

## Item: 6.2

**Development and Infrastructure Committee: 14 November 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 service for the reporting period 1 April to 30 September 2023.

### 2. Recommendations

The Committee is invited to scrutinise:

#### 2.1.

The performance for the Enterprise and Sustainable Regeneration service for the period 1 April to 30 September 2023, as set out in section 4 and Annex 1 to this report.

### 3. Directorate Performance Indicators

Directorate performance indicators provide the mechanism through which the performance of aspects of the services provided year on year are monitored. The monitoring report for Enterprise and Sustainable Regeneration is attached as Annex 1.

### 4. Directorate Complaints and Compliments

#### 4.1.

Table 1 below sets out numbers of complaints and compliments made to Enterprise and Sustainable Regeneration in the six-month period 1 April to 30 September 2023, and for two preceding six-month monitoring periods.

Table 1.	Six months ending 30 September 2022.	Six months ending 31 March 2023.	Six months ending 30 September 2023.	Totals.
Complaints.	3	2	4	9
Compliments	3	2	5	10

## **4.2.**

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. 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.

## **6. Financial Implications**

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

## **7. Legal Aspects**

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

## **8. Contact Officers**

Gareth Waterson, Corporate Director for Enterprise and Sustainable Regeneration, extension 2521, Email [gareth.waterson@orkney.gov.uk](mailto:gareth.waterson@orkney.gov.uk).

Erik Knight, Head of Finance, extension 2127, e-mail [erik.knight@orkney.gov.uk](mailto:erik.knight@orkney.gov.uk)

Sweyn Johnston, Head of Enterprise and Economic Growth, extension 2348, e-mail [sweyn.johnston@orkney.gov.uk](mailto:sweyn.johnston@orkney.gov.uk)

James Buck, Head of Marine Services, Transportation and Harbour Master, extension 3600, email [james.buck@orkney.gov.uk](mailto:james.buck@orkney.gov.uk)

## **9. Annex**

Annex 1 – Summary of the performance of the Enterprise and Sustainable Regeneration service against its performance indicator targets for the 6 months ending 30 September 2023.

# Enterprise and Sustainable Regeneration Performance Indicator Report

Service Performance Indicators at 30 September 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%	3.05%	6.1%	AMBER	⚠️																														
Comment																																		
<p><b>BRAG status at 31 March 2023 AMBER.</b></p> <p>The Service continues to work closely with the Human Resources Team to ensure that short term and long-term sickness absence is addressed as a matter of priority. The current performance is well below the target level which is considered to be good, however, this indicator can quickly move above the target level if there are a few incidents of long term sickness and it is difficult to forecast or prevent fluctuations in the performance percentage over reporting periods.</p>																																		
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>5.23%</td><td>4%</td></tr> <tr><td>H2 2019/20</td><td>5.1%</td><td>4%</td></tr> <tr><td>H1 2020/21</td><td>3.14%</td><td>4%</td></tr> <tr><td>H2 2020/21</td><td>3.42%</td><td>4%</td></tr> <tr><td>H1 2021/22</td><td>4.46%</td><td>4%</td></tr> <tr><td>H2 2021/22</td><td>4.3%</td><td>4%</td></tr> <tr><td>H1 2022/23</td><td>3.6%</td><td>4%</td></tr> <tr><td>H2 2022/23</td><td>5.17%</td><td>4%</td></tr> <tr><td>H1 2023/24</td><td>3.05%</td><td>4%</td></tr> </tbody> </table>					Half Year	Actual Performance (%)	Target (%)	H1 2019/20	5.23%	4%	H2 2019/20	5.1%	4%	H1 2020/21	3.14%	4%	H2 2020/21	3.42%	4%	H1 2021/22	4.46%	4%	H2 2021/22	4.3%	4%	H1 2022/23	3.6%	4%	H2 2022/23	5.17%	4%	H1 2023/24	3.05%	4%
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**Performance Indicator**

