

## **Item: 5.1**

**Policy and Resources Committee: 22 June 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 October 2020 to 31 March 2021.

### **2. Recommendations**

The Committee is invited to scrutinise:

#### **2.1.**

The performance of the Chief Executive’s Service for the reporting period 1 October 2020 to 31 March 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’s Service Plan.

#### **2.3.**

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

#### **2.4.**

That the Chief Executive’s Service Risk Register, attached as Annex 3 to this report, be approved.

### **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 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 is one service plan action assessed as Blue within Annex 1, namely that which has been progressed to completion and is now being recommended for removal from the service plan.

- 03 – Islands Act – Deliver the agreed joint programme of work with Shetland Islands Council and Comhairle nan Eilean Siar.

### 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.
- 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 30 April 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.

## 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 October 2020 to 31 March 2021, and for the preceding six month monitoring period.

Table 1.	Six months ending 31 March 2020.	Six months ending 30 September 2020.	Six months ending 31 March 2021.	Totals.
Complaints.	1.	0.	1.	2.
Compliments.	2.	2.	5.	9

### 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. Service Risk Register**

Managers within the Chief Executive's Service have recently carried out the annual review and update of the service Risk Register, along with the list of actions to mitigate these risks. The updated Risk Register is attached at Annex 3 to this report.

## **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**

John Mundell, Interim Chief Executive, extension 2101, Email [john.mundell@orkney.gov.uk](mailto:john.mundell@orkney.gov.uk)

Karen Greaves, Head of Executive Support, extension 2202, Email [karen.greaves@orkney.gov.uk](mailto:karen.greaves@orkney.gov.uk)

Gareth Waterson, Head of Finance, extension 2103, Email [gareth.waterson@orkney.gov.uk](mailto: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.

Annex 3 – Updated Chief Executive's Service Risk Register.

## Annex 1 – Chief Executive's Service Plan 2019 to 2022

Progress against Service Plan Actions at 31 March 2021



Title	Description	Intended Outcome	BRAG	Start Date	Target Date
CES Service Plan Actions - 01 - Review of Twinning.	Reaffirm the Council's Twinning arrangements.	The Council's Twinning arrangements are reaffirmed.	RED 	01-Oct-2019	30-Apr-2021
<b>Lead</b>	<b>Comment</b>				
Karen Greaves	BRAG status at 30 September 2020: AMBER. The review of Twinning has not yet commenced due to other priorities during the pandemic. 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	GREEN 	01-Oct-2019	30-Sept-2021
<b>Lead</b>	<b>Comment</b>				
Gareth Waterson	BRAG status at 30 September 2020: RED. Development of a Long-Term Capital Strategy has commenced but progress has been hampered during lockdown.				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
CES Service Plan Actions - 03 - Islands Act.	Deliver the agreed joint programme of work with Shetland Islands Council and Comhairle nan Eilean Siar.	An Islands Act which represents the needs of, and empowers, our community.	BLUE 	01-Oct-2019	31-Mar-2021

Lead	Comment
Karen Greaves	BRAG status at 30 September 2020: GREEN. Programme of work has been delivered and subsumed into business as usual within the relevant service directorates to take forward.

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 30 September 2020: GREEN. Councillors receive ongoing training and development through seminars and specific events.

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
CES Service Plan Actions - 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.	The Orkney community is better informed.	BLUE 	01-Oct-2019	30-Apr-2020

Lead	Comment
Karen Greaves	BRAG status at 30 September 2020: BLUE. 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. This action was reported as complete to the Policy and Resources Committee on 3 December 2020.

