

Item: 4

Development and Infrastructure Committee: 6 June 2023.

Performance Monitoring – Enterprise and Sustainable Regeneration.

Report by Corporate Director for Enterprise and Sustainable Regeneration.

1. Purpose of Report

To advise on the performance of the Enterprise and Sustainable Regeneration for the reporting period 1 October 2022 to 31 March 2023.

2. Recommendations

The Committee is invited to scrutinise:

2.1.

The performance of Enterprise and Sustainable Regeneration for the period 1 October 2022 to 31 March 2023, as set out in sections 3 and 4 and Annexes 1 and 2 of this report.

It is recommended:

2.2.

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 3.2 of this report, be considered for inclusion in the Enterprise and Sustainable Regeneration 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 all outstanding actions which were transferred to the ownership of Enterprise and Sustainable Regeneration as part of the new Council structure.

3.2.

Set out below are those actions within Annex 1 that are currently in progress and are being considered for inclusion in the Enterprise and Sustainable Regeneration Directorate Delivery Plan:

- 04 - Regional Marine Planning and Crown Estates Pilot Governance.
- 10a - Improve Accessibility to all Transport Services.
- 10b - Improve Accessibility to all Transport.
- 11b - New Business and Growth in Current Marine Activities.
- 13 - Port Master Plan.
- 15 - Airfields Plan and Infrastructure Improvements.
- 24 - Delivery of the North Isles Landscape Partnership Project.

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 is attached at 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. Complaints and Compliments

5.1.

Table 1 below sets out numbers of complaints and compliments made to Enterprise and Sustainable Regeneration 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.	6	3	9
Compliments.	0	5	5

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. Human Resource Implications

6.1.

Management Sickness Absence Interventions – as part of the launch of the system, all managers and relevant business support across the Council were provided with full training. Managers also have access to full guidance notes that provide a step-by-step guide for every stage of the process and HR have continued to provide advice, guidance and support to managers in the use of the system.

6.2.

Part of the Corporate Training programme from July to December 2022 included a 1.5-hour monthly MS Teams session on the use of the MyView system including the sickness absence system and management reporting. Dedicated training has been run in the interim for Services as any need has been identified. An offer of dedicated refresher training by HR for Enterprise and Sustainable Regeneration managers has been made. Development of short online self-service, e-learning based training for this sort of HR process is also underway as part of the Council People Plan developments.

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

8. Financial Implications

There are no financial implications arising from the report's recommendations.

9. Legal Aspects

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

10. Contact Officer

Gareth Waterson, Corporate Director for Enterprise and Sustainable Regeneration, extension 2521, Email gareth.waterson@orkney.gov.uk.

11. Annexes


Annex 1: Enterprise and Sustainable Regeneration Actions for the 6 months ending 31 March 2023.


Annex 2: Summary of the performance of the Enterprise and Sustainable Regeneration Service against its 6 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 - 04 - Regional Marine Planning and Crown Estates Pilot Governance.	Continue to prioritise resources and engage with Marine Scotland and Crown Estate to establish Regional Partnership and pilot.	To deliver successful Regional Marine Partnership and Crown Estates Pilot.	GREEN 	01-Oct-2019	31-Dec-2023
Lead	Comment				
Gareth Waterson	<p>BRAG status as at 30 September 2022 was Green.</p> <p>Memorandum of Understanding between the Council and Crown Estate Scotland to enable the project to progress has been agreed. A Project Officer is in post. A report on the Crown Estates Pilot was presented to Policy and Resources Committee on 20 September 2022. The pilot was approved to move from planning into operational phase by the Council and Crown Estate Scotland in late 2022 with the pilot due to last for 21 months. This area of work will be considered for inclusion in the new Directorate Plan, so consideration should be given to closing this action off on the former Development and Infrastructure Service Plan 2019 to 2022.</p>				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 10a - Improve Accessibility to all Transport Services.	Continue to pursue funding opportunities where possible.	Continue the ongoing programme to improve accessibility to all transport services, taking advantage of contract, vehicle, infrastructure and vessel replacement/renewal opportunities where possible.	GREEN 	01-Oct-2019	31-Dec-2025
Lead	Comment				
Gareth Waterson	<p>BRAG status as at 30 September 2022 was Green.</p> <p>The new bus contracts which commenced in August 2021 meet all accessibility standards; opportunities to improve accessibility for the air service are minimal. The contract specification for the buses includes a section on accessibility for vehicles to be able to unload and load passengers. All buses have low floors. Other contracts cannot provide fully accessible services until new ferries and aircraft are in place. This action will be carried forward to the new Directorate Delivery Plan, so consideration should be given to closing this action off on the former Development and Infrastructure Service Plan 2019 to 2022.</p>				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 10b - Improve Accessibility to all Transport Services.	Ensure all contracted services have accessibility provision.	Continue the ongoing programme to improve accessibility to all transport services, taking advantage of contract, vehicle, infrastructure and vessel replacement/renewal opportunities where possible.	GREEN 	01-Oct-2019	31-Dec-2025
Lead	Comment				
Gareth Waterson	<p>BRAG status as at 30 September 2022 was Red.</p> <p>The new bus contracts which commenced in August 2021 meet all accessibility standards; opportunities to improve accessibility for the air service are minimal. The contract specification for the buses includes a section on accessibility</p>				