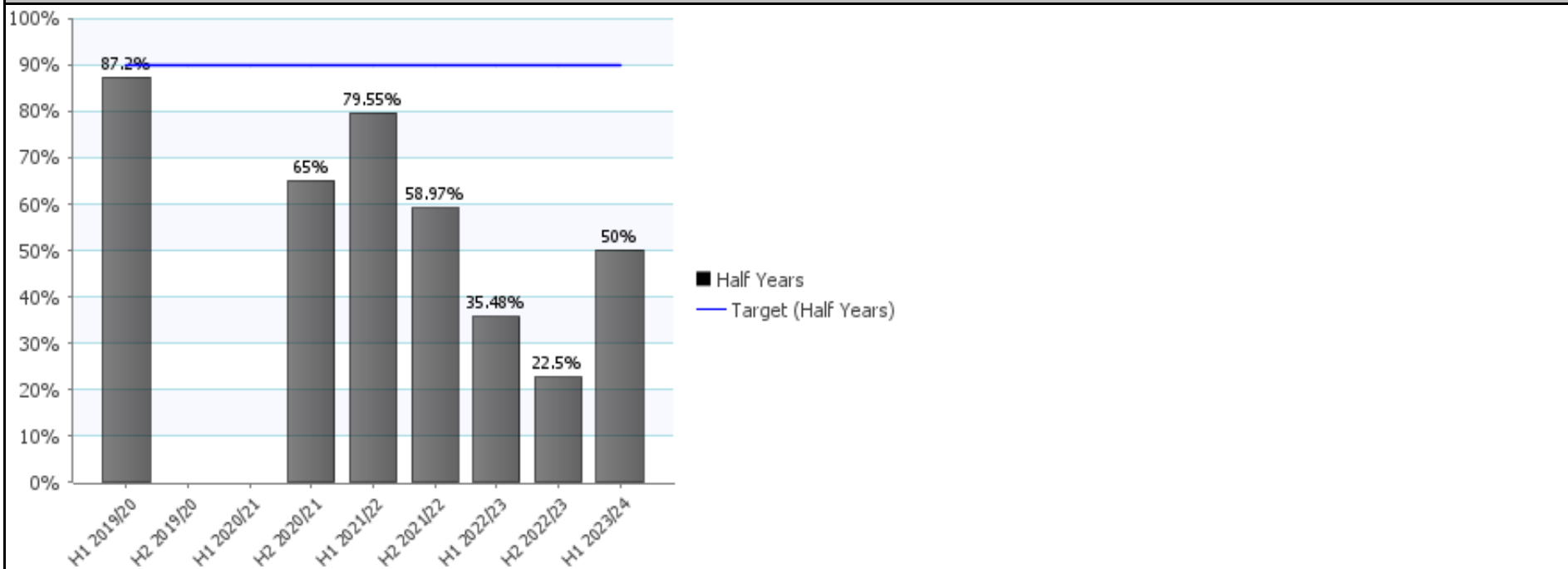
**BRAG status at 31 March 2023: RED**  
 CCG 02 – Sickness absence – Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.

Target	Actual	Intervention	RAG
90%	50%	79%	RED <span style="color: red;">●</span>

**Comment**

The recorded performance is poor but is also reflective of the working environment that a proportion of the workforce are operating in where they are not office based and may be on vessels. There is confidence that managers in most areas are holding conversations with staff on their return to work but that the conversations are not always being recorded.

