Former Corporate Services' Service Plan:
 - 05 - Office Accommodation Review.
 - 06 - Asset Management.
 - 08 - Digital Strategy.
 - 10 - Participatory Budgeting.
 - 11 - Locality Plan.

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 report for Strategy, Performance and Business Solutions is attached as Annex 2.

4.2.

A review of Performance Indicators is currently underway. New Performance Measures (as they will be called under the new Directorate Plan) will be included in the Directorate Delivery Plans which are due to be reported to relevant committees in September 2023.

5. Service Complaints and Compliments

5.1.

Table 1 below sets out numbers of complaints and compliments made to Strategy, Performance and Business Solutions 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.	1	1	2
Compliments	3	5	8

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. 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 process 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.

7. Financial Implications

7.1.

There are no financial implications arising from the recommendations of this report.

7.2.

Any actions that are carried forward as part of Directorate Delivery Plans will require to be met from approved capital allocations and / or from within existing revenue resources. Capital funding will have to be contained within the overall affordability of the capital programme whilst revenue will be constrained to the resources available through the revenue budget.

8. Legal Aspects

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

9. Contact Officers

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 2521, Email gareth.waterson@orkney.gov.uk

Hayley Green, Corporate Director for Neighbourhood Services and Infrastructure, extension 2309, Email hayley.green@orkney.gov.uk

Alex Rodwell, Head of Improvement and Performance, extension 2281, Email alex.rodwell@orkney.gov.uk

William Moore, Service Manager (Improvement and Performance), extension 2104, Email william.moore@orkney.gov.uk

Obinna Ume, Performance and Best Value Officer, extension 3329, Email obinna.ume@orkney.gov.uk

10. Annexes

Annex 1 – Strategy Performance and Business Solutions Actions for the 6 months ending 31 March 2023.

Annex 2 - Summary of the performance of the Strategy Performance and Business Solutions service against its performance indicator targets for the 6 months ending 31 March 2023

Strategy Performance and Business Solutions Service Plan 2019 to 2022


Progress against Chief Executive's Plan (CES) and Corporate Service (CS) Plan Actions at 31 March 2023





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	31-Aug-2022
Lead	Comment				
Gareth Waterson	<p>BRAG Status at 30 September 2022: RED</p> <p>The Senior Accounting Officer (Capital) joined OIC on 30 January 2023 and work has commenced on the development of a long-term capital strategy. This action will be considered as part of the new Directorate Delivery Plan for Enterprise and Sustainable Regeneration.</p>				


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.	RED	01-Oct-2019	30-Apr-2022
Lead	Comment				
Karen Greaves	<p>BRAG Status at 30 September 2022: RED</p> <p>The Improvement and Performance team re-initiated support for parked Change Programme projects when support for the significant priorities around Children's Services improvements concluded. This renewed focus on Change Programme projects includes the replacement of New Horizons, EDRMS (Electric Document and Records</p>				

	<p>Management System), the strategic data warehouse and improvement to business processes. A revised programme with appropriate target dates will be developed to enable progress to be monitored. This will be considered by the Corporate Leadership Team and be part of the new Directorate Delivery Plan for Strategy, Performance and Business Solutions.</p>
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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.	BLUE 	01-Oct-2019	31-Aug-2022
Lead	Comment				
Karen Greaves	<p>BRAG Status at 30 September 2022: RED</p> <p>A Customer Services public survey was undertaken, and satisfaction levels are also routinely invited when a customer uses the Customer Services Platform in addition to feedback received by, email, specific audits and through the complaints and compliments process. Internal customer satisfaction feedback is also sought through email and discussion. As this is now considered business as usual, as part of ongoing self-assessment processes, it is recommended that this action is closed off.</p>				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
CS Service Plan Actions - 02 - Pay and Grading Structure Review.	Undertake a review of the Council's pay and grading structure in line with national commitments.	Sustainable pay and grading structure in place.	BLUE 	01-Oct-2019	31-Dec-2022
Lead	Comment				
Karen Greaves	<p>BRAG Status at 30 September 2022: RED</p> <p>A new pay and grading model to fully consolidate the Living Wage and re-establish grading differentials was agreed by Council in December 2022, and with Trade Unions in February 2023. This action is therefore complete, and it is recommended that this action is now closed off.</p>				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
CS Service Plan Actions - 05 - Office Accommodation Review.	Establish a fully costed options analysis (Pre-CPA1) for Council Headquarters at School Place, which also takes account of the outcomes of the Change Review into Asset Management.	An agreed approach to the Office Accommodation Review. Should this progress following the options appraisal and costing, this action will be revisited.	RED 	01-Oct-2019	31-Dec-2021
Lead	Comment				
Hayley Green	<p>BRAG Status at 30 September 2022: RED</p> <p>Internal discussions have begun again on options, although this is still a significant amount of work to be done before this would be ready for consideration by Elected Members. This action dovetails with the Council Delivery Plan, Quality of Life action 5.13. Maintenance Strategy and the Asset Management Review. The Asset Management Review is in the procurement phase of engaging with consultants who will lead on this work once this phase is complete. The review will become the vehicle for the School Place project, options and recommendations will be needed which will develop into a plan. Informal discussions have been held with Scottish Futures Trust and some other potential public sector organisations regarding options and we are aiming to investigate further with a view to a report being prepared. It is expected that this will be one of the deliverables in the Neighbourhood Services and Infrastructure Directorate Delivery Plan</p>				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
CS Service Plan Actions - 06 - Asset Management.	Progress where possible Phase 2 of the Change Review of Asset Management.	Reduction in the number of Council Property Assets. Evidence of community bodies benefiting from the programme.	GREEN 	01-Oct-2019	31-Mar-2023
Lead	Comment				
Hayley Green	<p>BRAG Status at 30 September 2022: GREEN</p> <p>Assets continue to be disposed of as and when opportunities arise. Due to the lifting of Coronavirus restrictions, it has</p>				