	for vehicles to be able to unload and load passengers. All buses have low floors. Other contracts cannot provide fully accessible services until new ferries and aircraft are in place. This action will be carried forward to the new Directorate Delivery Plan, so consideration should be given to closing this action off on the former 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 - 11b - New Business and Growth in Current Marine Activities.	Review staff and resource capacity and develop business case for increasing these where necessary to deliver strategic objective.	Sustainable and growing Marine Services activities.	GREEN 	01-Oct-2019	31-Dec-2022
Lead	Comment				
Gareth Waterson	BRAG status as at 30 September 2022 was Green. Revised structure in place, subject to recruitment.				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 13 - Port Master Plan.	Finalise Port Masterplan, identify funding sources and deliver.	Establish the Port Masterplan for future infrastructure requirements.	GREEN 	01-Oct-2019	31-Dec-2022
Lead	Comment				
Gareth Waterson	BRAG status as at 30 September 2022 was Green. Harbours Masterplan Phase 1 was presented to the Harbour Authority Sub-committee on 17 March 2020 and approved by Council on 16 April 2020. Currently working towards having a shovel ready and fully consented construction opportunity by the end of 2023/early 2024. There is work ongoing in trying to secure a funding stack for the project. It is expected that this action will carry forward to the new Directorate Delivery Plan, so consideration should be given to closing this action off on the former Development and Infrastructure Service Plan 2019 to 2022.				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 15 - Airfields Plan and Infrastructure Improvements.	Retain and where necessary secure additional funding for continuous infrastructure programme including water rescue capability.	Complete a programme of airfields plan and infrastructure improvements in order to maintain as low as reasonably practicable (ALARP)/safe operations.	GREEN 	01-Oct-2019	31-Dec-2022
Lead	Comment				
Gareth Waterson	<p>BRAG status as at 30 September 2022 was Green.</p> <p>Terminal upgrades are progressing through the Capital Project Appraisal process. A Stage 2 Capital Project Appraisal is due to be presented to the Policy and Resources Committee in June 2023. A funding application has been submitted to the Islands Infrastructure Fund for assistance towards the capital expenditure.</p> <p>Recent inspection (Aerodrome Audit Report 2022) feedback was very positive from the Civil Aviation Authority (CAA) inspectors, recognising the commitment of the Council to continuously improve and maintain the airfields in a safe, fit for purpose condition.</p> <p>All airfield manuals and supporting documentation have been updated as recommended, additional supplies of Monnex Dry Power were purchased and distributed across the airfields and the Airfield Officer has carried out training to the Airfields Attendants to address the non-compliance items reported.</p> <p>It is expected that this action will carry forward to the new Directorate Delivery Plan, so consideration should be given to closing this action off on the former Development and Infrastructure Service Plan 2019 to 2022.</p>				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 24 - Delivery of the North Isles Landscape Partnership Project.	Delivery of the projects outlined in the North Isles Landscape Conservation Plan.	Enhance the distinctive offer and wellbeing of the North Isles through supporting island life and traditions and improvements to the natural and built environments.	GREEN 	01-Oct-2019	31-Mar-2024