**Trend Chart**



**Performance Indicator**

**BRAG status at 31 March 2023:** GREEN.

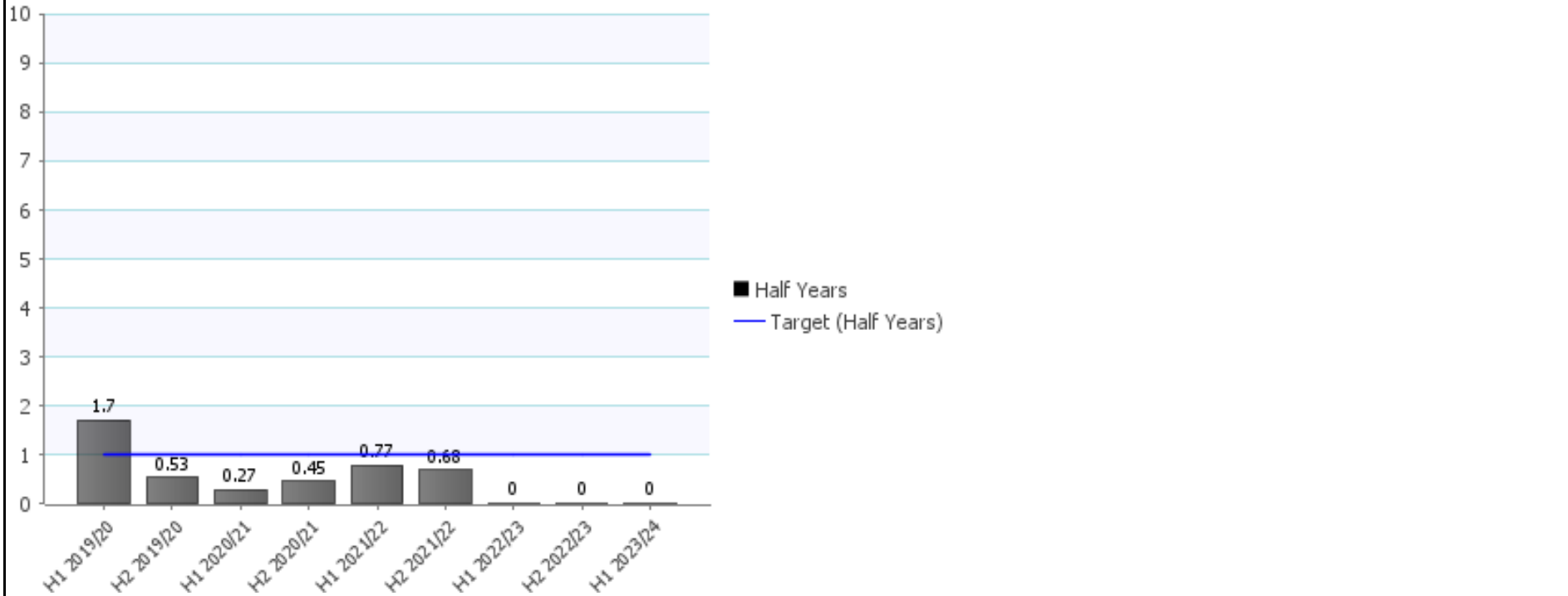
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.


Target	Actual	Intervention	RAG
1	0	2.1	GREEN 

**Comment**

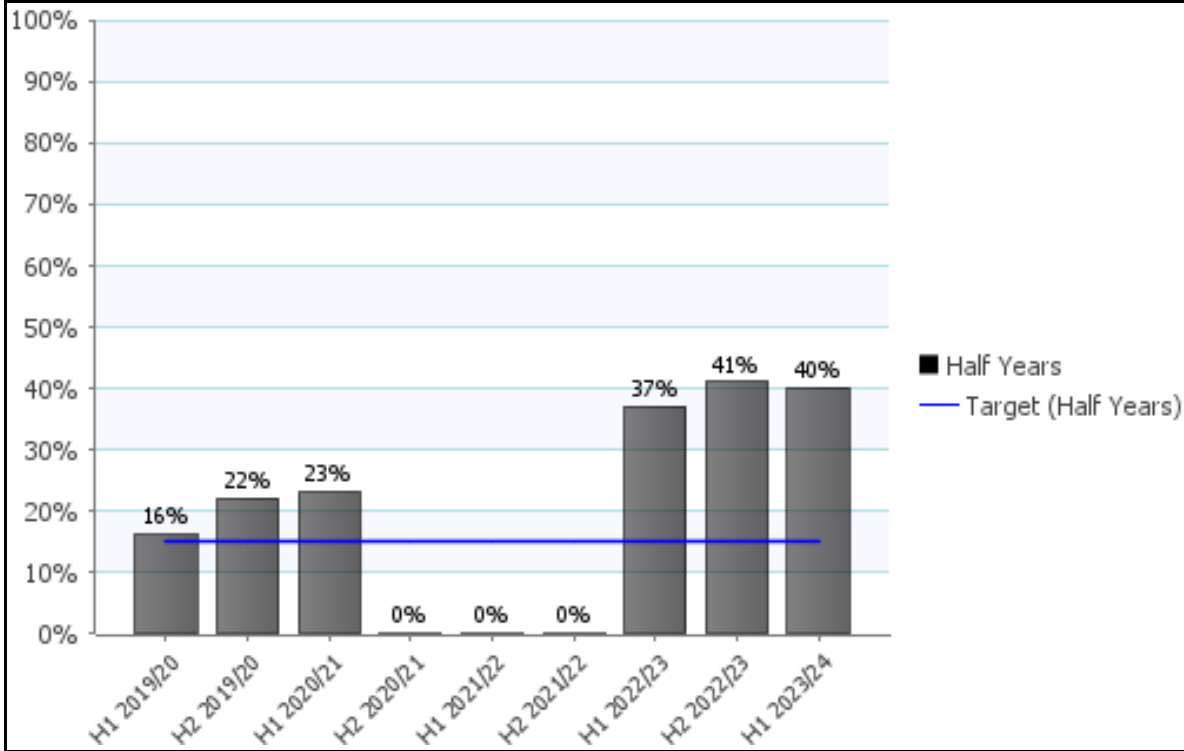
The number of accidents reported to the Safety and Resilience team during this period is low for a service of this size.

