

## **Item: 5**

**Education, Leisure and Housing Committee: 10 November 2021.**

**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 April to 30 September 2021.

### **2. Recommendations**

The Committee is invited to scrutinise:

#### **2.1.**

The performance of Education, Leisure and Housing Service for the reporting period 1 April to 30 September 2021, as set out in sections 3 to 5 and Annexes 1 and 2 of this report.

**It is recommended:**

#### **2.2.**

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

### **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 Education, Leisure and Housing 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:

- 02 – Early Learning and Childcare – 1140 hours of Early Learning and Childcare are now being offered in all settings.

## 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. Service 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 April 30 September 2021, and for the two preceding six-month monitoring periods.

Table 1.	Six months ending 30 September 2020.	Six months ending 31 March 2021.	Six months ending 30 September 2021.	Totals.
Complaints.	15.	15.	18.	48.
Compliments	5.	17.	12	34.

### 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.

There is no discernible relationship in terms of the types of complaints received over this 6 month monitoring period.

## 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 recommendations to this report.

## **8. Legal Aspects**

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

## **9. Contact Officers**

James Wylie, Executive Director of Education, Leisure and Housing, extension 2477, email [james.wylie@orkney.gov.uk](mailto:james.wylie@orkney.gov.uk).

Peter Diamond, Head of Education, extension 2436, email [peter.diamond@orkney.gov.uk](mailto:peter.diamond@orkney.gov.uk).

Frances Troup, Head of Community Learning, Leisure and Housing, extension 2177, email [frances.troup@orkney.gov.uk](mailto:frances.troup@orkney.gov.uk).


## **10. 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 1


### Education, Leisure and Housing – Service Plan Actions for Six Months Ending 30 September 2021

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
E,L&H Service Plan Actions - 01 - Planning and Improvement.	Work with service managers to adopt a logic model that can add pace, build trust and create capacity (ABC).	To review the model for improvement to ensure targets are met on time	GREEN		01-Oct-2019	31-Mar-2022
Lead	Comment					
Steven Burnett	<p><b>BRAG status at 31 March 2021: GREEN.</b></p> <p>The experience of COVID, together with the Education, Leisure and Housing management restructure undertaken this year, has placed limitations upon progress to date. Whilst there is no reasonable likelihood of these plans being fully formed by Christmas 2021, there is still an overriding ambition to complete this work by the end of the current financial year.</p>					