Lead	Comment
Gareth Waterson	<p>BRAG status as at 30 September 2022 was Green.</p> <p>Delegation to permit Council officers to deliver the Scheme on behalf of the Partnership and to determine project grant applications from community groups was agreed by Council in July 2019. Project grant applications are being received and processed and projects are being developed. The restrictions associated with the COVID-19 pandemic experienced since March 2020 have had an impact on delivery of the programme. In order to mitigate those pandemic related impacts on delivery, a nine-month extension to the programme has been negotiated and agreed in principle with Heritage Lottery Fund as the main programme funder. The programme end date of December 2024 should allow time for delivery of the delayed projects and the original programme objectives.</p> <p>It is expected that this action will carry forward to the new Directorate Delivery Plan, so consideration should be given to closing this action off on the former Development and Infrastructure Service Plan 2019 to 2022.</p>

Personnel key

Corporate Director for Enterprise and Sustainable Regeneration – Gareth Waterson

Head of Marine Services, Transportation and Harbour Master – Jim Buck

Head of Enterprise and Economic Growth – Sweyn Johnston

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.

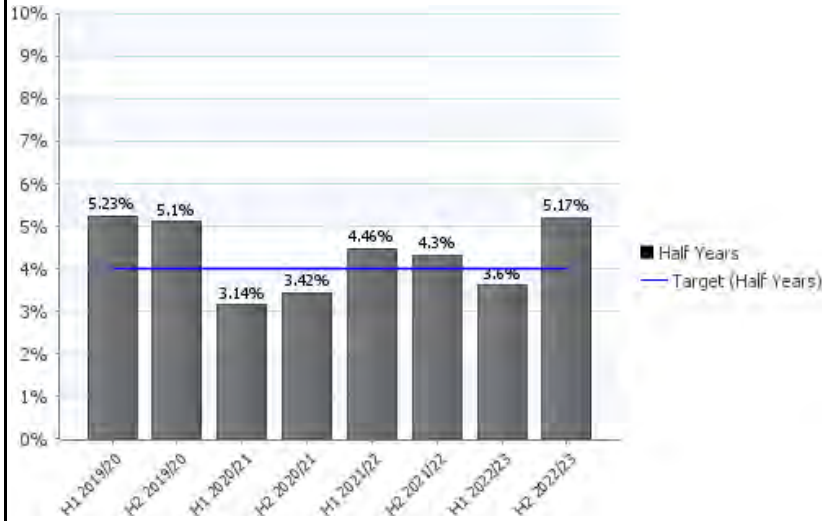
Enterprise and Sustainable Regeneration Performance Indicator Report

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%	5.17%	6.1%	AMBER	
Comment				
This Performance Indicator covers all staff in the Enterprise and Sustainable Regeneration service including some staff who are outwith the remit of the Development and Infrastructure Committee.				
Three long term sickness absences have pushed the actual % above the target%.				

Trend Chart



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.

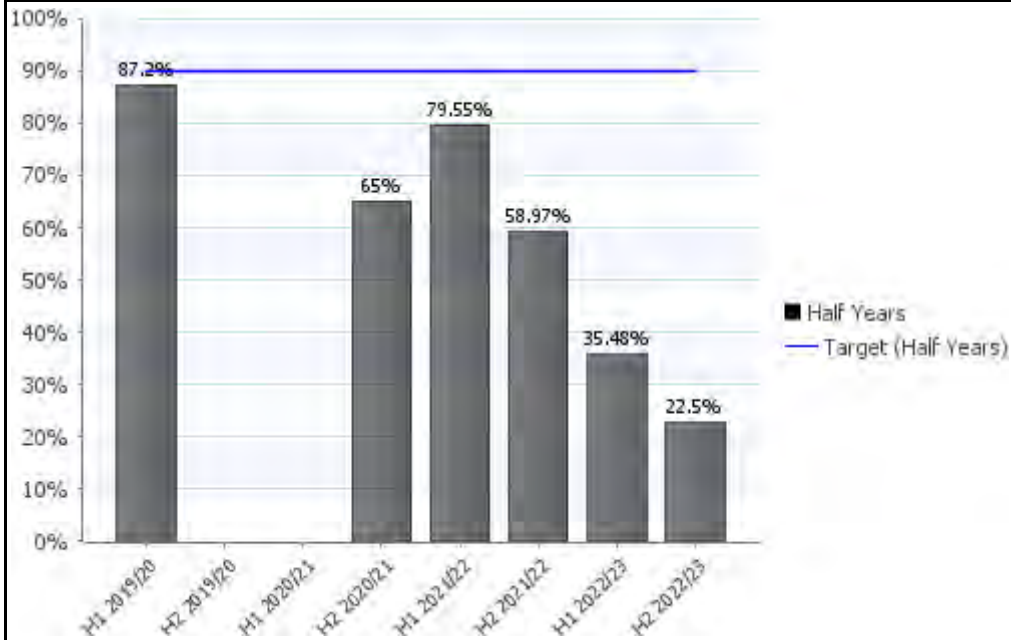
Target	Actual	Intervention	RAG	
90%	22.5%	79%	RED	●

