Item: 6

Education, Leisure and Housing Committee: 5 June 2019.

Performance Monitoring.

Report by Executive Director of Education, Leisure and Housing.

1. Purpose of Report

To advise on the performance of Education, Leisure and Housing for the reporting period 1 October 2018 to 31 March 2019.

2. Recommendations

The Committee is invited to scrutinise:

2.1.

The performance of Education, Leisure and Housing for the reporting period 1 October 2018 to 31 March 2019, as set out in sections 3 to 5 and Annexes 1 and 2 of this report.

It is recommended:

2.2.

That the actions, referred to at section 3.2 of this report, that have been progressed to completion, be removed from the Education, Leisure and Housing Service Plan.

2.3.

That the Education, Leisure and Housing 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 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.

- 04 - Review of Leisure and Culture Provision – To work with the change programme team to deliver the review of leisure and culture as identified by the scope of the review which will be approved by the Council.

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 Education, Leisure and Housing in the six month period 1 October 2018 to 31 March 2019, and for the preceding two six month monitoring periods.

Table 1.	Six months ending 31 March 2018.	Six months ending 30 September 2018.	Six months ending 31 March 2019.	Totals.
Complaints.	21.	22.	25.	68.
Compliments.	18.	16.	10.	44.

5.2.

When considering the data within Table 1, 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.

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

6. Risk Register Review

Managers with Education, Leisure and Housing 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 as 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

Wilfred Weir, Executive Director of Education, Leisure and Housing, extension 2433, Email wilf.weir@orkney.gov.uk.

Peter Diamond, Head of Education (Leisure, Culture and Inclusion), extension 2436, Email peter.diamond@orkney.gov.uk.

James Wylie, Head of Education (Curriculum and Community Learning), extension 2401, james.wylie@orkney.gov.uk.

Frances Troup, Head of Housing, Homelessness and Schoolcare Accommodation, extension 2177, Email frances.troup@orkney.gov.uk.

11. Annexes

Annex 1 – Summary of the performance of Education, Leisure and Housing against the targets within its service plan.

Annex 2 – Summary of the performance of Education, Leisure and Housing against its performance indicator targets.

Annex 3 – Education, Leisure and Housing Risk Register.

Annex 1

Education, Leisure and Housing – Service Plan Actions for Six Months Ending 31 March 2019

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
01 – Early Learning and Childcare. **Lead: Peter Diamond**.	To offer the 600 hours more flexibly and prepare for the fuller extension of entitlement (1140 hours by 2020).	In progress	**Green**	01/04/2016	31/08/2020	In progress	**Green**
		Comment					
		A fuller phase of the expansion will be introduced in August 2019.					

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
02 –Review of Learning. **Lead: Peter Diamond**.	To work with the change programme team to deliver the review of learning as identified by the scope of the review which will be approved by the Council.	In progress	**Green**	01/04/2016	31/03/2021	In progress	**Amber**
		Comment					
		The impact of the 'Year 1' (2018/19) changes continue to be monitored. Options for future change will be discussed with members. Formal proposals for change will be presented at the relevant Council Committees.					

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
03 – Social Rented Housing. **Lead: Frances Troup.**	To undertake a business planning exercise to assess the wider affordability of the Housing Revenue Account to include scenario planning.	In progress	**Green**	01/04/2016	31/03/2019	In progress	**Amber**
		Comment					
		The Business Plan is under development currently, but completion is delayed due to competing work pressures.					

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
04 – Review of Leisure and Culture Provision. **Lead: Peter Diamond.**	To work with the change programme team to deliver the review of leisure and culture as identified by the scope of the review which will be approved by the Council.	In progress	**Green**	01/04/2016	31/03/2020	Complete	**Blue**
		Comment					
		A refreshed working relationship has been established with the Pickaquoy Centre Trust (PCT) General Manager. Agreements are formally in place for managing the relationship between the Council and PCT.					

Education, Leisure and Housing – Service Plan Actions for Six Months Ending 31 March 2019

Personnel key

Head of Education: Leisure, Culture and Inclusion – Peter Diamond.

Head of Housing, Homelessness and Schoolcare Accommodation Services – Frances Troup.

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.