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
CES Service Plan Actions - 06 - Internal Communication.	Identify and develop improvements to internal communications.	Orkney Islands Council staff are better informed.	RED		01-Oct-2019	31-Dec-2020
Lead	Comment					
Karen Greaves	BRAG status at 30 September 2020: GREEN. Work on this has started but is delayed due to other priorities. The target for this action requires to be amended. 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 - 07 - Council Website.	Review new Council Website and identify improvements following one year of operation.	The Orkney community has improved access to Council information.	RED		01-Oct-2019	30-Apr-2021
Lead	Comment					
Karen Greaves	BRAG status at 30 September 2020: GREEN. A review of the Council Website is underway but completion delayed due to staff absence. This action requires an amended target date for completion. 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 - 08 - Change Programme - Review.	Review the Change Programme workstreams and develop revised programme of work.	Change Programme continues to support the delivery of the Council's priorities.	BLUE		01-Oct-2019	31- Mar-2021
Lead	Comment					
Karen Greaves	BRAG status at 30 September 2020: GREEN. The Improvement Support Team workstreams were reviewed and agreed by Council in March 2020. The current priorities are reported and monitored through the Senior Management Team on a quarterly basis.					

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.	GREEN 	01-Oct-2019	30-Apr-2022
Lead	Comment				
Karen Greaves	BRAG status at 30 September 2020: GREEN. The priorities for the programme were agreed in March 2020, however resources have been diverted to other important and urgent priorities. This has impacted on delivery of the programme.				

Title	Description	Intended Outcome	BRAG	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.	GREEN 	01-Oct-2019	30-Sept-2021
Lead	Comment				
Gareth Waterson	BRAG status at 30 September 2020: RED. February has seen further progress with Purchase to Pay (P2P) go-live taking places across three services. Orkney College went live on P2P on 8 February 2021, meaning that all areas in Education, Leisure and Housing are now live on P2P. Further progress was also made with Corporate Services, with the remaining mainland school kitchens added. This means that we only have school kitchens on the isles to address, which we anticipate will be a few months away. Building Cleaning is also to begin using the system for invoices in March 2021 and Purchase Ordering in April 2021. Further areas of Development and Infrastructure have been added; including Engineering Services and Strategic Projects.				

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.	GREEN 	01-Oct-2019	30-Sept-2021

Lead	Comment
Karen Greaves	BRAG status at 30 September 2020: RED. Work on this is underway. Regular feedback is also received through the online platform, email, specific audits and through the complaints and compliments process.

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
CES Service Plan Actions - 12 - Elections.	During uncertain political climate, maintain a higher state of preparedness for a snap election event.	The electorate are able to exercise their right to vote.	BLUE 	01-Oct-2019	31-Oct-2020

Lead	Comment
Karen Greaves	BRAG status at 30 September 2020: BLUE. General Election delivered in December 2019. By-Election delivered in October 2020. This action was reported as complete to the Policy and Resources Committee on 3 December 2020.

Title	Description	Intended Outcome	BRAG	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.	GREEN 	01-Oct-2019	31-Oct-2020

Lead	Comment
Karen Greaves	BRAG status at 30 September 2020: GREEN. Policies and procedures are reviewed as they become due for updating and where possible amended to include changes to contribute to carbon reduction.

## **Personnel key**

**Interim Chief Executive** – John W 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.

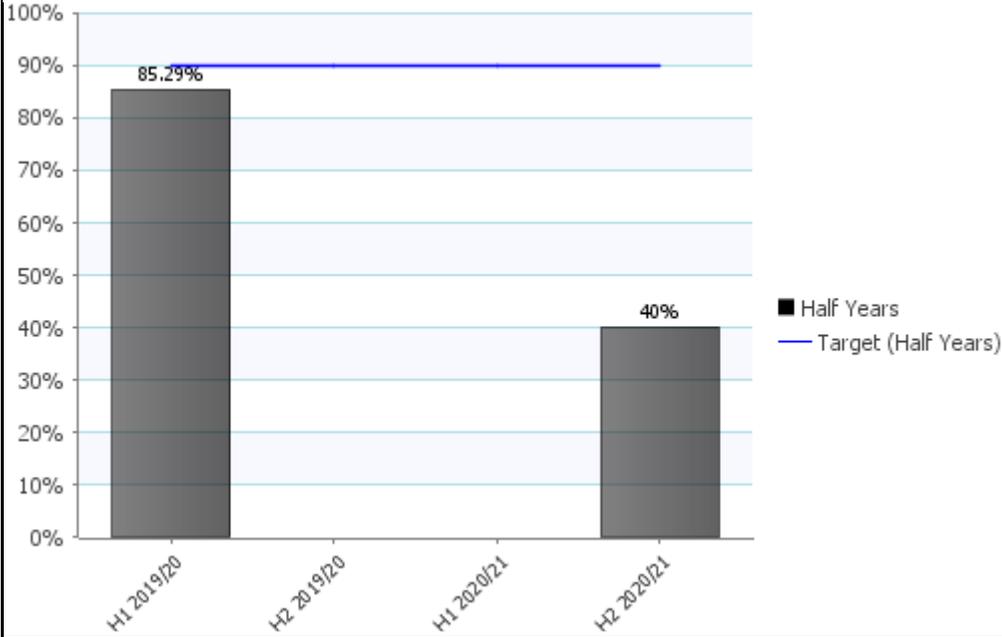
 BLUE – the agreed action has been progressed to completion.