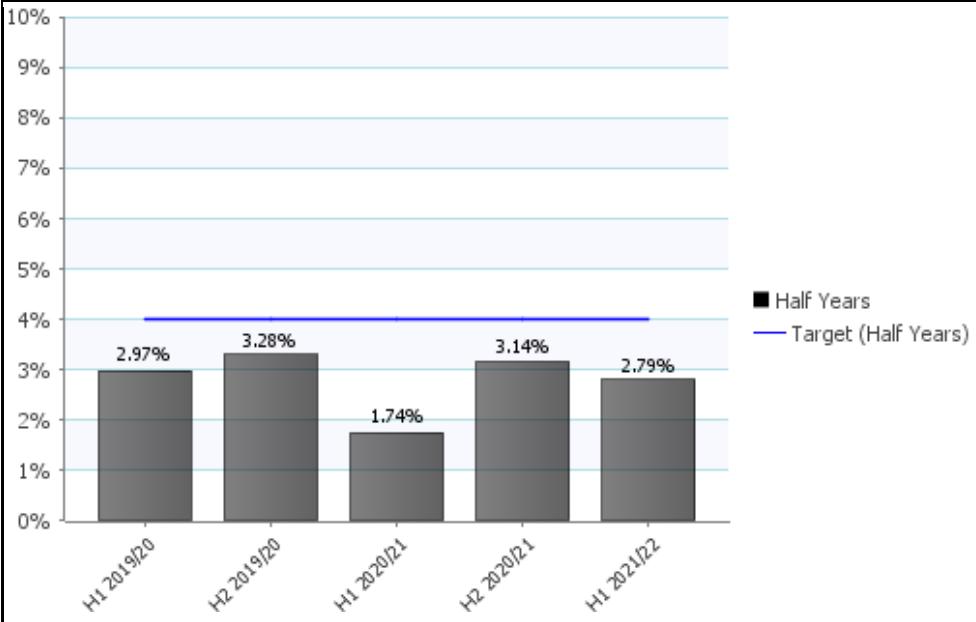
Title	Description	Intended Outcome	BRAG		Start Date	Target Date
E,L&H Service Plan Actions - 02 - Early Learning and Childcare.	Review and implement the Council's Early Learning and Childcare Delivery Plan.	To offer 1140 hours of early learning and childcare to all eligible children by 2020.	BLUE		01-Oct-2019	31-Dec-2020
Lead	Comment					
Peter Diamond	<b>BRAG status at 31 March 2021: RED.</b> This action is now complete as 1140 hours are now being offered in all settings. This action should be removed from this action plan.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
E,L&H Service Plan Actions - 03 - National Improvement Framework.	Implement and continuously review the impact of and revise, as appropriate, Orkney's achievement and attainment improvement plan in line with the National Improvement Framework.	To 'Raise the Bar and Close the Gap'.	GREEN		01-Oct-2019	31-Dec-2023
Lead	Comment					
Peter Diamond	<b>BRAG status at 31 March 2021: GREEN.</b> Revised and updated National Improvement Framework completed (in draft); scheduled to be presented to the Education, Leisure and Housing Committee for scrutiny and approval.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
E,L&H Service Plan Actions - 04 - Support for Learners.	Implement, review the impact of and revise, as appropriate, the review of support for learning, including taking forward a review of the Resource School Model.	To improve outcomes for the most vulnerable learners.	GREEN		01-Oct-2019	31-Dec-2023
Lead	Comment					
Peter Diamond	<p><b>BRAG status at 31 March 2021: GREEN.</b></p> <p>Update report with revised recommendations to reflect the Covid Recovery work, to be considered at this meeting of the Education, Leisure and Housing Committee.</p>					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
E,L&H Service Plan Actions - 05 - Social Rented Housing.	Work with the relevant internal and external partners to complete a business planning exercise, including appropriate scenario planning.	To assess the affordability of the Housing Revenue Account.	GREEN		01-Oct-2019	31-Dec-2023
Lead	Comment					
Frances Troup	<p><b>BRAG status at 31 March 2021: GREEN.</b></p> <p>The written Business Plan is in the later stages of development. A review of the Housing Revenue Account has progressed over recent months and is closely inter-related to the development of the Business Plan. It is anticipated that the written Business Plan will be presented to committee during 2022.</p>					

**Education, Leisure and Housing – Service Performance Indicators for Six Months Ending 30 September 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%	2.79%	6.1%	GREEN																			
Comment																						
<p><b>BRAG status at 31 March 2021: GREEN.</b></p> <p>Sickness absence has decreased slightly since the previous reporting period and is still well within target. Service managers will, within the context of the Council's sickness management policy, continue to address sickness absence levels.</p>																						
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>2.97%</td> <td>4%</td> </tr> <tr> <td>H2 2019/20</td> <td>3.28%</td> <td>4%</td> </tr> <tr> <td>H1 2020/21</td> <td>1.74%</td> <td>4%</td> </tr> <tr> <td>H2 2020/21</td> <td>3.14%</td> <td>4%</td> </tr> <tr> <td>H1 2021/22</td> <td>2.79%</td> <td>4%</td> </tr> </tbody> </table>					Half Year	Actual (%)	Target (%)	H1 2019/20	2.97%	4%	H2 2019/20	3.28%	4%	H1 2020/21	1.74%	4%	H2 2020/21	3.14%	4%	H1 2021/22	2.79%	4%
Half Year	Actual (%)	Target (%)																				
H1 2019/20	2.97%	4%																				
H2 2019/20	3.28%	4%																				
H1 2020/21	1.74%	4%																				
H2 2020/21	3.14%	4%																				
H1 2021/22	2.79%	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.