	<p>been possible for officers to conduct viewings again. Work is underway to bring in additional support to review the assumptions made when this Change Review was completed and to update the asset disposal recommendations for Elected Members to re-consider. Completion of the new plan will be monitored as part of the Neighbourhood Services and Infrastructure Plan. This action dovetails with the Council Delivery Plan, Quality of Life action 5.13. Maintenance Strategy and the Asset Management Review. The Asset Management Review was put out to tender but unfortunately the exercise was unsuccessful and we are looking to progress this internally, this is also being considered as one of the deliverables of the new Neighbourhood Service and Infrastructure Directorate Delivery Plan</p>
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Title	Description	Intended Outcome	BRAG		Start Date	Target Date
CS Service Plan Actions - 07 - Procurement.	Progress where possible Phase 2 of the Change Review of Procurement.	Effective procurement which contributes to a reduction in Council costs. Support for local businesses, where possible.	BLUE		01-Oct-2019	31-Mar-2023
Lead	Comment					
Karen Greaves; Gavin Mitchell	<p>BRAG Status at 30 September 2022: AMBER</p> <p>The Sustainable Procurement Policy, including its provisions on community benefit, is followed when undertaking procurement exercises. Some savings have been achieved, including through greater reliance on framework agreements, although a greater level of savings has been difficult to achieve given the overall inflationary increases in the cost of goods, supplies and services across all areas of the Council. As this action has been progressed to completion, it is recommended that this action be closed.</p>					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
CS Service Plan Actions - 08 - Digital Strategy.	Review and update the current Digital Strategy and develop a new Digital Strategy Delivery Plan. Focus for this second iteration to be on practical service improvements for Orkney citizens.	A more digitally developed and confident workforce.	RED		01-Oct-2019	30-Sep-2021


Lead	Comment
Karen Greaves	<p>BRAG Status at 30 September 2022: RED</p> <p>It is critical that the digital strategy delivery plan supports and enables the Council Plan 2023-28. For this reason, it will be presented at Policy and Resources Committee in September 2023.</p>


Title	Description	Intended Outcome	BRAG	Start Date	Target Date	
CS Service Plan Actions - 10 - Participatory Budgeting.	Working with colleagues in Finance, explore options to further develop Participatory Budgeting (PB) in line with national policy drivers and the Council's strategic plan, and move the Council towards readiness to meet its 1% budget target for mainstream PB. Inclusion of mainstream PB in Council budget for 2021 to 2022.	More participations by communities in mainstream budgeting.	RED		01-Oct-2019	31-Mar-2023

Lead	Comment
Karen Greaves	<p>BRAG Status at 30 September 2022: RED</p> <p>COSLA and Scottish Government agreed in January 2021 to be "flexible" in the delivery of the 1% target for mainstream PB in 2021/22 budgets. COSLA is continuing to support councils which wish to pursue mainstream PB. OIC supports the principles and spirit of PB in the broadest sense however, given constraints on officer capacity, the Corporate Leadership Team has not been able to pursue PB as a priority at present and is not expected to meet the 1% target in the foreseeable future. This action will be carried forward to the SPBS Directorate Delivery Plan.</p>

Title	Description	Intended Outcome	BRAG	Start Date	Target Date	
CS Service Plan Actions - 11 - Locality Plan.	Progress the Locality Plan 2018 to 2021 for the non-linked isles. Working with colleagues in Development and	Demonstrable reduction in socio-economic disadvantage experienced by residents of Orkney's non-linked	RED		01-Oct-2019	31-Mar-2022