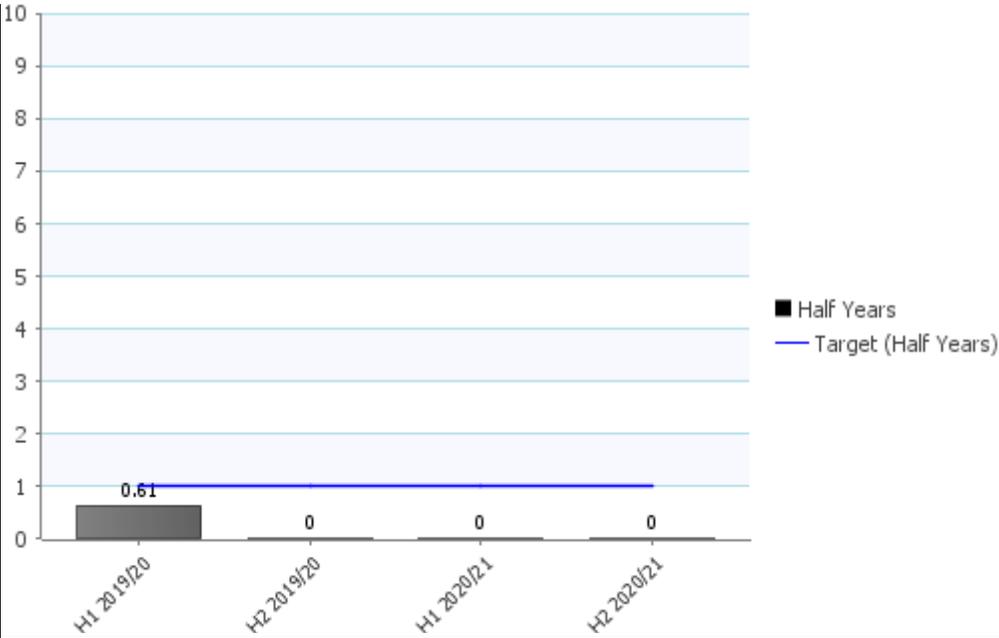
# Annex 2 – Chief Executive's Service Performance Indicator Report

