

## **Item: 6.2**

**Policy and Resources Committee: 27 November 2018.**

**Performance Monitoring – Corporate Services.**

**Report by Executive Director of Corporate Services.**

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

To advise on the performance of Corporate Services for the reporting period 1 April to 30 September 2018.

### **2. Recommendations**

The Committee is invited to scrutinise:

#### **2.1.**

The performance of Corporate Services for the reporting period 1 April to 30 September 2018, as set out in sections 3 to 5 and Annexes 1 and 2 of this report.

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

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

### **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 report is attached as Annex 2.

### **5. Complaints and Compliments**

#### **5.1.**

Table 1 below sets out numbers of complaints and compliments made to Corporate Services in the six month period 1 April to 30 September 2018, and for the two preceding six month monitoring periods.

Table 1.	Six months ending 30 September 2017.	Six months ending 31 March 2018.	Six months ending 30 September 2018.	Totals.
Complaints.	0.	0.	1.	1.
Compliments.	1.	1.	1.	3.

## 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.

## 6. 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.

## 7. Financial Implications

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

## 8. Legal Aspects

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

## 9. Contact Officers

Gillian Morrison, Executive Director of Corporate Services, extension 2103, Email [gillian.morrison@orkney.gov.uk](mailto:gillian.morrison@orkney.gov.uk).

Andrew Groundwater, Head of HR and Performance, extension 2253, Email [andrew.groundwater@orkney.gov.uk](mailto:andrew.groundwater@orkney.gov.uk).

Barbara Scollay, Administrative Support Manager, extension 2164, Email [barbara.scollay@orkney.gov.uk](mailto:barbara.scollay@orkney.gov.uk).

## **10. Annexes**

Annex 1 - Summary of the performance of Corporate Services against the targets within its service plan.

Annex 2 – Summary of the performance of Corporate Services against its performance indicator targets.

## Corporate Services Service Plan Actions for six months ending 30 September 2018

Action.	Description.	Lead.	Previous period March 2018.		Current period September 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
01 – General Data Protection Regulation.	Prepare for the General Data Protection Regulation coming into law in Summer 2018.	Gavin Mitchell.	Green.	In progress.	1 April 2016.	30 June 2018.	Blue.	Complete.	All preparations have been successfully completed. The General Data Protection Regulation came into force on 25 May 2018.
02 - Data Protection Information Sharing Protocols.	Arrange to have key Information Sharing Protocols in place to support the Prevent work and Getting it Right for Every Child procedures.	Gavin Mitchell.	Red.	Overdue.	1 April 2016.	31 March 2019.	Green.	In progress.	The Information Sharing Protocol (ISP) for Prevent has been agreed and signed by all parties. The ISP for Getting It Right for Every Child was intended, in part, to reflect relevant provisions contained within the proposed Named Person legislation. However that legislation has been delayed as a result of a finding by the Supreme Court that a number of information sharing sections contained

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									within the Bill did not comply with human rights law. No firm indication has been provided by the Scottish Government as to when the necessary amendments will be made and presented to the Scottish Parliament. In the meantime, an ISP is now being prepared without reference to the Named Person legislation on the proviso that there will be an opportunity to review the ISP if and when the Named Person legislation is passed. It is anticipated that the ISP will be concluded by 31 March 2019.
03 – HR/Payroll system development.	Develop the use of electronic systems to support the routine transactional business	Andrew Groundwater.	Red.	Overdue.	1 April 2016.	31 January 2020.	Amber.	In progress.	Much of the background system building work is complete and focus is now on implementation of change in terms of associated HR process with leave management

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	associated with employee record administration and the work of HR and Performance.								first. The resignation of the project officer and subsequent vacancy has meant progress reduced over the past 3 months but a new officer is expected in post in November.
04 – E-procurement.	Complete the full implementation of e-procurement across the procurement team.	Hayley Green.	Red.	Overdue.	1 April 2016.	31 March 2020.	Green.	Not started.	Responsibility for completion of this action is fully dependent on successful implementation of the Purchase to Pay module within Integra, and this work is being progressed by the Integra Finance Project. Work on this objective will progress once that is achieved.
05 – Office accommodation review.	Establish a fully costed options analysis for Council headquarters at School Place, which also takes account of the	Hayley Green.	Red.	Overdue.	1 April 2016.	31 December 2018.	Green.	In progress.	Pre-CPA paper approved by the Senior Management Team in September 2018 to allow work on options to begin.