	Marine Planning, widen the use of the Place Standard for consultation and analysis of local communities across Orkney and develop one or more locality plans for additional selected areas to be agreed by the Orkney Partnership Board.	ishes. Published Locality Plan for a second locality.				
Lead	Comment					
Karen Greaves	<p>BRAG Status at 30 September 2022: RED</p> <p>The new Community Plan (LOIP) 2023-30, was recently approved and includes a strategic priority of Local Equality. It is proposed that the new delivery group for Local Equality will finalise the next locality plan and take ownership of its delivery as part of their brief. Future locality plans will take their lead from community-led development plans and lend support to actions which promote socio-economic equality. So, while this action is behind its original schedule, it is now fully embedded into the Partnership's future programme of activity and therefore this action will be carried forward to the SPBS Directorate Delivery Plan.</p>					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
CS Service Plan Actions - 12 - Electronic Document and Records Management System.	Develop an Electronic Document and Records Management System for the Council.	Support compliance with statutory obligations and deliver improvements in service efficiency and effectiveness.	BLUE		01-Oct-2019	31-Mar-2023
Lead	Comment					
Karen Greaves	<p>BRAG Status at 30 September 2022: GREEN</p> <p>Development of an EDRMS has been successfully completed. Next steps, including completion of piloting and implementation across Services, are likely to form a separate action in the new Directorate Delivery Plans. As this action relates purely to the development of the EDRMS, which has been progressed to completion, it is recommended that this action be closed.</p>					

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
CS Service Plan Actions - 13 - Online Applications for Licensing.	Develop online facility for submission of licence applications as Phase 2 of the Customer Service Platform project.	Improved customer experience and service efficiency.	BLUE 	01-Oct-2019	31-Mar-2023
Lead	Comment				
Karen Greaves	<p>BRAG Status at 30 September 2022: GREEN</p> <p>Development of the online facility has been successfully completed. Applications for a range of licences are now able to be submitted online. As this action has been progressed to completion, it is recommended that this action be closed.</p>				

Personnel key

Chief Executive – Oliver Reid

Corporate Director for Neighbourhood Services and Infrastructure – Hayley Green.

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


Corporate Director for Enterprise and Sustainable Regeneration – Gareth Waterson.

Head of Legal and Governance - Gavin Mitchell

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.

Strategy, Performance and Business Solutions Performance Indicator Report

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%	2.26%	6.1%	GREEN	▶																											
Comment																															
Staff sickness absence is managed in accordance with the sickness absence policy.																															
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>3.75%</td> <td>4%</td> </tr> <tr> <td>H2 2019/20</td> <td>2.47%</td> <td>4%</td> </tr> <tr> <td>H1 2020/21</td> <td>3.88%</td> <td>4%</td> </tr> <tr> <td>H2 2020/21</td> <td>4.56%</td> <td>4%</td> </tr> <tr> <td>H1 2021/22</td> <td>1.93%</td> <td>4%</td> </tr> <tr> <td>H2 2021/22</td> <td>2.14%</td> <td>4%</td> </tr> <tr> <td>H1 2022/23</td> <td>2.46%</td> <td>4%</td> </tr> <tr> <td>H2 2022/23</td> <td>2.26%</td> <td>4%</td> </tr> </tbody> </table>					Half Year	Actual (%)	Target (%)	H1 2019/20	3.75%	4%	H2 2019/20	2.47%	4%	H1 2020/21	3.88%	4%	H2 2020/21	4.56%	4%	H1 2021/22	1.93%	4%	H2 2021/22	2.14%	4%	H1 2022/23	2.46%	4%	H2 2022/23	2.26%	4%
Half Year	Actual (%)	Target (%)																													
H1 2019/20	3.75%	4%																													
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H2 2021/22	2.14%	4%																													
H1 2022/23	2.46%	4%																													
H2 2022/23	2.26%	4%																													