Service Performance Indicators at 31 March 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	RAG																
4%	4.56%	6.1%	AMBER	⚠															
Comment																			
Managers will manage sickness absence in accordance with the sickness absence policy.																			
Trend Chart																			
<p>The chart displays the percentage of working days lost through sickness absence over four half-year periods. The y-axis ranges from 0% to 10% in 1% increments. The x-axis lists the half-year periods: H1 2019/20, H2 2019/20, H1 2020/21, and H2 2020/21. The bars represent the actual percentage for each period, and a blue horizontal line represents the target percentage of 4%.</p> <table border="1"> <thead> <tr> <th>Half Year</th> <th>Actual Percentage</th> <th>Target Percentage</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> </tbody> </table>					Half Year	Actual Percentage	Target Percentage	H1 2019/20	3.75%	4%	H2 2019/20	2.47%	4%	H1 2020/21	3.88%	4%	H2 2020/21	4.56%	4%
Half Year	Actual Percentage	Target Percentage																	
H1 2019/20	3.75%	4%																	
H2 2019/20	2.47%	4%																	
H1 2020/21	3.88%	4%																	
H2 2020/21	4.56%	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%	40%	79%	RED																
Comment																			
Managers will be reminded to 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																			
 <p>The trend chart displays the proportion of management intervention for staff with frequent and/or long-term sickness absence across four half-year periods. The y-axis represents the percentage from 0% to 100%. The x-axis lists the half-year periods: H1 2019/20, H2 2019/20, H1 2020/21, and H2 2020/21. A horizontal blue line at 90% represents the target. Actual performance is shown as dark grey bars: 85.29% for H1 2019/20, 40% for H2 2020/21, and 0% for H2 2019/20 and H1 2020/21.</p> <table border="1"> <thead> <tr> <th>Half Year</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>85.29%</td> <td>90%</td> </tr> <tr> <td>H2 2019/20</td> <td>0%</td> <td>90%</td> </tr> <tr> <td>H1 2020/21</td> <td>0%</td> <td>90%</td> </tr> <tr> <td>H2 2020/21</td> <td>40%</td> <td>90%</td> </tr> </tbody> </table>					Half Year	Actual Performance (%)	Target (%)	H1 2019/20	85.29%	90%	H2 2019/20	0%	90%	H1 2020/21	0%	90%	H2 2020/21	40%	90%
Half Year	Actual Performance (%)	Target (%)																	
H1 2019/20	85.29%	90%																	
H2 2019/20	0%	90%																	
H1 2020/21	0%	90%																	
H2 2020/21	40%	90%																	

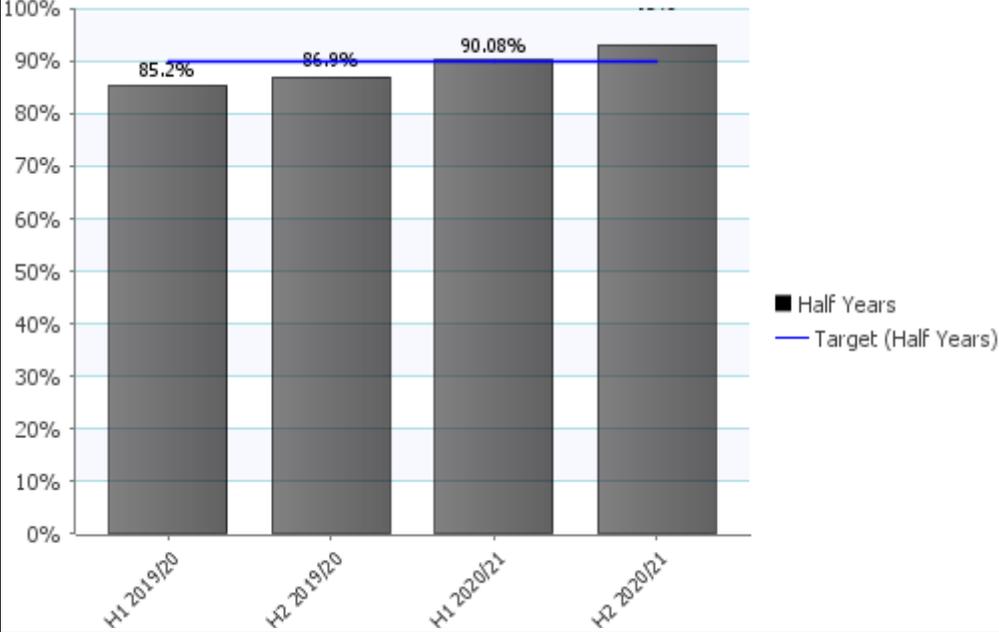
Performance Indicator																			
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.																			
Target	Actual	Intervention	RAG																
1	0	2.1	GREEN																
Comment																			
No accidents were recorded within the Chief Executive Service in the last three reporting periods.																			
Trend Chart																			
 <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Reporting Period</th> <th>Half Years (Actual)</th> <th>Target (Half Years)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>0.61</td> <td>1.0</td> </tr> <tr> <td>H2 2019/20</td> <td>0</td> <td>1.0</td> </tr> <tr> <td>H1 2020/21</td> <td>0</td> <td>1.0</td> </tr> <tr> <td>H2 2020/21</td> <td>0</td> <td>1.0</td> </tr> </tbody> </table>					Reporting Period	Half Years (Actual)	Target (Half Years)	H1 2019/20	0.61	1.0	H2 2019/20	0	1.0	H1 2020/21	0	1.0	H2 2020/21	0	1.0
Reporting Period	Half Years (Actual)	Target (Half Years)																	
H1 2019/20	0.61	1.0																	
H2 2019/20	0	1.0																	
H1 2020/21	0	1.0																	
H2 2020/21	0	1.0																	

