

## **Item: 4**

**Development and Infrastructure Committee: 8 June 2021.**

**Performance Monitoring.**

**Report by Executive Director of Development and Infrastructure.**

### **1. Purpose of Report**

To advise on the performance of Development and Infrastructure for the reporting period 1 October 2020 to 31 March 2021.

### **2. Recommendations**

The Committee is invited to scrutinise:

#### **2.1.**

The performance of Development and Infrastructure for the reporting period 1 October 2020 to 31 March 2021, as set out in sections 3 to 5 and Annexes 1 to 3 of this report.

**It is recommended:**

#### **2.2.**

That the actions, referred to at section 3.2 of this report, which have been progressed to completion, be removed from the Development and Infrastructure Service Plan.

#### **2.3.**

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

#### **2.4.**

That the Development and Infrastructure Risk Register, attached as Annex 4 to this report, be approved.

### **3. Service Plan Performance Monitoring**

#### **3.1.**

The 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, and contains SMART (Specific, Measurable, Attainable, Relevant and Time-bound) targets for the life of the Service Plan. The action plan also provides the mechanism through which the time-limited aspects of the Service Plan will be progressed to completion.

### 3.2.

Set out below are those Service Plan actions assessed as Blue within Annex 1, namely those which have been progressed to completion and are now being recommended for removal from the Service Plan.

- 06a – Carbon Management Programme and Low Carbon Policies and Projects – Complete Hydrogen Strategy.
- 12 – Port Infrastructure Refurbishment – commercial activities (e.g. Cruise) to secure affordability of programme of port infrastructure refurbishment, to ensure the piers are safe to use and properly preserved.
- 18 – Manage and implement consequences of Brexit – Support to services where possible. Ensure sufficient resources available to deliver Environmental Health Certification processes.
- 20b – Pursue the delivery of 21st century digital and Broadband capability including wireless connectivity – Explore, and where possible deliver innovative projects to secure 5G or other technology option (noting that action 20 is one action on the Service Plan but has been broken down into 3 actions 20a, 20b and 20c for the purpose of performance reporting, this is due to the different stages within the action, action 20a is still live).
- 20c – Pursue the delivery of 21st century digital and Broadband capability including wireless connectivity – Investigate benefits and opportunities arising from 5G and the Internet of things. This action is basically a duplication of 20b (above) so recommend removal from Pentana.
- 23a – Orkney Local Biodiversity Action Plan – Orkney Local Biodiversity Action Plan and participation as non-financially contributing partner in the Orkney Native Wildlife Project – New local biodiversity plan in place.
- 23b – Orkney Local Biodiversity Action Plan – Orkney Local Biodiversity Action Plan and participation as non-financially contributing partner in the Orkney Native Wildlife Project – RSPB/Scottish Natural Heritage success in the eradication of stoat population and protection of Orkney native wildlife.

### 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.

- 10a – Improve Accessibility to all Transport Services – Continue to pursue funding opportunities where possible – it is proposed that the target date for this action is extended to 31 December 2022.
- 10b – Improve Accessibility to all Transport Services – Ensure all contracted services have accessibility provision – it is proposed that the target date for this action is extended to 31 December 2021.
- 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 – it is proposed that the target date for this action is extended to 31 December 2021.

- 13 – Port Masterplan – Finalise Port Masterplan, identify funding sources and deliver – it is proposed that the target date for this action is extended to 31 December 2022.
- 14a – Capital Programme Management – Complete Member Seminar engagement – it is proposed that the target date for this action is extended to 31 December 2021.
- 14b – Capital Programme Management – Revised Capital Programme – it is proposed that the target date for this action is extended to 31 December 2021.
- 16 – Secure Fair Funding for Transportation Services (full deficit funding) – Continued leading role in Partnership working with Transport Scotland, HITRANS and Highland and Islands Enterprise – it is proposed that the target date for this action is extended to 31 March 2022.
- 19a – Ensure viable land supply for development, including addressing constraints to housing in Kirkwall – Complete surface water management plan – it is proposed that the target date for this action is extended to 31 December 2021.
- 19b – Ensure viable land supply for development, including addressing constraints to housing in Kirkwall – Engage with Scottish Water, Scottish Government and development industry to ensure fair distribution of resource to deliver the strategic objectives – it is proposed that the target date for this action is extended to 31 December 2021.
- 24 – Delivery of the North Isles Landscape Partnership Project – Delivery of the projects outlined in the North Isles Landscape Conservation Plan – it is proposed that the target date for this action is extended to 31 March 2024.