Performance Indicator

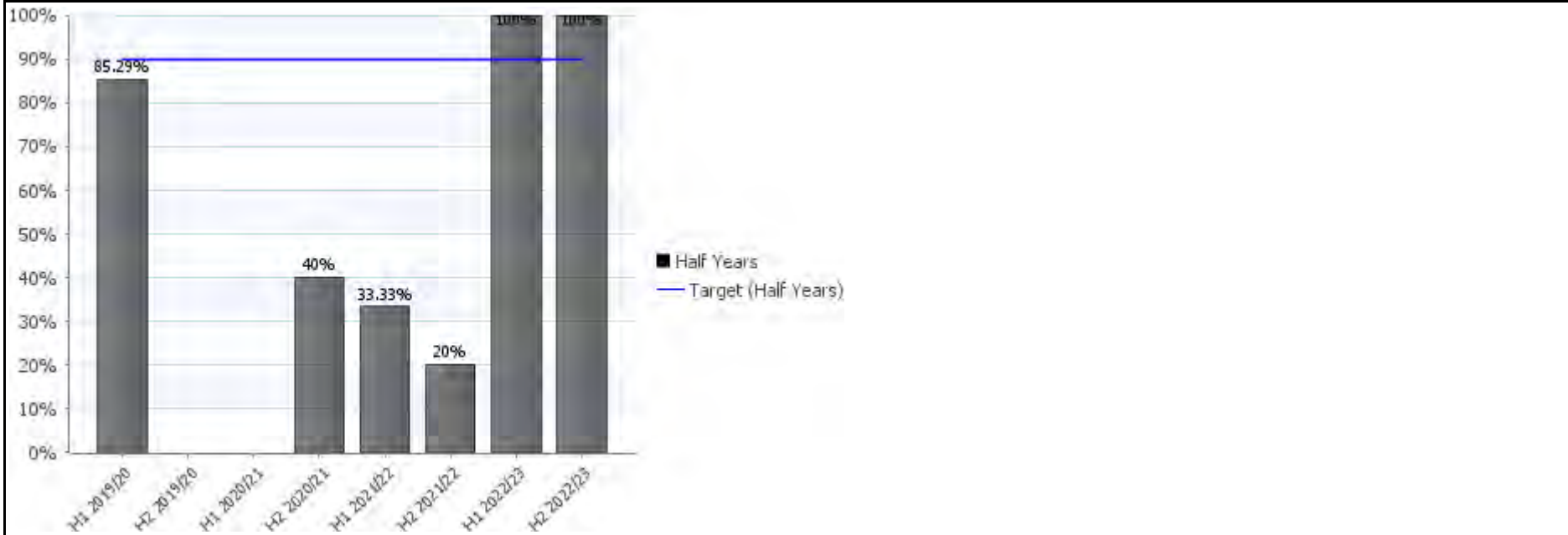
CCG 02 – Sickness absence – Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.

Target	Actual	Intervention	RAG	
90%	100%	79%	GREEN	▶

Comment


Managers ensure the management interventions within the sickness absence policy are applied and the associated reporting is completed to confirm this has taken place.

Trend Chart



Performance Indicator

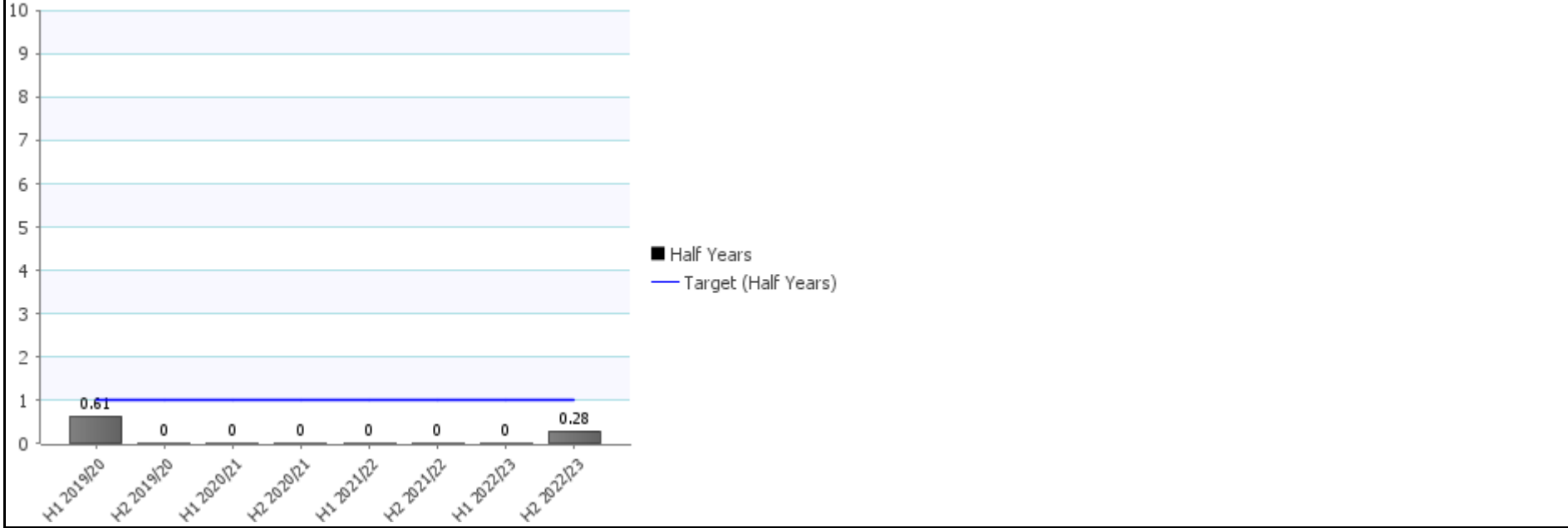
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.