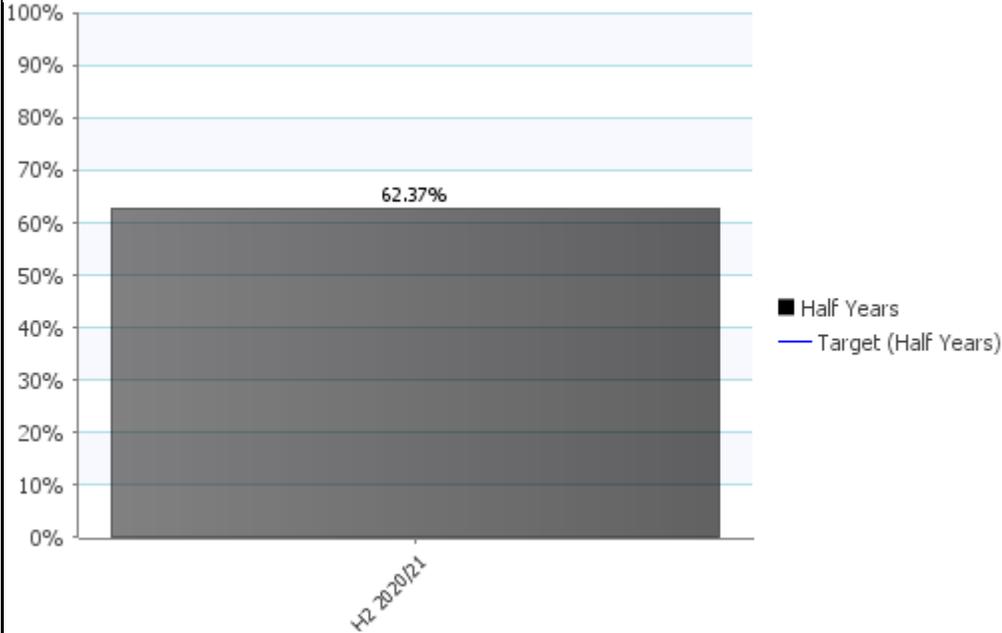
Performance Indicator																			
CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.																			
Target	Actual	Intervention	RAG																
15%	0%	31%	GREEN	▶															
Comment																			
Budget holders will continue to monitor budgets for the respective cost centres.																			
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>19%</td> <td>15%</td> </tr> <tr> <td>H2 2019/20</td> <td>15%</td> <td>15%</td> </tr> <tr> <td>H1 2020/21</td> <td>29%</td> <td>15%</td> </tr> <tr> <td>H2 2020/21</td> <td>0%</td> <td>15%</td> </tr> </tbody> </table>					Half Year	Actual (%)	Target (%)	H1 2019/20	19%	15%	H2 2019/20	15%	15%	H1 2020/21	29%	15%	H2 2020/21	0%	15%
Half Year	Actual (%)	Target (%)																	
H1 2019/20	19%	15%																	
H2 2019/20	15%	15%																	
H1 2020/21	29%	15%																	
H2 2020/21	0%	15%																	