Education, Leisure and Housing – Service Plan Actions for Six Months Ending 31 March 2019

Annex 2

Education, Leisure and Housing – Service Performance Indicators for Six Months Ending 31 March 2019

Performance Indicator	Previous Period: 30/09/2018		Current Period: 31/03/2019			
	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: Wilfred Weir.**	2.92%	**Green**	3.38%	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 sickness absence levels.					

Performance Indicator	Previous Period: 30/09/2018		Current Period: 31/03/2019			
	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: Wilfred Weir.**	63.60%	**Red**	82.61	90%	79%	**Amber**
	Comment					
	Since the last reporting period, the levels of management intervention in cases activating sickness absence triggers have increased significantly. This area continues to be actively prioritised by the service as an area for improvement.					

Performance Indicator	Previous Period: 30/09/2018		Current Period: 31/03/2019			
	Actual	RAG	Actual	Target	Intervention	RAG
03 - CCG - Staff accidents - The number of staff accidents within the service, per 30 staff per year **Lead: Wilfred Weir.**	0.43%	**Green**	0.36%	1.00	2.10	**Green**
	Comment					
	A significant reduction in the number of accidents reported. A near 50% reduction since the same period last year.					

Performance Indicator	Previous Period: 30/09/2018		Current Period: 31/03/2019			
	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: Wilfred Weir.**	5%	**Green**	8%	15%	31%	**Green**
	Comment					
	Budget holders have demonstrated effective budget management within Education, Leisure and Housing.					

Performance Indicator	Previous Period: 30/09/2018		Current Period: 31/03/2019			
	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: Wilfred Weir.**	0.81%	**Green**	1.54%	2%	4.10%	**Green**
	Comment					
	The percentage of staff vacancies still vacant after six months remains well within target owing to the positive recruitment strategies put in place by the Service.					

Performance Indicator	Previous Period: 30/09/2018		Current Period: 31/03/2019			
	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: Wilfred Weir.**	1.61%	**Green**	1.30%	5%	10.10%	**Green**
	Comment					
	Staff retention in Education, Leisure and Housing continues to remain high.					

Education, Leisure and Housing – Service Performance Indicators for Six Months Ending 31 March 2019

Performance Indicator	Previous Period: 30/09/2018		Current Period: 31/03/2019			
	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: Wilfred Weir.**	93.80%	**Green**	90%	90%	79%	**Green**
	Comment					
	The Service has processes in place to ensure annual ERDs take place and are recorded.					

Performance Indicator	Previous Period: 30/09/2018		Current Period: 31/03/2019			
	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: Wilfred Weir.**	73.90%	**Amber**	74.39%	80%	69%	**Amber**
	Comment					
	The Service will continue to ensure systems are in place to improve this indicator.					

Personnel key

Executive Director of Education, Leisure and Housing – Wilfred Weir.

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.

Education, Leisure and Housing – Service Performance Indicators for Six Months Ending 31 March 2019

Education, Leisure and Housing Risk Register 2019/20

Annex 3

Strategic Risks

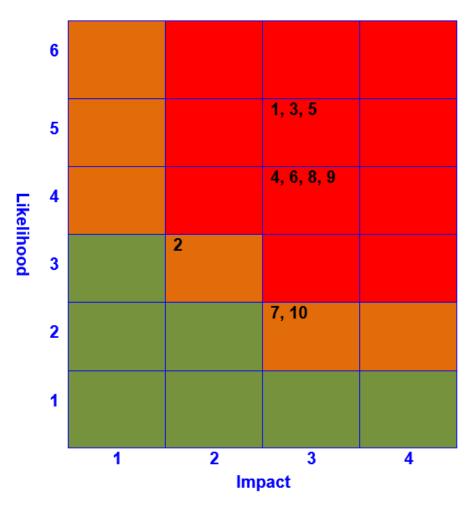| Cluster.	Risk Number.	Owner.
Financial.	4.	Head of Housing, Homelessness and Schoolcare Accommodation Services.
Staffing.		Executive Director of Corporate Services.
Economic Recovery and Sustainability.		Executive Director of Development and Infrastructure.
Political.		Chief Executive.
Partnerships.		Chief Executive.
Governance.		Chief Executive and Head of IT and Facilities.
Communication.		Chief Executive.