## 4. Service Performance Indicators

Service Performance Indicators provide the mechanism through which the performance aspects of the services provided year on year are monitored. The monitoring reports are attached as Annexes 2 and 3.

## 5. Complaints and Compliments

### 5.1.

Table 1 below sets out numbers of complaints and compliments made to Development and Infrastructure in the six-month period 1 October 2020 to 31 March 2021, and for the two preceding six-month monitoring periods.

Table 1.	Six months ending 31 March 2020.	Six months ending 30 September 2020.	Six months ending 31 March 2021.	Totals.
Complaints – D&I Generally.	15.	10.	19.	44.
<b>Complaints – Orkney Ferries.</b>	0.	3.	0.	3.

Compliments – D&I Generally.	45.	94.	594.	709.
<b>Compliments – Orkney Ferries.</b>	1.	7.	3.	11.

## 5.2.

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.

## 5.3.

Orkney Ferries Limited operates as a Limited Company with its own customer relations and separate complaints process. Orkney Ferries Limited is a very public facing and time critical service and therefore statistics have been itemised separately, the statistics provided above are for those complaints and compliments that directly relate to Orkney Ferries' Council employees and processes.

## 5.4.

There is no discernible relationship in terms of the types of complaints received over this six month monitoring period.

## 5.5.

It is helpful to note that the statistics above show the number of complaints received, but not all of the complaints received are upheld, some are partially upheld or not upheld.

### 5.5.1.

The percentage for Development and Infrastructure complaints generally is broken down below:

- In the reporting period October 2019 to March 2020:
  - 53% of complaints were not upheld.
  - 20% of complaints were partially upheld.
  - 27% of complaints were upheld.
- In the reporting period April to September 2020:
  - 70% of complaints were not upheld.
  - 0% of complaints were partially upheld.

- 30% of complaints were upheld.
- In the reporting period October 2020 to March 2021:
  - 42% of complaints were not upheld.
  - 26% of complaints were partially upheld.
  - 32% of complaints were upheld.

### **5.5.2.**

The percentage of complaints for Orkney Ferries Limited is broken down below:

- In the reporting period October 2019 to March 2020, there were no complaints.
- In the reporting period April to September 2020, 100% of complaints were not upheld.
- In the reporting period October 2020 to March 2021, there was no complaints.

### **5.5.3.**

The Complaints Officer is working with Heads of Service and Managers to improve the flow of communication and response time in regard to complaints, the new Customer Services Platform system in the long term will help with this. The Development and Infrastructure senior management team discuss complaints and compliments at their weekly Head of Service meeting.

### **5.5.4.**

It is encouraging to observe the good number of compliments received across the Service and a significant increase on the previous reporting periods. This is partially due to the hard work and extra effort applied by our Roads Service during the adverse weather in the first quarter of this year, and also due to Development and Infrastructure promoting and encouraging the reporting of compliments across the service.

## **6. Service Risk Register Review**

Managers within Development and Infrastructure 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 4 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 recommendations to this report.

## **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 Development and Infrastructure against the targets within its Service Plan.

Annex 2 – Summary of the performance of Development and Infrastructure against its Performance Indicator targets (6 monthly).

Annex 3 - Summary of the performance of Development and Infrastructure against its Performance Indicator targets – (12 monthly).

Annex 4 –Development and Infrastructure Risk Register.