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																			
Recruitment in relation to vacant posts as a proportion of total staff vacancies, is currently meeting the target for this performance indicator.																			
Trend Chart																			
<p>The trend chart displays the percentage of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies, across four half-year periods. The y-axis represents the percentage, ranging from 0% to 20% in 2.5% increments. The x-axis lists the half-year periods: H1 2019/20, H2 2019/20, H1 2020/21, and H2 2020/21. A horizontal blue line indicates the target at 2.5%. Dark grey bars represent the actual performance for each half-year. The actual performance is 0% for H1 2019/20, H2 2019/20, and H2 2020/21, and 16.67% for H1 2020/21. A legend identifies the dark grey bars as 'Half Years' and the blue line as 'Target (Half Years)'.</p> <table border="1"> <thead> <tr> <th>Half Year</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>0%</td> <td>2.5%</td> </tr> <tr> <td>H2 2019/20</td> <td>0%</td> <td>2.5%</td> </tr> <tr> <td>H1 2020/21</td> <td>16.67%</td> <td>2.5%</td> </tr> <tr> <td>H2 2020/21</td> <td>0%</td> <td>2.5%</td> </tr> </tbody> </table>					Half Year	Actual Performance (%)	Target (%)	H1 2019/20	0%	2.5%	H2 2019/20	0%	2.5%	H1 2020/21	16.67%	2.5%	H2 2020/21	0%	2.5%
Half Year	Actual Performance (%)	Target (%)																	
H1 2019/20	0%	2.5%																	
H2 2019/20	0%	2.5%																	
H1 2020/21	16.67%	2.5%																	
H2 2020/21	0%	2.5%																	

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%	0%	10.1%	GREEN	▶															
Comment																			
Recruitment and retention, in relation to staff leaving employment, is currently meeting the target for this performance indicator.																			
Trend Chart																			
<p>The chart displays the percentage of permanent service staff leaving employment (excluding retirement and redundancy) as a proportion of all permanent service staff across four half-year periods. The y-axis represents the percentage, ranging from 0% to 20% in 2.5% increments. The x-axis lists the half-year periods: H1 2019/20, H2 2019/20, H1 2020/21, and H2 2020/21. A horizontal blue line at the 5% mark represents the target. The actual percentages for each period are shown as dark grey bars: 5.41% for H1 2019/20, 2.63% for H2 2019/20, 1.35% for H1 2020/21, and 0% for H2 2020/21. The legend indicates that dark grey bars represent 'Half Years' and the blue line represents 'Target (Half Years)'.</p> <table border="1"> <thead> <tr> <th>Half Year</th> <th>Actual Percentage</th> <th>Target Percentage</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>5.41%</td> <td>5%</td> </tr> <tr> <td>H2 2019/20</td> <td>2.63%</td> <td>5%</td> </tr> <tr> <td>H1 2020/21</td> <td>1.35%</td> <td>5%</td> </tr> <tr> <td>H2 2020/21</td> <td>0%</td> <td>5%</td> </tr> </tbody> </table>					Half Year	Actual Percentage	Target Percentage	H1 2019/20	5.41%	5%	H2 2019/20	2.63%	5%	H1 2020/21	1.35%	5%	H2 2020/21	0%	5%
Half Year	Actual Percentage	Target Percentage																	
H1 2019/20	5.41%	5%																	
H2 2019/20	2.63%	5%																	
H1 2020/21	1.35%	5%																	
H2 2020/21	0%	5%																	

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%	77.5%	79%	RED	<span style="color: red;">●</span>															
Comment																			
Performance on this indicator has dropped in the main due to prolonged other priorities and pressures during the COVID-19 pandemic that continues to affect day to day work. Managers continue to do their best to schedule and complete these with their staff as workloads allow. Managers will seek to bring the performance on this indicator back to green over the next two reporting periods.																			
Trend Chart																			
<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Half Year</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>91%</td> <td>90%</td> </tr> <tr> <td>H2 2019/20</td> <td>-</td> <td>90%</td> </tr> <tr> <td>H1 2020/21</td> <td>72.5%</td> <td>90%</td> </tr> <tr> <td>H2 2020/21</td> <td>77.5%</td> <td>90%</td> </tr> </tbody> </table>					Half Year	Actual Performance (%)	Target (%)	H1 2019/20	91%	90%	H2 2019/20	-	90%	H1 2020/21	72.5%	90%	H2 2020/21	77.5%	90%
Half Year	Actual Performance (%)	Target (%)																	
H1 2019/20	91%	90%																	
H2 2019/20	-	90%																	
H1 2020/21	72.5%	90%																	
H2 2020/21	77.5%	90%																	