**Trend Chart**



Performance Indicator				
<b>BRAG status at 31 March 2023: RED</b> 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				
There are a number of budget profiling issues that require attention as well as a number of variances where budget performance has differed from the original budget. There are spending pressures across Council services and a number of areas where income is below expectations as reported in the budget monitoring reports.				

### Trend Chart



### Performance Indicator

**BRAG status at 31 March 2023:** GREEN

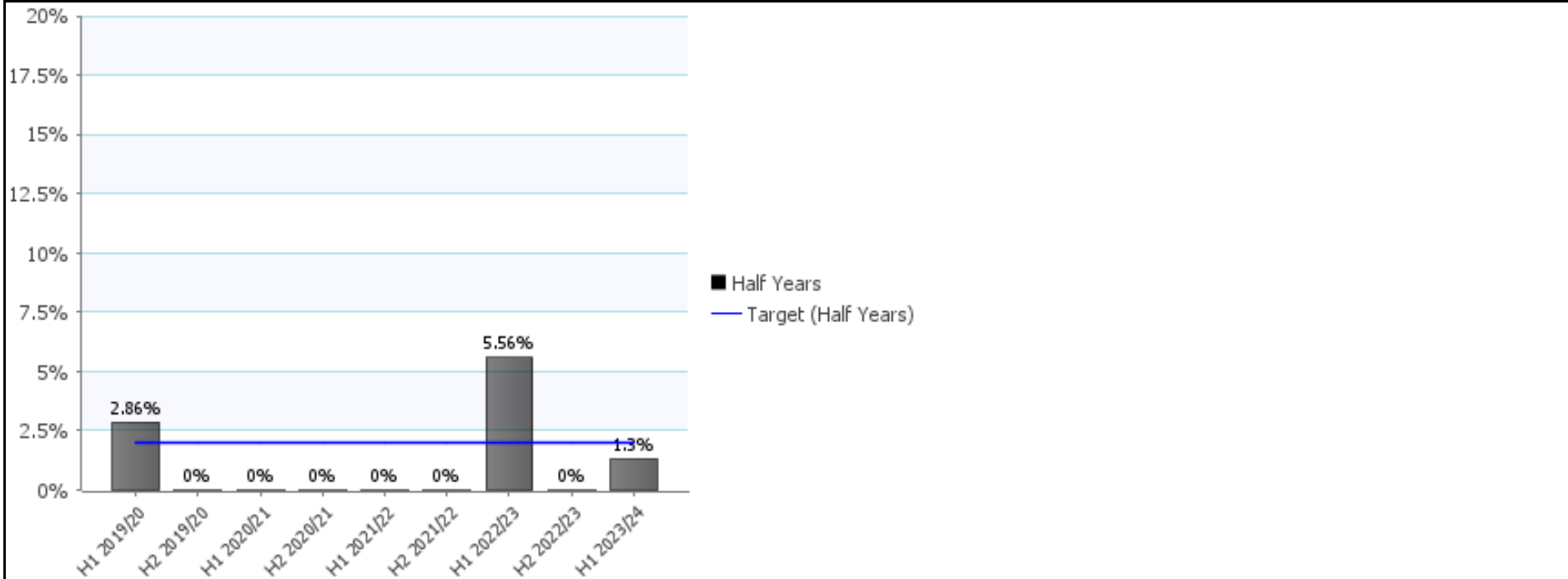
CCG 05 – Recruitment and retention – The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.