Target	Actual	Intervention	RAG	
1	0.28	2.1	GREEN	

Comment

Only 1 accident reported during this period. This accident was reportable to HSE and was as a result of a slip/trip/fall.

Trend Chart



Performance Indicator

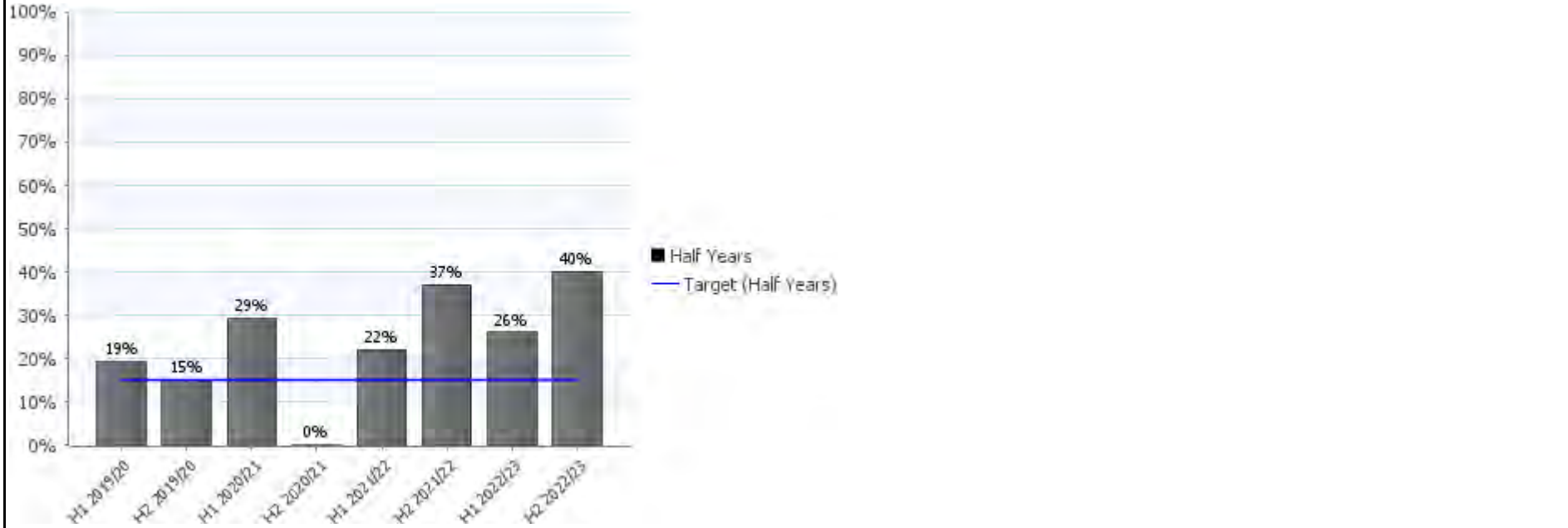
CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.

Target	Actual	Intervention	RAG	
15%	40%	31%	RED	●

Comment

The number of variances has increased due to the impact of the staffing restructure which allocated budget for new posts which have not yet been recruited to. This created a number of cost centres with underspends and variances.