Operational Risks

Cluster.	Risk Number.	Owner.
Financial.	1, 7, 9, 10.	Head of Housing, Homelessness and Schoolcare Accommodation Services.
Financial.		Head of Lifelong Learning and Inclusion.
Staffing.	3.	Executive Director of Education, Leisure and Housing.
Staffing.	8.	All Heads of Service.
Economic Recovery and Sustainability.	6.	Head of Housing, Homelessness and Schoolcare Accommodation Services.
Political.	2.	Head of Schools.
Partnerships.		

Cluster.	Risk Number.	Owner.
Governance.		
Communication.	5.	All Heads of Service.

Risk Matrix

Impact:
4 = Catastrophic
3 = Critical
2 = Significant
1 = Negligible

Likelihood:
6 = Very High
5 = High
4 = Significant
3 = Low
2 = Very Low
1 = Almost Impossible

Risk Title: 01 – Financial Pressures.

Likelihood.	5.	Impact.	3.	RAG.	Red.	Current Risk Score.	15.	Target Risk Score.	6.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
It is predicted that ongoing savings will be required each year. The funding regime for housing development in Scotland leads to difficulties in making development achievable, given the range of pressures on a small Housing Revenue Account. This, in turn, is impacting on affordable housing provision. Universal credit was rolled out across Orkney in September 2018 and this is causing increased rent arrears. Welfare reform has other impacts on the Council particularly as regards the single room rent for young people.	Decrease in the service provided by ELH; Insufficient houses and higher levels of disrepair.	Drop in level of service provided across Education, Leisure and Housing; Lower attainment of learners; Reputational impact; Community impact; Impact on staff morale; Economic impact if people leave the islands; No new houses built; Increased homelessness; Additional housing pressure; Sustainability threatened in fragile communities; Increased rents; Failure to meet EESSH; Staff more likely to be stressed.	Oversee budget management and vacant post review. Work with Change Programme to identify more and efficient/different ways of working to release budget savings Business Plan to be developed covering HRA activity to consider scenario planning. Provision of temporary accommodation reviewed through development of Rapid Rehousing Transition Plan, but delivery is dependent on level of funding received from Scottish Government. Further changes to Temporary Accommodation required in light of Scottish Government's review of temporary accommodation.

Risk Title: 02 – Additional Support Needs.

Likelihood.	3.	Impact.	2.	RAG.	Amber.	Current Risk Score.	6.	Target Risk Score.	4.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
National reports are signalling limited implementation of legislative change. New demands for service are out with current capacity to deliver.	A pupil comes into the system that we don't have the resources or equipment to cater for.	Can cost up to £150k to £200k per annum to send a child to mainland; Difficult to meet the rights and demands of pupils; Could lead to (an expensive) judicial review.	Review of Services and report with key recommendations to Education, Leisure and Housing Committee.

Risk Title: 03 – Recruitment Challenges.

Likelihood.	5.	Impact.	3.	RAG.	Red.	Current Risk Score.	15.	Target Risk Score.	9.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Some posts remain very difficult to fill. For example, Housing staff, Sheltered Housing staff, Papdale Halls, Teaching staff and Management staff. Capacity to deliver subject curriculum and specialist housing services could be compromised. Head teacher turnover is currently at a level where the capacity to support	Key posts still remain unfilled following another recruitment drive. Further Head Teacher vacancies.	Drop in educational standards; Reduced levels of attainment; Reduction in learners' opportunities /courses; Reduction in performance standards across Housing Services; Reputational impact; Community impact; Concern about closures; Impact on staff morale; Economic impact if people leave the islands.	Support for 'grow your own' staff to include school managers to be secured. This may include incentives to encourage staff retention. Alternatives including use of agency supply to be explored.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
recruitment and induction is at its limit.			

Risk Title: 04 – Ability to pay rent or mortgages (recession).