Action.	Description.	Lead.	Previous period March 2018.		Current period September 2018.				
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	outcomes of the Change Review into asset management.								
06 – Unified communications.	Progress to the completion the implementation of a unified communications system (voice and video calls, instant messaging, email etc) across the Council headquarters at School Place.	Hayley Green.	Green.	In progress.	1 April 2016.	31 March 2021.	Green.	In progress.	Phase 1 (email to the Cloud via Office 365) was completed at the end of May 2018. Phase 2 work, which includes replacement telephony requirements for the Council, is well underway.
07 – Alcohol licensing policy.	Develop and publish a statement of alcohol licensing policy.	Gavin Mitchell.	Green.	In progress.	4 July 2017.	30 November 2018.	Amber.	In progress.	A Statement of Alcohol Licensing Policy has been prepared but the meeting planned for October to discuss the policy had to be cancelled. The matter will now be discussed at the Board Meeting on 6 December 2018. If approved at that meeting, it is anticipated

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									that the Statement of Alcohol Licensing Policy can be published before the end of December 2018.
08 – Asset Management.	Progress to completion phase 2 of the change review of asset management.	Hayley Green.	Amber.	In progress.	4 July 2017.	31 March 2019.	Green.	In progress.	Work is underway on the first tranche of assets within this Change Review and this is reported through the Change Programme Forum.
09 – Procurement.	Progress to completion phase 2 of the change review of procurement.	Hayley Green.	Red.	Overdue.	4 July 2017.	31 March 2020.	Green.	In progress.	The Procurement Team is working with colleagues in Development and Infrastructure on a variety of procurement projects and with administrative managers on how to achieve savings on stationery purchasing across the Council. Regular progress on this change review is reported to the Change Programme Forum and the Procurement



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									Member / Officer Working Group.
10 – Digital strategy.	Develop the digital strategy delivery plan and, with support from senior officers across the Council, deliver a service which takes advantage of improvements in digital technology to improve services for our customers and a more digitally developed and confident workforce.	Hayley Green.	Green.	In progress.	4 July 2017.	31 March 2020.	Green.	In progress.	Both the Digital Strategy and the Digital Strategy Action Plan have been approved. Work is underway on delivery of the actions within the plan, and good progress is being made.
11 – Locality Plan.	Progress the Locality Plan for the non-linked isles contained within the Local Outcomes Improvement	Anna Whelan.	Green.	In progress.	4 July 2017.	31 March 2020.	Green.	In progress.	Voluntary Action Orkney, on behalf of The Orkney Partnership, was successful in a second application to the Community Choices Fund to progress the

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	Plan 2017 to 2020.								five priorities in the Locality Plan via a participatory budgeting process. A fund of approximately £85k is available and will be distributed according to the decisions made by the residents of the non-linked isles. Other actions are being progressed by the three Delivery Groups and the Board, as set out in the Locality Plan.
12 – Place Standard.	Working with colleagues in Development and Marine Planning, widen the use of the Place Standard for consultation and analysis of local communities across Orkney and develop new locality plans for selected areas to be agreed by the	Anna Whelan.	Green.	In progress.	4 July 2017.	31 March 2020.	Green.	In progress.	The Place Standard is now well established as the model of choice for consultation on place, and discussions are continuing regarding the most effective scheduling of Place Standard consultations to inform a variety of plans. The Orkney Partnership intends to allow the first Locality Plan to run for a year in order to assess its

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	Orkney Partnership Board.								effectiveness before developing a second Locality Plan.
13 – Participatory budgeting.	Working with colleagues in Finance, explore options to further develop Participatory budgeting in line with national policy drivers and the Council's strategic plan.	Anna Whelan.	Green.	In progress.	4 July 2017.	31 March 2019.	Green.	In progress.	Community Councils were consulted at their conference on 20 June 2018 on a number of potential options for the mainstreaming of Participatory Budgeting, some of which involved Community Council funding. A workshop for Elected Members has been organised for 9 October 2018 to consider options to be included in a consultation with the Orkney Opinions public consultation group.
14 – Participation requests.	Implement the Council's new participation requests policy and publish the Council's first statutory annual report.	Anna Whelan.	Green.	In progress.	4 July 2017.	30 June 2018.	Blue.	Complete.	A report was submitted to Policy and Resources Committee on 19 June 2018, appending a first Annual Report on the first year of operation of the Participation Requests Policy and the

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									Community Asset Transfer Policy. At that time, no participation requests had been received by the Council. A Participation Request was subsequently received from Westray Community Council on 28 August 2018, with regard to which a Decision Notice was issued on 26 September 2018. Both the Annual Report and the Decision Notice have been published on the Council website.
15 – Redeployment and re-skilling	Review the Council's approach to redeployment and re-skilling, with regard to budget plans.	Andrew Groundwater.	Red.	Not started.	4 July 2017.	31 March 2019.	Green.	In progress.	Review of Redeployment policy underway.
16 – Equality outcomes.	Review and develop and new set of equality	Andrew Groundwater.	Green.	In progress.	4 July 2017.	30 June 2018.	Blue.	Complete.	Equality Outcomes presented to Policy and Resources Committee on 25 September 2018

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	outcomes for the Council.								and subsequently approved by Council.
17 – Change review of staff and workforce planning.	Progress to completion phase 2 of the change review of staff and workforce planning.	Andrew Groundwater.	Green.	In progress.	4 July 2017.	30 April 2019.	Amber.	In progress.	The change review was paused for a period of time however work is back underway on this and looking at the wider challenges around pay re-structuring, which could lead to the target date being challenging.
18 – Best Value.	Co-ordinate the Council's Best Value improvement plan.	Andrew Groundwater.	Green.	In progress.	4 July 2017.	31 March 2020.	Green.	In progress.	Best Value recommendations are included in the new Council Plan or in relevant Service Plan actions and are underway. These will be monitored through the normal committee processes.
19 – Electronic Documentation and Records Management System.	Implement the roll-out of the Electronic Documentation and Records Management System for the Council.	Gavin Mitchell.			1 April 2018.	31 March 2019.	Green	In progress.	A project board and team have been appointed and initial scoping work is underway. A report will be submitted to the Senior Management Team in December