Trend Chart



Performance Indicator

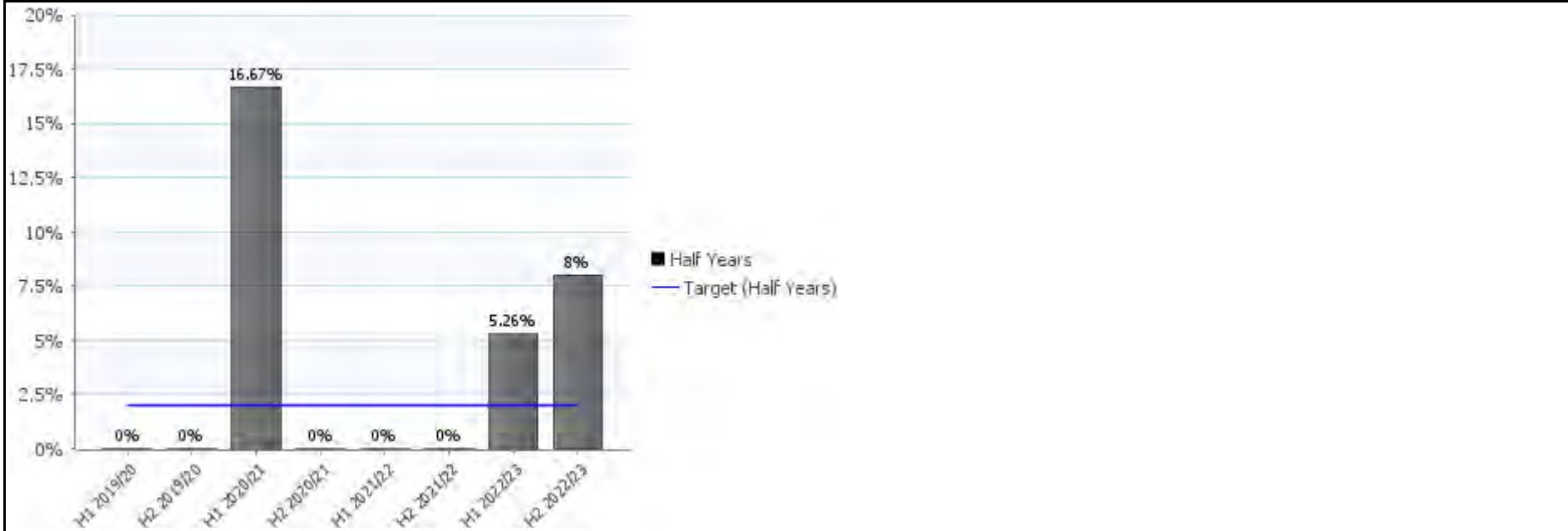
CCG 05 – Recruitment and retention – The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.

Target	Actual	Intervention	RAG	
2%	8%	4.1%	RED	●

Comment

There were 2 permanent posts which were still vacant after 6 months however, these were filled on a temporary basis during this time.

Trend Chart



Performance Indicator

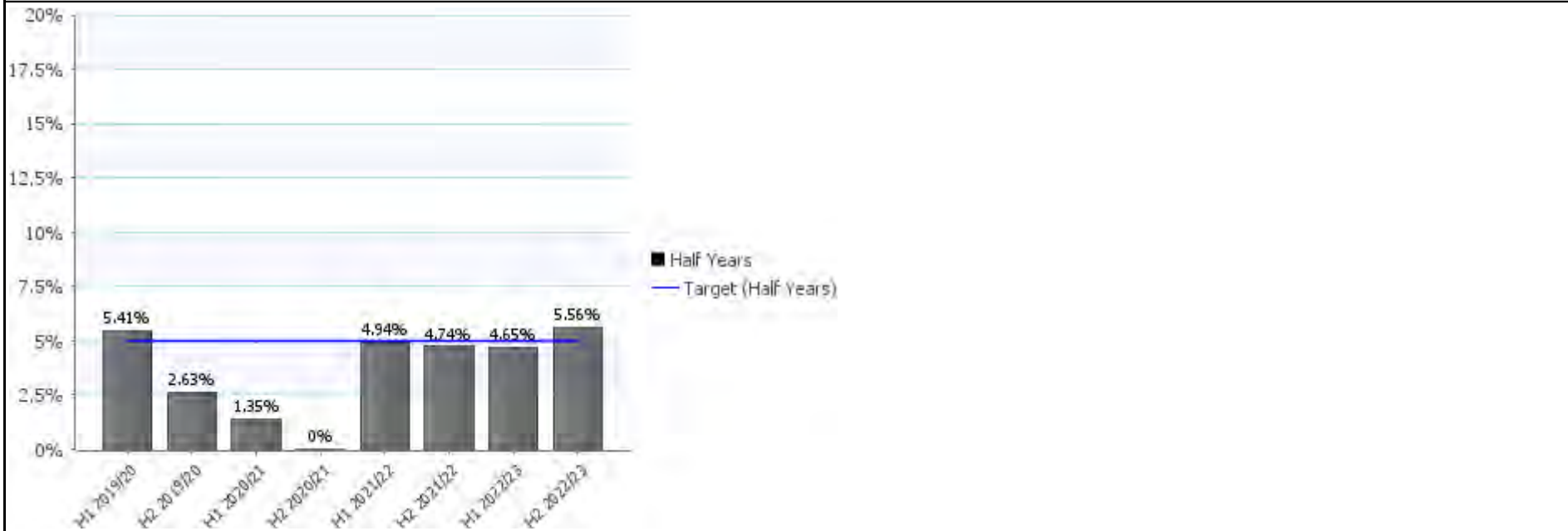
CCG 06 – Recruitment and retention – The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff.

Target	Actual	Intervention	RAG	
5%	5.56%	10.1%	AMBER	⚠️

Comment

There were five members of staff who left the services during this time.