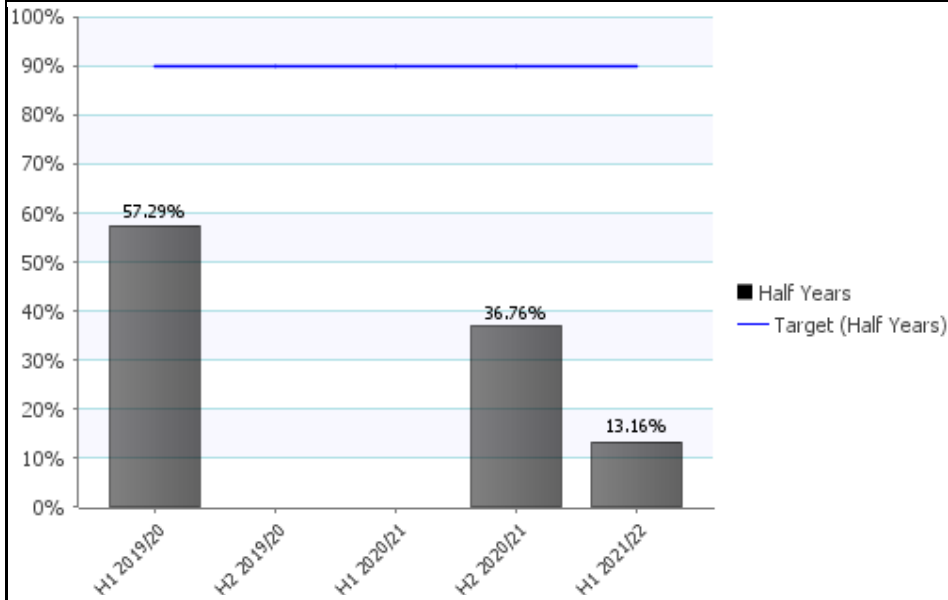
Target	Actual	Intervention	RAG	
90%	13.16%	79%	RED	

**Comment**

**BRAG status at 31 March 2021: RED.**

The Education, Leisure and Housing Directorate Management Team continue to work with Human Resources and Managers within their own Teams to ensure that more active intervention takes place in future. Managers are in the process of participating in training to implement a new HR programme for sickness management which we hope will improve this intervention.