Comment

Significant change in personnel within line managers. Training is required to ensure all new managers are familiar with the sickness process and documenting the sickness absence interventions so that they are correctly recorded.

The Service Manager (HR Operations) has helpfully offered to run a number of 1-1.5 hour Teams based sessions on Management Intervention on Sickness.

Trend Chart



Performance Indicator

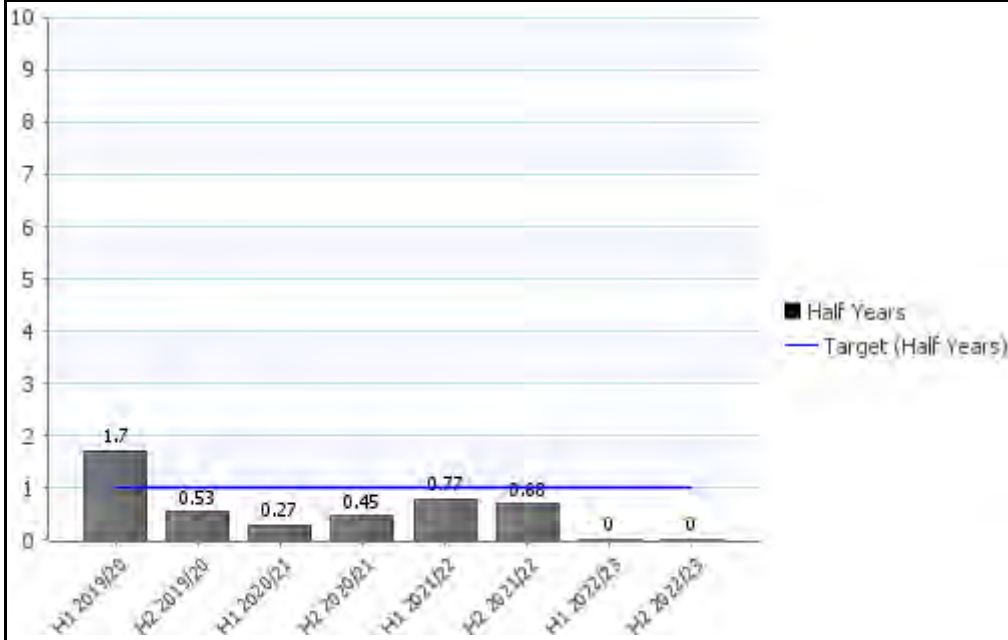
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.

Target	Actual	Intervention	RAG	
1	0	2.1	GREEN	▶

Comment

No accidents within this Service were recorded in the previous 12 months.