Trend Chart



Performance Indicator

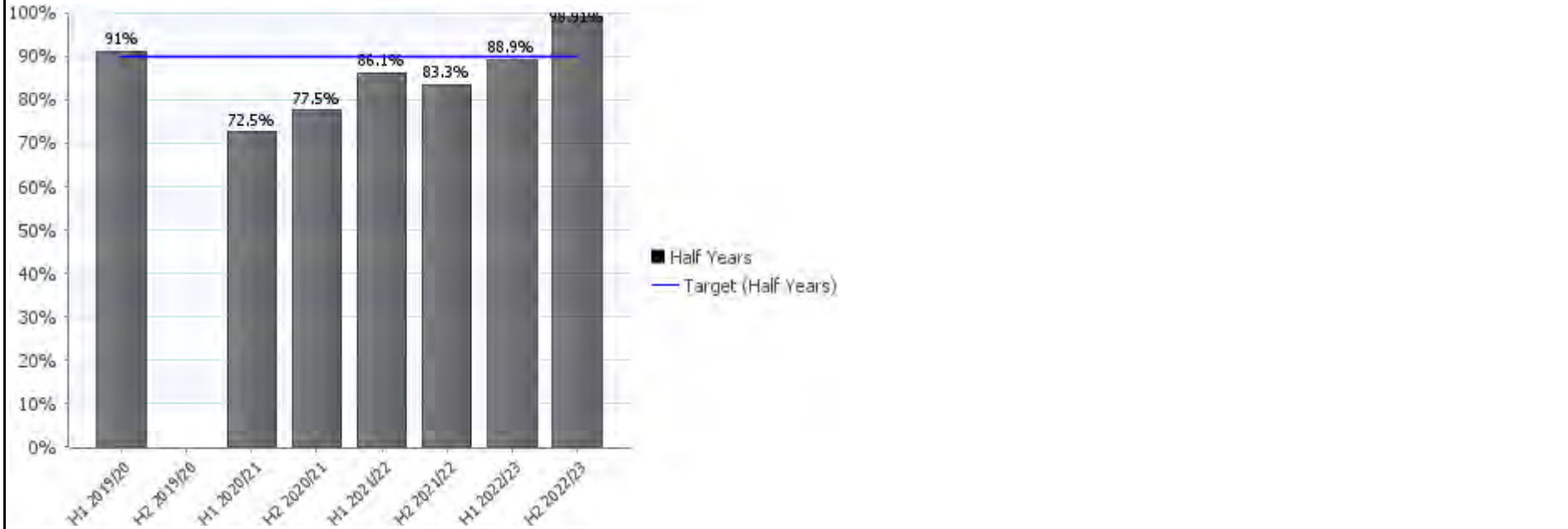
CCG 07 – ERD – The number of staff who receive (at least) an annual face-to-face performance review and development meeting, as a proportion of the total number of staff within the service.

Target	Actual	Intervention	RAG
90%	98.91%	79%	GREEN 

Comment

Performance has improved from 88.9% in the last reporting period.

Trend Chart



Performance Indicator

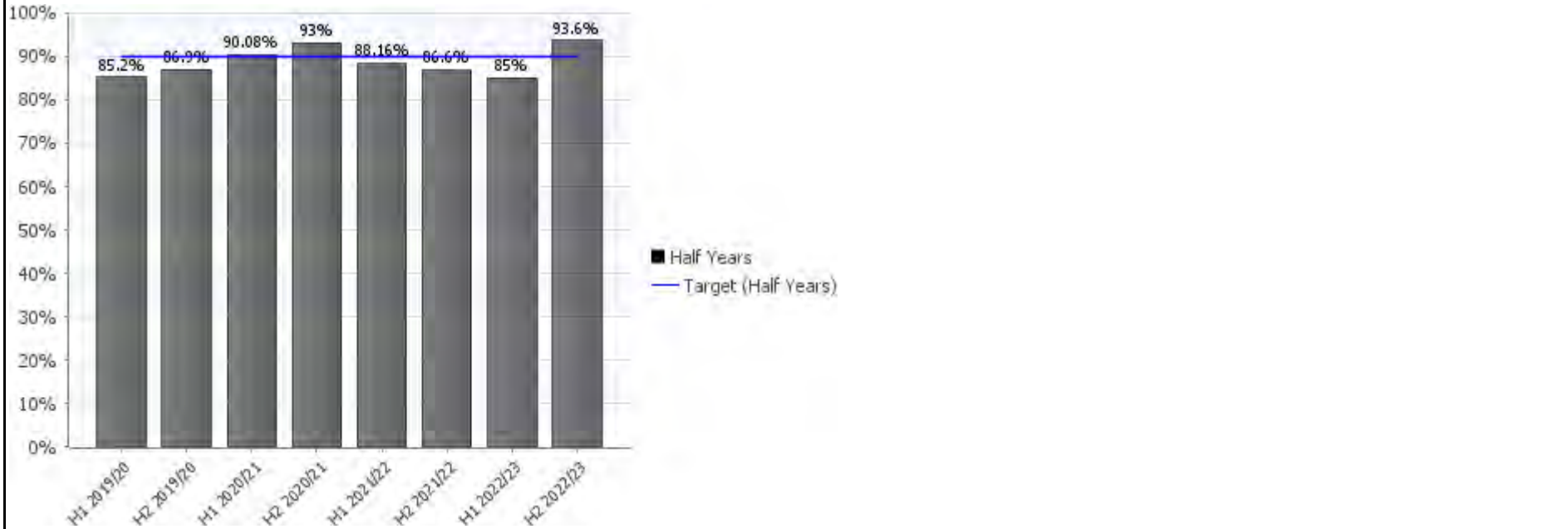
CCG 08 – Invoice payment – The number of invoices that were submitted accurately, and paid within 30 days of invoice date, as a proportion of the total number of invoices paid.