**Trend Chart**



**Performance Indicator**

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

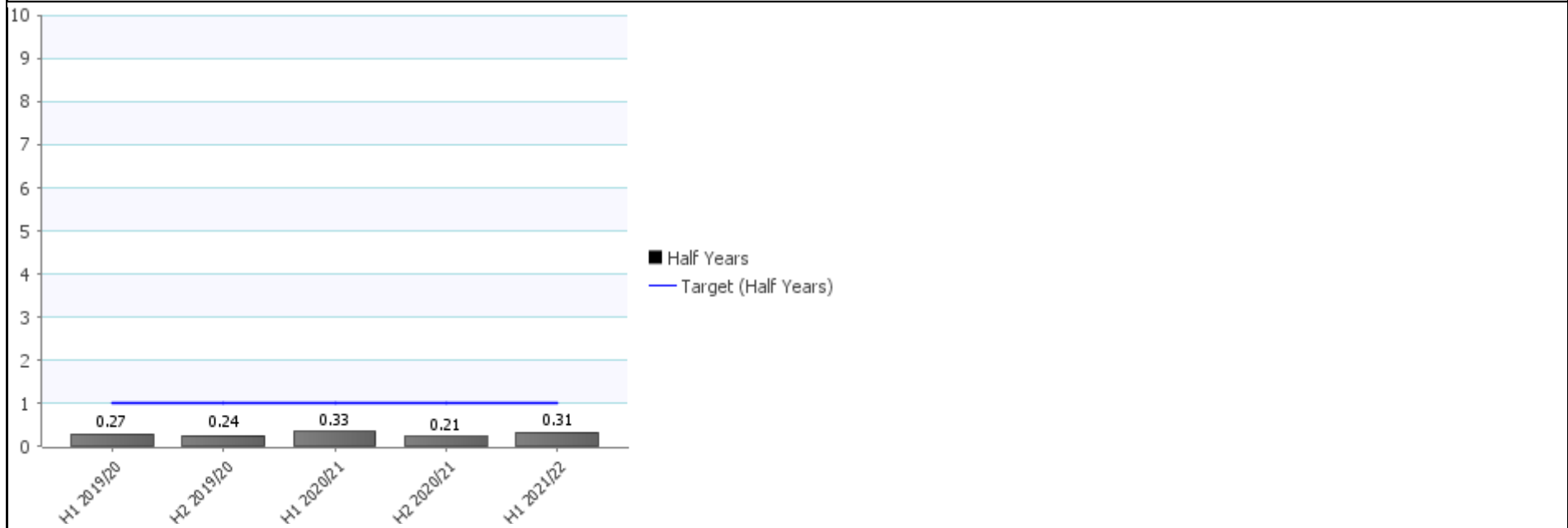
Target	Actual	Intervention	RAG	
1	0.31	2.1	GREEN	