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%	79%	GREEN																
Comment																			
The service will continue to process invoices expediently in order to endeavour to maintain the performance of this indicator.																			
Trend Chart																			
 <p>Legend: ■ Half Years, — Target (Half Years)</p> <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Half Year</th> <th>Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>85.2%</td> <td>90%</td> </tr> <tr> <td>H2 2019/20</td> <td>86.99%</td> <td>90%</td> </tr> <tr> <td>H1 2020/21</td> <td>90.08%</td> <td>90%</td> </tr> <tr> <td>H2 2020/21</td> <td>93.2%</td> <td>90%</td> </tr> </tbody> </table>					Half Year	Performance (%)	Target (%)	H1 2019/20	85.2%	90%	H2 2019/20	86.99%	90%	H1 2020/21	90.08%	90%	H2 2020/21	93.2%	90%
Half Year	Performance (%)	Target (%)																	
H1 2019/20	85.2%	90%																	
H2 2019/20	86.99%	90%																	
H1 2020/21	90.08%	90%																	
H2 2020/21	93.2%	90%																	

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%	62.37%	79%	RED							
Comment										
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										
 <p>The chart displays the performance for the second half of the financial year 2020/21. The vertical axis measures the percentage of staff completing mandatory training, ranging from 0% to 100% in 10% increments. A single dark grey bar represents the 'Half Years' actual performance at 62.37%. A horizontal blue line indicates the 'Target (Half Years)' at 90%. The legend identifies the bar as 'Half Years' and the line as 'Target (Half Years)'.</p> <table border="1"> <thead> <tr> <th>Period</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H2 2020/21</td> <td>62.37%</td> <td>90%</td> </tr> </tbody> </table>					Period	Actual (%)	Target (%)	H2 2020/21	62.37%	90%
Period	Actual (%)	Target (%)								
H2 2020/21	62.37%	90%								

## 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.

## Annex 3 – Chief Executive’s Service Risk Register – 31 March 2021

### Operational Risks

Cluster.	Risk number.	Owner.
Financial.	5.	Head of Finance.
Staffing.	3, 4.	Heads of Service and all Managers.
Economic Recovery and Sustainability.		
Political.		
Partnerships.		
Governance.	6.	Head of Executive Support.
Communication.	1, 2.	Heads of Service and all Managers.

### Strategic Risks

Cluster.	Risk number.	Owner.
Financial.	5.	Head of Finance.
Staffing.		
Economic Recovery and Sustainability.		
Political.		
Partnerships.		
Governance.		
Communication.		

			IMPACT				
			1.	2.	3.	4.	5.
			Insignificant	Minor	Moderate	Major	Severe
LIKELIHOOD	5.	Almost Certain.	Medium	Medium	High	High	Extreme
	4.	Likely.	Medium	Medium	Medium	High	Extreme
	3.	Possible.	Low	Medium	Medium	High	High
	2.	Unlikely.	Low	Low	Medium	Medium	High
	1.	Rare.	Low	Low	Low	Medium	High

## Risk Title: 01 – Internal Communication and Engagement.

<b>Likelihood.</b>	3.	<b>Impact.</b>	3.	<b>RAG.</b>	Yellow.	<b>Current Risk Score.</b>	9.	<b>Target Risk Score.</b>	4.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
The Service could improve its internal communication with staff to facilitate improved working relationships and understanding between Services.	We fail to explain clearly to staff key Service and Council information and we fail to meet internal customer's expectations.	Disengagement and resistance to change; Uncertainty among some staff; Poor staff morale; Lack of ownership of the change agenda and the need for change; Unhappy customers; Disruption to achieving Service objectives.	01.1. Monitor regularly at Chief Executive's Service Management Team meetings. 01.2. Consideration of improved internal communications using new intranet and other media. 01.3. Review the actions arising from the previous Staff Survey in relation to communications. 01.4. Managers to ensure distribution of correspondence, minutes of meetings.