Target	Actual	Intervention	RAG
90%	93.6%	79%	GREEN 

Comment

Performance has improved from 85% in the last reporting period.

Trend Chart



Performance Indicator

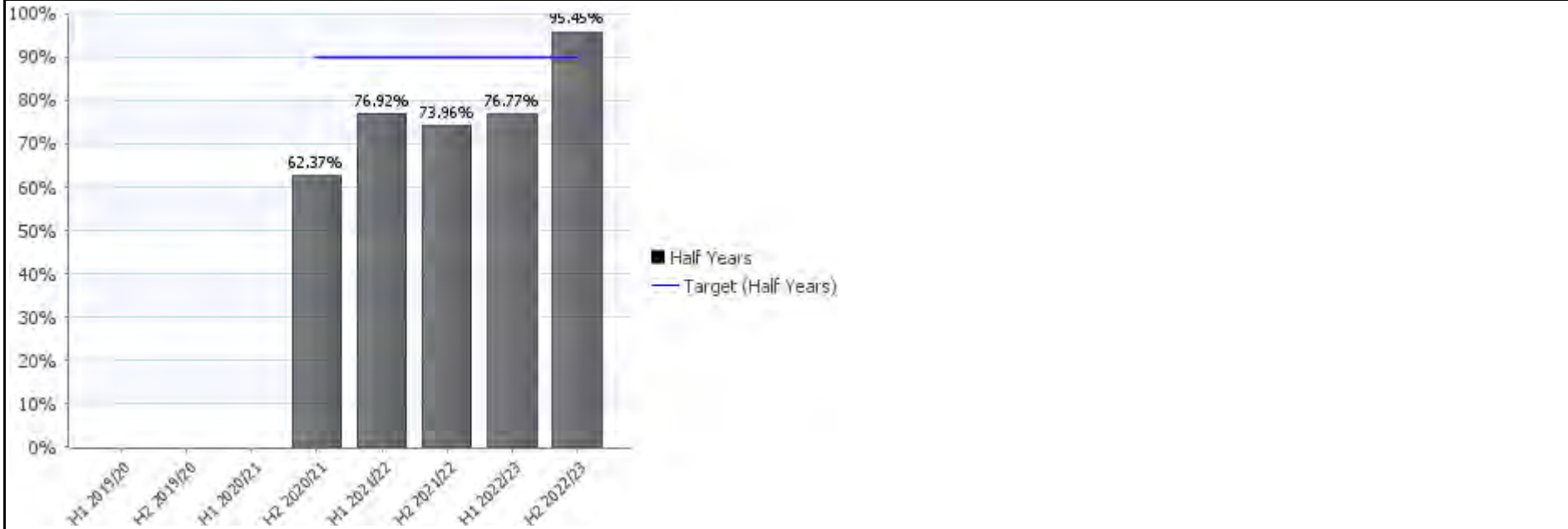
CCG 09 – Mandatory training – The number of staff who have completed all mandatory training courses, as a percentage of the total number of staff in the service.

Target	Actual	Intervention	RAG	
90%	95.45%	79%	GREEN	▶

Comment

Performance has improved from 76.77% in the last reporting period. Staff are regularly reminded to undertake the mandatory training requirements of the Council. Where mandatory training is shown as not completed - this can be mainly due to the completion of refresher training being outstanding due to competing workload priorities.

Trend Chart



Personnel key

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

Head of Legal and Governance – Gavin Mitchell

Head of Human Resources and Organisational Development – Andrew Groundwater

Head of Improvement and Performance – Alex Rodwell

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.