Target	Actual	Intervention	RAG	
2%	1.3%	4.1%	GREEN	▶

**Comment**

Whilst the indicator suggests good performance, there are also specific areas where posts have been vacant for long periods of time and has a knock-on impact on other areas of the service performance as important matters are not dealt with timeously.

**Trend Chart**



**Performance Indicator**

**BRAG status at 31 March 2023: GREEN**

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.

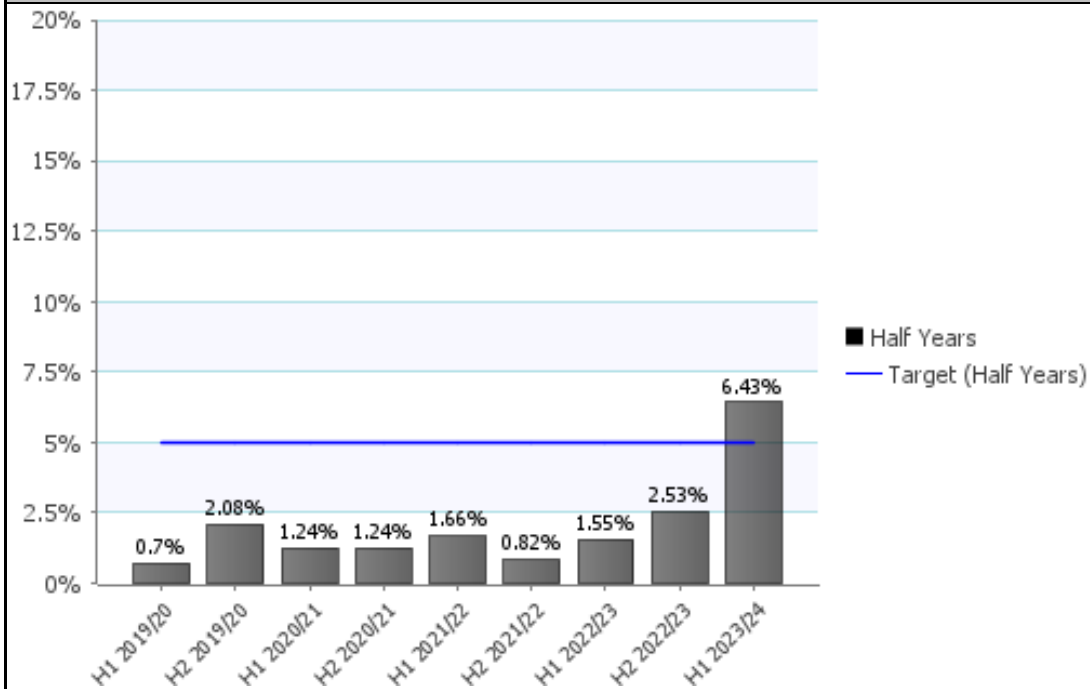
Target	Actual	Intervention	RAG	
5%	6.43%	10.1%	GREEN	▶




