

Item: 8.1

Policy and Resources Committee: 3 December 2020.

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 2020.

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 2020, as set out in sections 4 to 6 and Annexes 1 and 2 of this report.

It is recommended:

2.2.

That the actions, referred to at section 4.2 of this report, that have been progressed to completion, be removed from the Chief Executive’s Service Plan.

2.3.

That the actions, referred to at section 4.3 of this report, be amended as indicated.

3. COVID-19 Disruption

3.1.

Following lockdown in March 2020 due to the outbreak of COVID-19, usual performance monitoring and reporting arrangements were suspended to allow officers to prioritise the Council’s response to the pandemic.

3.2.

On 26 August 2020, the Corporate Management Team agreed that performance monitoring and reporting should resume, starting with the six-month period ending 30 September 2020.

3.3.

Service Plans for 2019 to 2022 were approved by Council in October 2019, following consideration by the relevant committees in September 2019. Due to disruptions caused by COVID-19, this is the first time progress against Service Plan actions has been presented for Elected Member scrutiny. Therefore, there is no 'Previous Period' for reference included at Annex 1 of this report.

3.4.

Cross-council performance indicators were last presented to Elected Members in November 2019 for the six-month period ending 30 September 2019. Therefore, this is the 'Previous Period' referred to at Annex 2 of this report.

4. Service Plan – Performance Reporting

4.1.

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

4.2.

Set out below are two service plan actions assessed as Blue within Annex 1, namely that which has been progressed to completion and are now being recommended for removal from the service plan.

- 05 – External Communication – Develop a proactive, multi-media approach to promote for complex external communications. For example, explaining budget setting and the use of the Council Strategic Reserves.
- 12 – Elections – During uncertain political climate, maintain a higher state of preparedness for a snap election event.

4.3.

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

- 02 – Capital Strategy – it is proposed that the target date for this action is extended to 30 September 2021.
- 08 – Change Programme – it is proposed that the target date for this action is extended to 31 March 2021.
- 10 – Purchase to Pay – it is proposed that the target date for this action is extended 30 September 2021.
- 11 – Feedback – it is proposed that the target date for this action is extended to 30 September 2021.

- 13 – Carbon Reduction – it is proposed that the target date for this action is extended to 31 October 2021.

5. 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.

6. Complaints and Compliments

6.1.

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 2020, and for the two preceding six month monitoring periods.

Table 1.	Six months ending 30 September 2019.	Six months ending 31 March 2020.	Six months ending 30 September 2020.	Totals.
Complaints.	1.	1.	0.	2.
Compliments.	5.	2.	2.	9

6.2.

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.

7. 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.

8. Financial Implications

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

9. Legal Aspects

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

10. Contact Officers

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11. Annexes

Annex 1 – Summary of the performance of the Chief Executive's Service against its performance indicator targets.

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 2020

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
01 - Review of Twinning. Lead: Karen Greaves.	Undertake a review of Twinning arrangements.	In progress.	Amber.	01 October 2019.	30 April 2021.	In progress.	Green.
		Comment.					
		The Review of Twinning has been delayed but will commence as soon as practicable.					

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
02 - Capital Strategy. Lead: Gareth Waterson.	Develop a long-term capital strategy.	N / A.	N/A.	01 October 2019.	30 April 2020.	In progress.	Red.
		Comment.					
		Development of a long-term capital strategy has commenced but progress has been hampered during lockdown.					

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
03 – Islands Act.	Deliver the agreed joint programme of work with	In progress.	Green.	01 October 2019.	31 March 2021	In progress.	Green.

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Lead: Karen Greaves.	Shetland Islands Council and Comhairle nan Eilean Siar.	Comment.
		This work is underway. Feedback recently provided to the Scottish Government on the Implementation Route Map for the National Islands Plan and the Islands Communities Impact Assessment guidance.

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
04 – Councillor Training. Lead: Karen Greaves.	Develop and deliver ongoing training and development programme to address any gaps and/or areas in need of development or improvement.	N / A.	N / A.	01 October 2019.	30 April 2022.	In progress.	Green.
		Comment.					
		Members receive ongoing training and development via seminars and specific events.					

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
05 - External Communication. Lead: Karen Greaves.	Develop a proactive, multi-media approach to promote for complex external communications. For example, explaining budget setting and the use of the Council Strategic Reserves.	N / A.	N / A.	01 October 2019.	30 April 2020.	Complete.	Blue.
		Comment.					
		In addition to the range of communication channels, videos are now routinely created to communicate changes or new services. In addition, videos are used to communicate other matters to the community.					

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Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
06 – Internal Communication. Lead: Karen Greaves.	Identify and develop improvements to internal communications.	N / A.	N / A.	01 October 2020.	31 December 2020.	In progress.	Green.
		Comment.					
		Work on this has started but is delayed and unlikely to meet the target date, due to competing priorities.					

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
07 – Council Website. Lead: Karen Greaves.	Review new Council Website and identify improvements following one year of operation.	N / A.	N / A.	01 October 2019.	30 April 2021.	In progress.	Green.
		Comment.					
		Work on this is underway.					