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									2018, with a view to approval through Policy and Resources Committee in February 2019.
20 – Corporate Services Workforce Plan.	Develop a detailed service workforce plan to consider future workforce needs, current capacity, supply and recruitment, skills and financial constraints.	Andrew Groundwater.			1 April 2018.	31 March 2019.	Green.	In progress.	Work is ongoing around workforce priorities with managers in Corporate Services and it is still on track to meet the target date.
21 – Phase 2 Change Reviews.	Support and co-ordinate phase 2 of the high level change reviews in financial year 2018 to 2019.	Alex Rodwell.			1 April 2018.	31 March 2019.	Green	In progress.	Support is ongoing with reviews, with specific updates provided to elected members at Change Programme Forum meetings.
22 – Phase 1 Change Reviews.	Support and co-ordinate change reviews during the scoping, option appraisal and recommendations period in financial	Alex Rodwell.			1 April 2018.	31 March 2019.	Green.	In progress.	Support is ongoing with reviews, with specific updates provided to elected members at Change Programme Forum meetings.

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	year 2018 to 2019.								
23 – Video Conferencing Facilities.	Review usage of video-conferencing facilities across the Council.	Hayley Green.			1 April 2018.	31 March 2019.	Green.	In progress.	Work is underway on this objective. Use of Skype for Business as an alternative to video conferencing is now being piloted with over 80 users in the last test group.

## Personnel key

Executive Director of Corporate Services – Gillian Morrison.

Head of HR and Performance – Andrew Groundwater.

Head of Legal Services – Gavin Mitchell.

Head of IT and Facilities – Hayley Green.

Senior Project Officer – Alex Rodwell.

Chief Internal Auditor – Olwen Sinclair.

Strategy Manager – Anna Whelan.

## 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.



## Corporate Services Service Performance Indicators for six months ending 30 September 2018

Performance Indicator	Lead.	Previous period March 2018.		Current period September 2018.				
		Actual.	RAG.	Actual.	Target.	Intervention.	RAG.	Comment.
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.	Gillian Morrison.	4.94%	Amber.	5.37%	4%	6.10%	Amber.	Sickness absence continues to be monitored and absence addressed within the service.
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.	Gillian Morrison.	87.5%	Amber.	88.29%	90%	79%	Amber.	Managers in Corporate Services continue to treat sickness absence as an important issue and seek to resolve issues at an early stage through use of the Council's policy.
03 - CCG - Staff accidents - The number of staff accidents within the service, per 30 staff per year.	Gillian Morrison.	2.06.	Amber.	1.68.	1.00.	2.10.	Amber.	The vast majority of accidents occurred within Catering and Building Cleaning operations, most involving minor injuries. These are carefully monitored and

Performance Indicator	Lead.	Previous period March 2018.		Current period September 2018.				
		Actual.	RAG.	Actual.	Target.	Intervention.	RAG.	Comment.
								risks are being addressed.
04 - CCG - Budget control - The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.	Gillian Morrison.	21%	Amber.	16%	15%	31%	Amber.	Budget monitoring remains a priority for budget holders within Corporate Services, and significant variances are dealt with when they arise.
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.	Gillian Morrison.	0%	Green.	0%	2.00%	4.10%	Green.	Within Corporate Services, staff retention remains high.
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.	Gillian Morrison.	2.97%	Green.	2.14%	5%	10%	Green.	Within Corporate Services, staff retention remains high.
07 - CCG - ERD - The number of staff who receive (at least) an annual face-to-face employee review and development (ERD) meeting,	Gillian Morrison.	92.07%	Green.	94.47%	90%	79%	Green.	Managers continue to recognise the importance of ERDs.

Performance Indicator	Lead.	Previous period March 2018.		Current period September 2018.				
		Actual.	RAG.	Actual.	Target.	Intervention.	RAG.	Comment.
as a proportion of the total number of staff within the service.								
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.	Gillian Morrison.	81.6%	Green.	83.1%	80%	69%	Green.	The service continues to prioritise timely payment of invoices wherever possible.
09 – SS – Improve procurement and tendering arrangements – Actual spend committed against pre-established contract arrangements as a percentage of procurement spend.  This is an annual indicator rather than a 6-monthly one.	Gillian Morrison.	66.1% as at 31 March 2017.	Green.	78% as at 31 March 2018.	60%	49%	Green.	Spikes Cavell data for the period ending 31 March 2018 has been verified and an accurate performance indicator figure for 2017 to 2018 is now available. The indicator shows an increased spend against pre-arranged contracts.

## Personnel key

Executive Director of Corporate Services – Gillian Morrison.

## **RAG 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.