Trend Chart



Performance Indicator

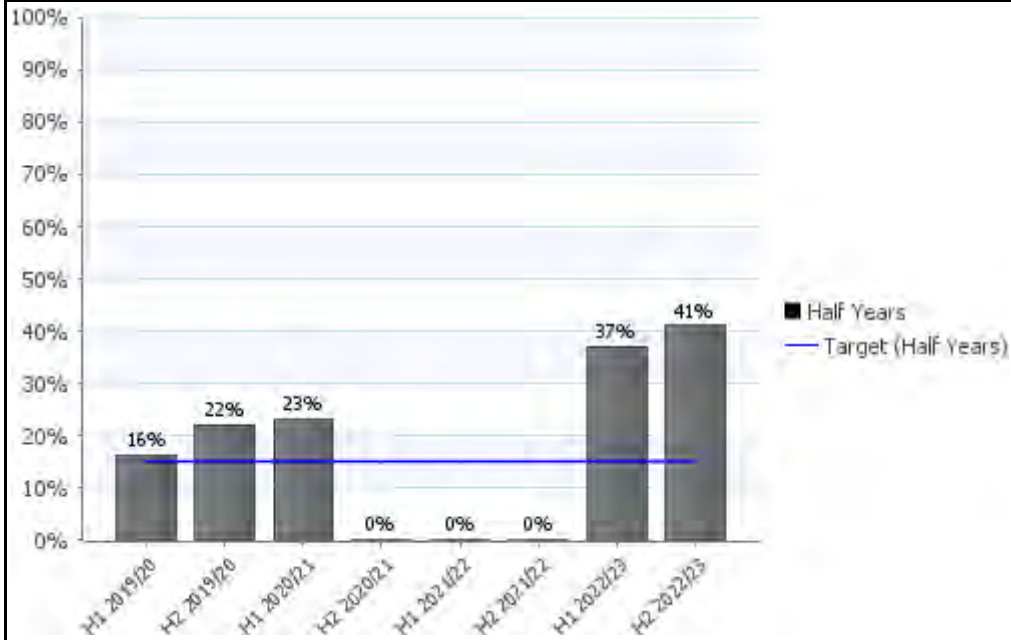
CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.

Target	Actual	Intervention	RAG
15%	41%	31%	RED ●

Comment

Significant operational pressures around staffing vacancies and general cost of living increases are impacting budgets which we are actively trying to manage within cost centre headings.

Trend Chart



Performance Indicator

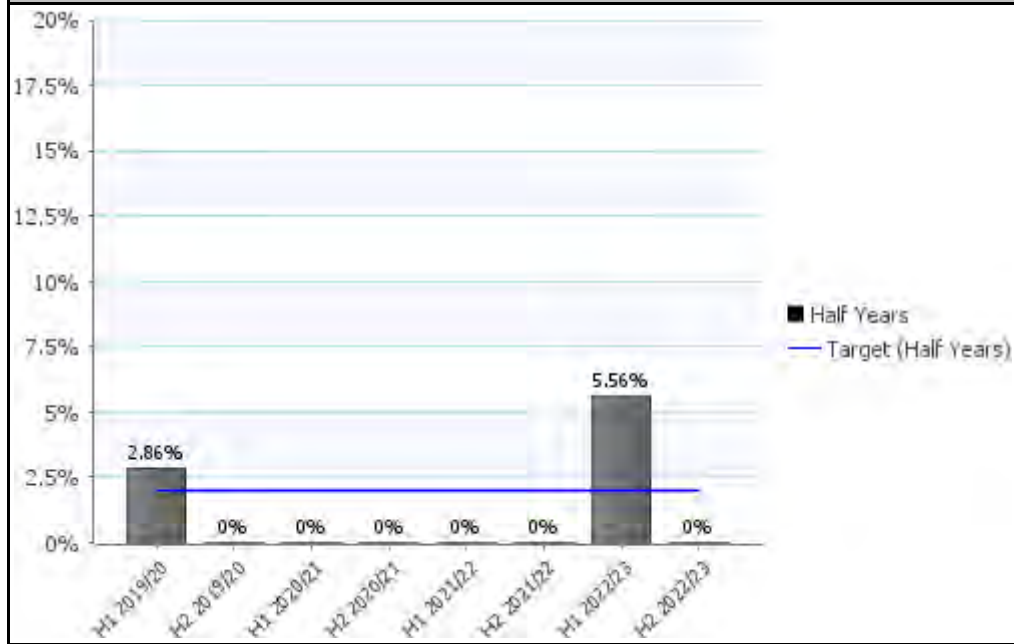
CCG 05 – Recruitment and retention – The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.

Target	Actual	Intervention	RAG	
2%	0%	4.1%	GREEN	▶

Comment

There have been significant recruitment challenges in the Service with several posts unfilled for long periods.