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
08 – Change Programme. Lead: Karen Greaves.	Review the Change Programme workstreams. and develop revised programme of work.	N / A.	N / A.	01 October 2020.	31 July 2020.	In progress.	Green.
		Comment.					
		Priorities were reviewed and agreed by the Council in March 2020. However, the programme has since been further delayed due to other important and urgent priorities.					

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Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
09 – Change Programme. Lead: Karen Greaves.	Support the service leads in the progress to completion of Change Programme projects.	N / A.	N / A.	01 October 2019.	30 April 2022.	In progress.	Green.
		Comment. The priorities were agreed for the programme in March 2020. However, the resources have been diverted to other important and urgent priorities. This has impacted on the delivery of the programme.					

Action.	Description.	Previous Period: 30 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
10 – Purchase to Pay. Lead: Gareth Waterson.	Develop and introduce Purchase to Pay system.	N / A.	N / A.	01 October 2019.	30 April 2020.	In progress.	Red.
		Comment. The roll-out of Purchase to Pay across Council Services has started with Community Social Services, Chief Executive's Service and Corporate Services now live. The roll out to Education is underway. Purchase to Pay Training Videos have been completed. It is however now anticipated with the benefit of the experience gained to date and with COVID-19 restrictions that the roll-out to Development and Infrastructure will take longer than originally planned.					

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.

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11 – Feedback. Lead: Karen Greaves.	Develop a programme of service user satisfaction surveys across the Service.	N / A.	N / A.	01 October 2019.	30 April 2020.	Overdue.	Red.
		Comment					
		Due to competing priorities this work has been delayed. Feedback however, is received via the online platform, email, via specific audits and through the complaints and compliments process.					

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
12 – Elections. Lead: Karen Greaves.	During uncertain political climate, maintain a higher state of preparedness for a snap election event.	N / A.	N / A.	01 October 2020.	31 October 2020.	Complete.	Blue.
		Comment.					
		General Election delivered in December 2019. By Election delivered in October 2020.					

Action.	Description.	Previous Period: 31 March 2020.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
13 – Carbon Reduction. Lead: Karen Greaves.	Review operational procedures and processes within the service and identify changes to contribute to carbon reduction.	N / A.	N / A.	01 October 2019.	31 October 2020.	In progress.	Green.
		Comment.					
		Policies and procedures are reviewed as they become due for updating and where possible amended to include changes to contribute to carbon reduction. This is an ongoing action and hence the target date requires amending.					

ANNEX 1

Personnel key

Interim Chief Executive – John Mundell.

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 – Service Performance Indicators for Six Months Ending 30 September 2020

Performance Indicator.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
	Actual.	RAG.	Actual.	Target.	Intervention.	RAG.
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. Lead: Karen Greaves.	3.57%	Green.	3.88%	4%	6.10%	Green.
	Comment Sickness Absence has increased slightly since the previous reporting period and is still within target. Service Managers will, within the context of the Council’s sickness management policy, continue to address the sickness absence levels.					

Performance Indicator.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
	Actual.	RAG.	Actual.	Target.	Intervention.	RAG.
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. Lead: Karen Greaves.	85.29%	Amber.		90%	79%	
	Comment. Due to COVID-19 there is no data available for this performance indicator for the end of September 2020.					

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Performance Indicator.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
	Actual.	RAG.	Actual.	Target.	Intervention.	RAG.
03 - CCG - Staff accidents - The number of staff accidents within the service, per 30 staff per year. Lead: Karen Greaves.	0.61%	Green.	0.00%	1.00	2.10	Green.
	Comment. The occurrence of accidents within the Chief Executive’s Service remains very low, with no accidents reported in this period.					

Performance Indicator.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
	Actual.	RAG.	Actual.	Target.	Intervention.	RAG.
04 – CCG – Budget control – The number of significant variances (priority actions) generated at cost centre level, as a proportion of cost centres held. Lead: Karen Greaves.	19%	Amber.	29%	15%	31%	Amber.
	Comment. An increase since the last reporting period however budget holders continue to demonstrate budget management within the service.					

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Performance Indicator.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
	Actual.	RAG.	Actual.	Target.	Intervention.	RAG.
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. Lead: Karen Greaves.	0%	Green.	16.67%	2%	4.10%	Red.
	Comment Recruitment strategies are ongoing to attract staff.					

Performance Indicator.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
	Actual.	RAG.	Actual.	Target.	Intervention.	RAG.
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. Lead: Karen Greaves.	5.41%	Amber.	1.35%	5%	10.10%	Green.
	Comment Staff retention within Chief Executive’s Service remains high.					

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Performance Indicator.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
	Actual.	RAG.	Actual.	Target.	Intervention.	RAG.
07 - CCG - ERD - The number of staff who receive (at least) an annual face-to-face employee review and development (ERD) meeting, as a proportion of the total number of staff within the service. Lead: Karen Greaves.	91%	Amber.	72.50%	90%	79%	Red.
	Comment Within the Chief Executive's Service, employee review and development remains a priority. However due to COVID-19 and the requirement to work from home if possible, some ERDs have been unable to take place. These will be carried out at the earliest opportunity.					

Performance Indicator.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
	Actual.	RAG.	Actual.	Target.	Intervention.	RAG.
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. Lead: Karen Greaves.	85.20%	Green.	90.08%	80%	69%	Green.
	Comment The Service will continue to ensure systems are in place to improve this indicator.					

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.