## Comment

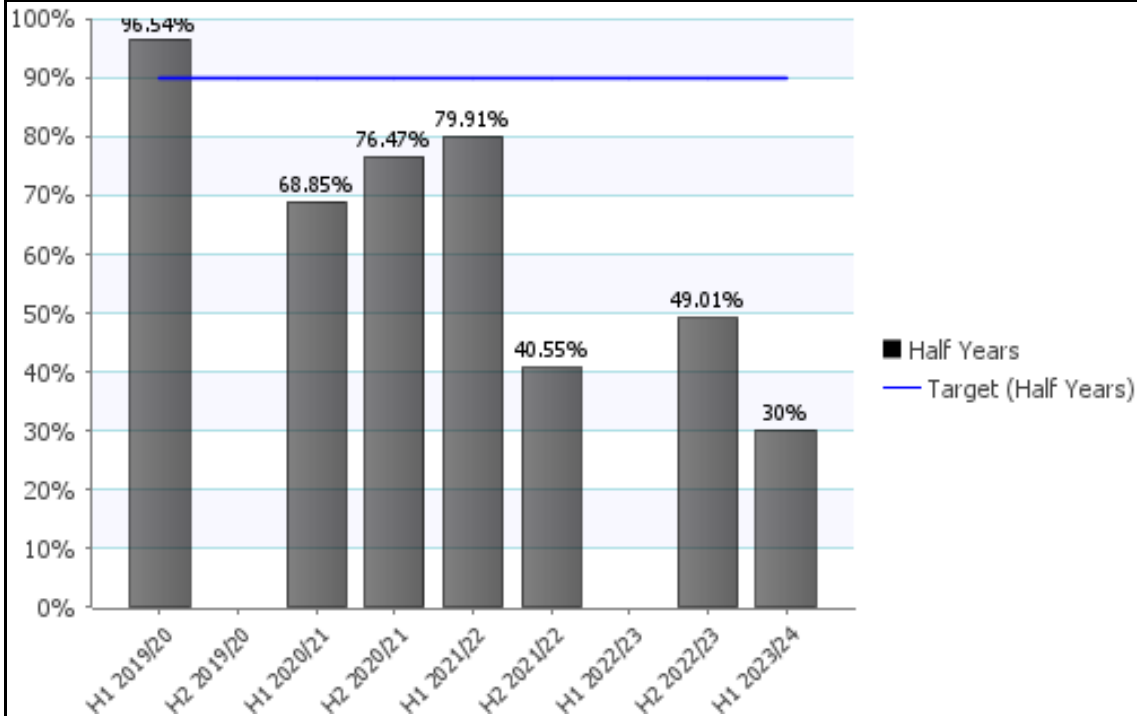
Whilst the indicator remains green, there are some instances of staff leaving across the service for a range of individual reasons which leads to the need for new recruitment, induction and training which can be a very lengthy process. The Council continues to experience competition from the private sector who have the flexibility to offer and negotiate better terms and conditions. Several members of staff have been approached direct from external companies offering opportunities and as a consequence these staff have left the Council.

## Trend Chart



Performance Indicator			
<b>BRAG status at 31 March 2023: RED.</b> 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%	30%	79%	RED 
Comment			
The Enterprise and Sustainable Regeneration Senior Management Team meet on a regular basis with Human Resources to review all topical HR issues and to identify areas requiring support and training. Recruitment has been the focus of recent meetings but improving the performance of the ERD performance will be prioritised for the next meeting.			

### Trend Chart



### Performance Indicator

**BRAG status at 31 March 2023: AMBER.**

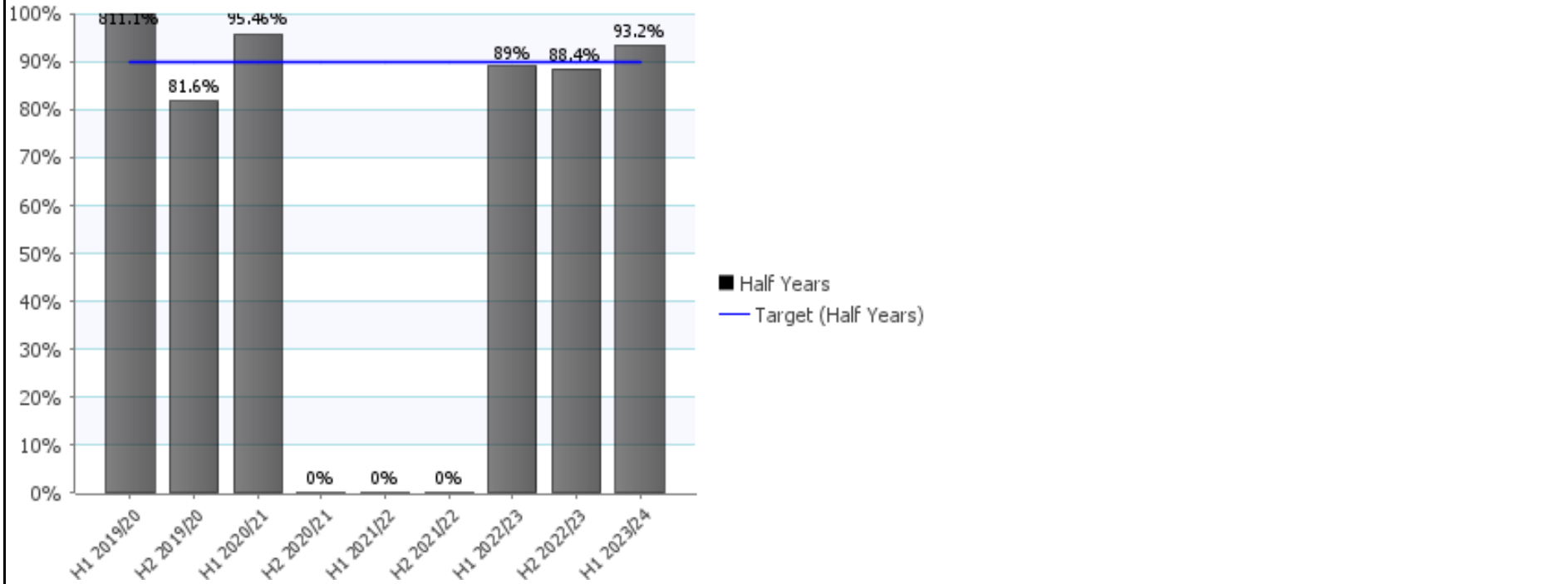
CCG 08 – Invoice payment – The number of invoices that were submitted accurately, and paid within 30 days of invoice date, as a proportion of the total number of invoices paid.