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%	2.53%	10.1%	GREEN	▶																											
Comment																															
This indicator does not fully reflect the staffing pressures within the directorate. The Service 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 directly from external companies offering higher paid opportunities.																															
Trend Chart																															
<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Half Year</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>0.7%</td> <td>5%</td> </tr> <tr> <td>H2 2019/20</td> <td>2.08%</td> <td>5%</td> </tr> <tr> <td>H1 2020/21</td> <td>1.24%</td> <td>5%</td> </tr> <tr> <td>H2 2020/21</td> <td>1.24%</td> <td>5%</td> </tr> <tr> <td>H1 2021/22</td> <td>1.66%</td> <td>5%</td> </tr> <tr> <td>H2 2021/22</td> <td>0.82%</td> <td>5%</td> </tr> <tr> <td>H1 2022/23</td> <td>1.55%</td> <td>5%</td> </tr> <tr> <td>H2 2022/23</td> <td>2.53%</td> <td>5%</td> </tr> </tbody> </table>					Half Year	Actual (%)	Target (%)	H1 2019/20	0.7%	5%	H2 2019/20	2.08%	5%	H1 2020/21	1.24%	5%	H2 2020/21	1.24%	5%	H1 2021/22	1.66%	5%	H2 2021/22	0.82%	5%	H1 2022/23	1.55%	5%	H2 2022/23	2.53%	5%
Half Year	Actual (%)	Target (%)																													
H1 2019/20	0.7%	5%																													
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Performance Indicator

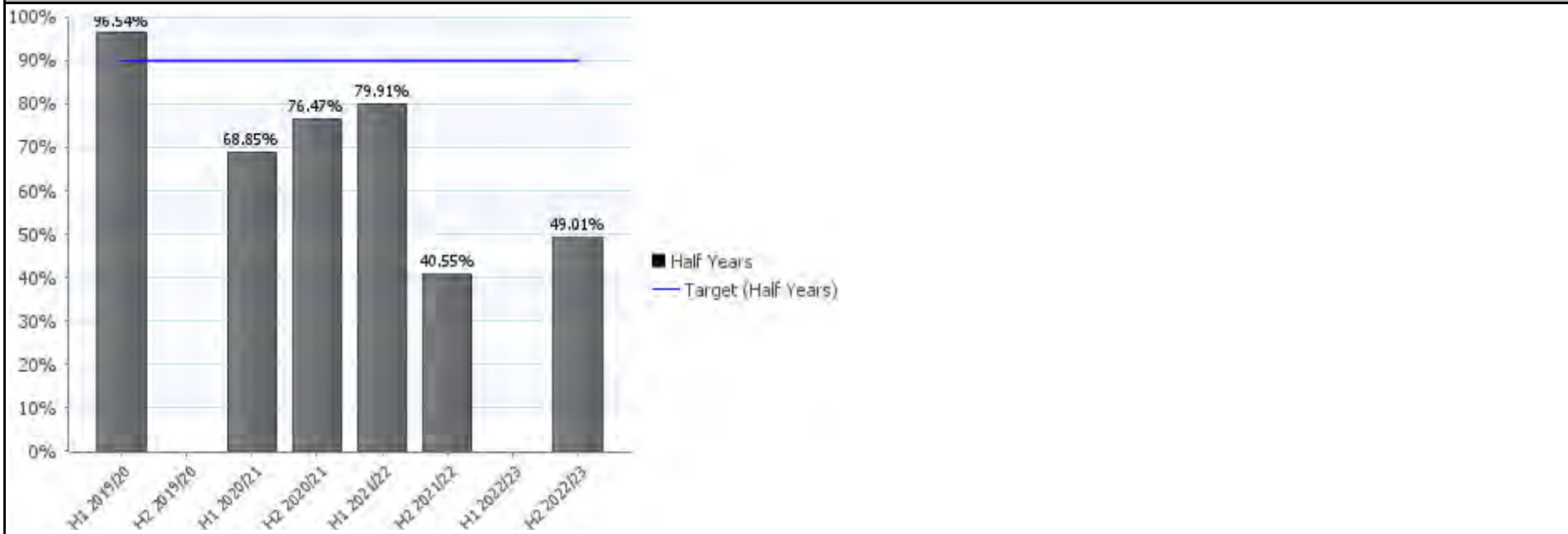
CCG 07 – ERD – The number of staff who receive (at least) an annual face-to-face performance review and development meeting, as a proportion of the total number of staff within the service.