Likelihood.	4.	Impact.	3.	RAG.	Amber.	Current Risk Score.	12.	Target Risk Score.	4.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Recession forecast is likely to result in increased inability to pay housing costs. Impact of welfare reform likely to impact on ability to pay rent and this has been exacerbated by the rollout of Universal Credit during 2018/19.	Reduced Income levels from OIC (rents) and the general public.	More rent arrears; Increased impact on HRA; Increased homelessness; Loss of staff; Failure to meet EESSH; Loss of reputation in arrears figures previously being so good; Negative impact on rural/isles area.	HRA Business Planning activity to be undertaken to include scenario planning. Issues of affordability are considered in respect of potential impact of annual rental increase. Monitor situation and reassess plans for new build against demand on regular basis.

Risk Title: 05 – Appropriate IT.

Likelihood.	5.	Impact.	3.	RAG.	Red.	Current Risk Score.	15.	Target Risk Score.	12.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
There is a lack of faith in the IT system, specifically around the housing management system, repairs, improvements and ASB and also SEEMiS in education. Long lead in times for implementing	The Council fails to develop an IT system that supports the Service appropriately.	May not be able to provide external bodies with the information they require; More distrust of existing system; Cost of making the current system suit staff needs; Low staff morale.	Continue to monitor effectiveness of Northgate and SEEMiS and undertake upgrades as a planned process. Concerto currently being expanded to include all asset management. Ensure provision for homelessness and advice monitoring is developed.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
new IT packages means that efficiencies are not realised or become redundant.			

Risk Title: 06 – Significant demand for emergency accommodation and general needs housing.

Likelihood.	4.	Impact.	3.	RAG.	Amber.	Current Risk Score.	12.	Target Risk Score.	4.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Significant number of homelessness presentations for variety of reasons and increasing numbers of households.	Current lack of capacity and increased demands due to national policy of rapid rehousing.	Significant level of homelessness; Increased financial pressure of OIC; Additional demands placed on smaller staffing base; Bad publicity.	Keep demand under review. Further review of Temporary Accommodation provision in light of Scottish Government's general review of temporary accommodation and the impact of the Rapid Rehousing Transition Plan.

Risk Title: 07 – Failure to meet EESSH.

Likelihood.	2.	Impact.	3.	RAG.	Amber.	Current Risk Score.	6.	Target Risk Score.	4.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Some houses will be below the standard. Substantially reliant on external funding. Risk that ECO funding is not available.	Government criticism for failing the standard.	May have sanctions imposed; Negative impact on inspection results; Adverse effect on tenants; Bad publicity leading to increased complaints.	Review progress on an annual basis. Develop detailed plan to ensure properties meet the EESSH within the designated timescale. Likely to become a greater risk with the introduction of EESSH2.

Risk Title: 08 – Assault on staff.

Likelihood.	4.	Impact.	3.	RAG.	Red.	Current Risk Score.	12.	Target Risk Score.	6.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Staff who work in the community (or who work in a 1-1 context with service users are vulnerable to attack and/or their reputation being damaged through allegation or assertion.	A member of staff is attacked or is in fear of being attacked; A member of staff is concerned that their reputation may be harmed; A member of staff reports a significant incident or accident involving assault by a student.	Personal injury; Staff may leave; Low morale; Sense of failure among staff; Reputational risk of organisation, service or setting; Cost implications to council if they are sued.	Ensure lone working policy remains valid, staff continue to follow guidance and risk assessments are in place.

Risk Title: 09 – Housing Revenue Account.

Likelihood.	4.	Impact.	3.	RAG.	Red.	Current Risk Score.	12.	Target Risk Score.	6.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Affordability issues in respect of Housing Revenue Account as a result of investment programme costs over longer term.	Costs of delivering services Including house build, meeting appropriate standards, repair needs relative to income raise issues in respect of affordability of HRA. This coupled with rising rent arrears, as a result of the rollout of Universal Credit, is challenging.	May have sanctions imposed; Negative impact on inspection results; Adverse effect on tenants; Bad publicity leading to increased complaints.	Develop HRA Business Plan to include scenario planning. Continue to review HRA modelling in light of annual rental increase.

Risk Title: 10 – Papdale Halls of Residence

Likelihood.	2.	Impact.	3.	RAG.	Amber.	Current Risk Score.	6.	Target Risk Score.	4.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Risk that sufficient additional business may not transpire to cover staffing etc costs.	Income less than expenditure.	Unable to balance budget and therefore an impact on potential service delivery.	Continue to monitor levels of additional business and undertake actions intended to generate interest.