Target	Actual	Intervention	RAG	
90%	93.2%	79%	GREEN	▶

**Comment**

The performance for this indicator continues to be satisfactory.


**Trend Chart**



**Performance Indicator**

**BRAG status at 31 March 2023: RED.**

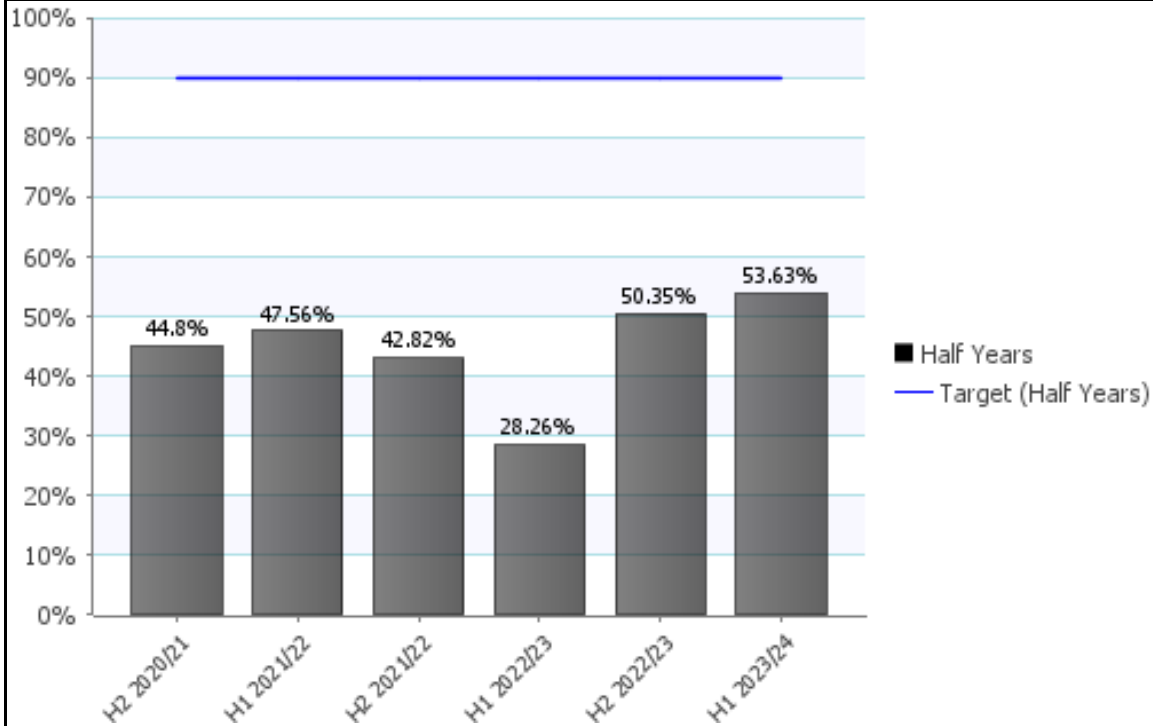
CCG 09 – Mandatory training – The number of staff who have completed all mandatory training courses, as a percentage of the total number of staff in the service.

Target	Actual	Intervention	RAG
90%	53.63%	79%	RED 

### Comment

The recorded performance is poor but is also reflective of the working environment that a proportion of the workforce are operating in where they are not office based and may be on vessels.

### 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.