Target	Actual	Intervention	RAG	
90%	49.01%	79%	RED	●

Comment

The poor performance is reflective of the absence of any dedicated resource to monitor and arrange ERD meetings within the Enterprise and Sustainable Regeneration Service. Arranging ERD meetings for crew members who work shifts is particularly problematic.

Trend Chart



Performance Indicator

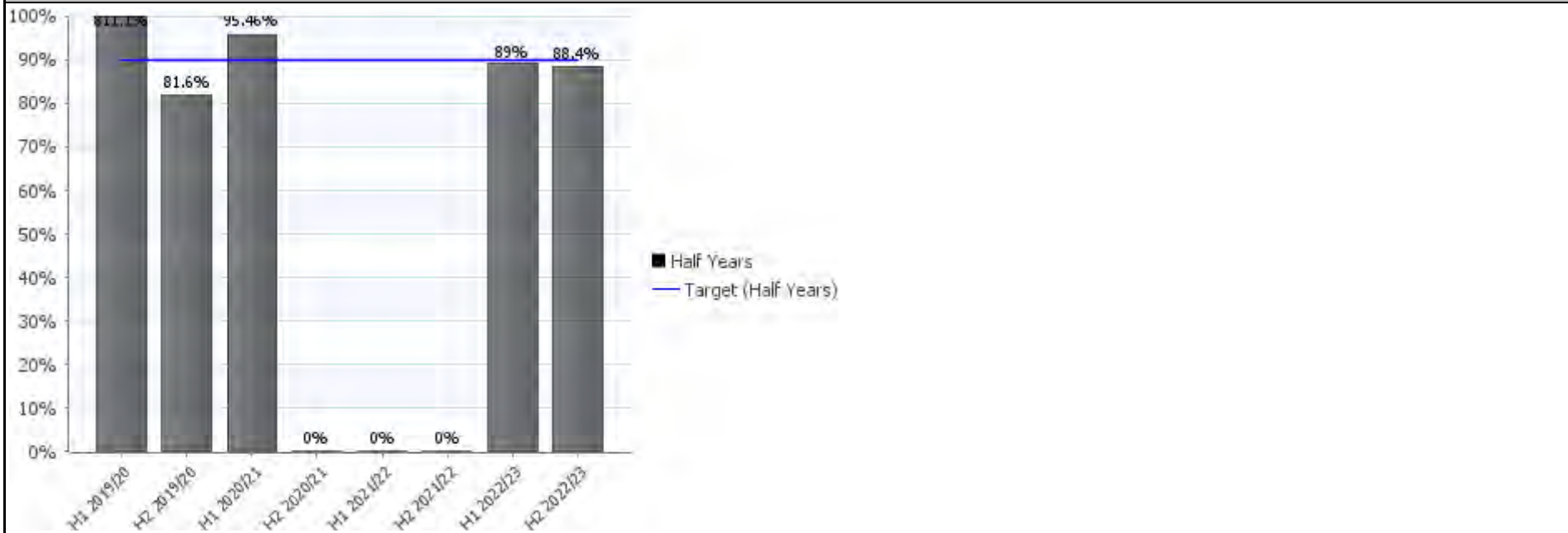
CCG 08 – Invoice payment – The number of invoices that were submitted accurately, and paid within 30 days of invoice date, as a proportion of the total number of invoices paid.

Target	Actual	Intervention	RAG	
90%	88.4%	79%	AMBER	⚠️

Comment

Work continuing within Payments and across the directorate to reduce the number of invoice days taken.

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%	50.35%	79%	RED	●

Comment

The Service will seek to improve on this performance indicator. It should be noted, however, that there is a large proportion of staff within the directorate who do not routinely have access to a computer to undertake the training within the required timescales.

Trend Chart



Personnel key

Corporate Director for Enterprise and Sustainable Regeneration – Gareth Waterson

Head of Marine Services, Transportation and Harbour Master – Jim Buck

Head of Enterprise and Economic Growth – Sweyn Johnston

Head of Finance – Erik Knight

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.