## Risk Title: 02 – Social Media Communication.

<b>Likelihood.</b>	4.	<b>Impact.</b>	3.	<b>RAG.</b>	Yellow.	<b>Current Risk Score.</b>	12.	<b>Target Risk Score.</b>	6.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
Instant, uncontrollable and unpredictable nature of the medium is highly resource intensive and 24/7.	Failure to manage how we respond to social media.	Reputational risk; Impact on staff directly; Impact on staff morale; Legal implications.	02.1. Ensure Communications staff have the knowledge to respond effectively via social media. 02.2. Communication strategy for budget setting process includes social media. 02.3. Written guidance developed and distributed to those managing social media accounts

### Risk Title: 03 – Continuity of staffing and knowledge.

<b>Likelihood.</b>	5.	<b>Impact.</b>	3.	<b>RAG.</b>	Amber.	<b>Current Risk Score.</b>	15.	<b>Target Risk Score.</b>	9.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
Smaller teams are less resilient and more vulnerable. Recruitment and retention is ongoing challenge due to changing job markets.	Unplanned and planned staff absence; Unexpected and unplanned events.	Impact on staff morale and ability to take leave; Impact on team effectiveness; Poor communication; Impact on management capacity; Inefficient use of staff; Inability to implement planned work and deliver statutory functions.	03.1. Staffing arrangements are constantly under review. 03.2. Take a flexible approach to staffing to help cover workloads. 03.3. Develop a flexible post / job description to cover more than one area in the service.

### Risk Title: 04 – Staff Training and development.

<b>Likelihood.</b>	3.	<b>Impact.</b>	3.	<b>RAG.</b>	Yellow.	<b>Current Risk Score.</b>	9.	<b>Target Risk Score.</b>	4.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
Staff may not be fully trained or experienced; Staff may not be aware of or may inadvertently breach Council policy or Code of Practice; Limited access to training budget. Staff may not feel valued if no investment in continuing professional development is made.	The Service and Council are unable to deliver functions effectively; Lack of corporate consistency.	Lack of resilience; Poor staff morale; Legal and financial implications; Reputational loss; Increased rate of error; Unable to meet professional ERD requirements.	04.1. Continue annual ERDs and review Service and team training plans. 04.2. Promote Council's Learning and Development programmes and resources.

**Risk Title: 05 – Inability to deliver core services and expand demand-led services in line with expectation.**

<b>Likelihood.</b>	5.	<b>Impact.</b>	4.	<b>RAG.</b>	Amber.	<b>Current Risk Score.</b>	20.	<b>Target Risk Score.</b>	9.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
The risk of insufficient financial resources to meet current and future demand.	The Council's inability to deliver essential services within the funding package provided by Scottish Government; Expectations outstrip capacity to deliver.	Community unrest; dissatisfied service users and elected members; Unmet demand; Loss of credibility of the Council; Failure to deliver the range of services expected.	05.1. Revenue Budget monitoring process and procedures. 05.2. Communication with Scottish and Westminster Governments including through the Our Islands Our Future campaign. 05.3. Implement strategy for efficiency savings and, with the SMT, develop for longer term strategic planning.

**Risk Title: 06 – Insufficient ongoing training and development programme for elected members and co-opted members.**

<b>Likelihood.</b>	3.	<b>Impact.</b>	3.	<b>RAG.</b>	Yellow.	<b>Current Risk Score.</b>	9.	<b>Target Risk Score.</b>	6.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
An inadequate ongoing training and development programme may lead to decisions which are made with inadequate information or training around governance processes.	Members do not receive relevant information for informed decision making within governance arrangements.	Decisions are made which may be unlawful or ultra vires resulting in reports from the Monitoring Officer. Complaints regarding the conduct of members in respect of governance may be made to the Standards Commission if members are unaware of governance procedures.	06.1. Deliver ongoing training and development programme. 06.2. Undertake follow up with individual Councillors to identify any areas for further development or training. 0.6.3. Encourage Councillors to sign up to professional development scheme.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
		Increase in Complaints to the Council, Increased number of appeals against planning or licensing decisions.	