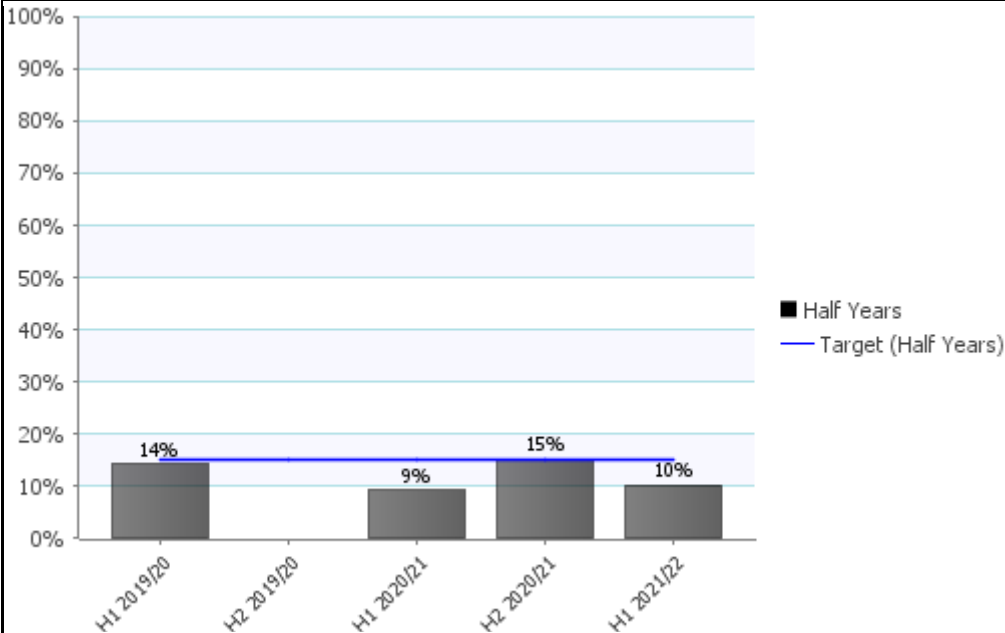
**Comment**


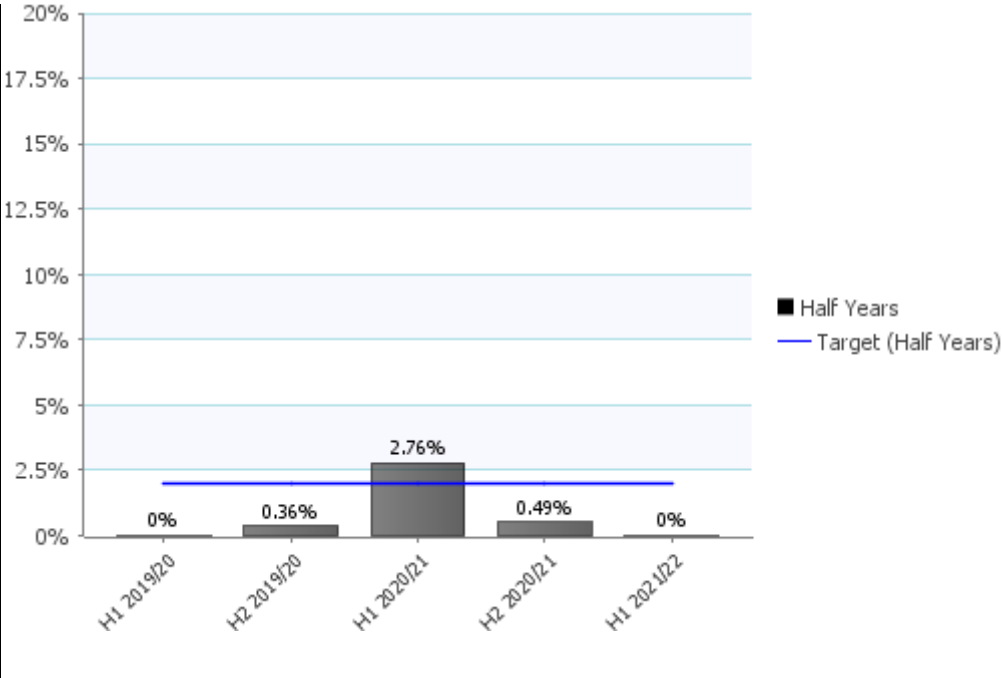
**BRAG status at 31 March 2021: GREEN.**

There were 13 accidents within the Service over the last 12-month period. 8 of these accidents were as a result of slips, trips or falls in the workplace.

**Trend Chart**



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%	10%	31%	GREEN																			
Comment																						
<b>BRAG status at 31 March 2021: GREEN.</b> There has been a decrease since the last reporting period. Budget holders continue to demonstrate effective budget management within Education, Leisure and Housing.																						
Trend Chart																						
 <p>The trend chart displays the percentage of significant variances over five 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, H2 2020/21, and H1 2021/22. A horizontal blue line indicates the target at 15%. Dark grey bars represent the actual percentage for each half-year period.</p> <table border="1"> <thead> <tr> <th>Half Year</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>14%</td> <td>15%</td> </tr> <tr> <td>H2 2019/20</td> <td>0%</td> <td>15%</td> </tr> <tr> <td>H1 2020/21</td> <td>9%</td> <td>15%</td> </tr> <tr> <td>H2 2020/21</td> <td>15%</td> <td>15%</td> </tr> <tr> <td>H1 2021/22</td> <td>10%</td> <td>15%</td> </tr> </tbody> </table>					Half Year	Actual (%)	Target (%)	H1 2019/20	14%	15%	H2 2019/20	0%	15%	H1 2020/21	9%	15%	H2 2020/21	15%	15%	H1 2021/22	10%	15%
Half Year	Actual (%)	Target (%)																				
H1 2019/20	14%	15%																				
H2 2019/20	0%	15%																				
H1 2020/21	9%	15%																				
H2 2020/21	15%	15%																				
H1 2021/22	10%	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																						
<b>BRAG status at 31 March 2021: GREEN.</b> There were a total of 266 vacancies advertised, none of which were still vacant after 6 months.																						
Trend Chart																						
 <p>The trend chart displays the percentage of advertised service staff vacancies still vacant after six months across five 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, H2 2020/21, and H1 2021/22. A horizontal blue line indicates the target at 2.5%. Dark grey bars represent the actual values for each period: 0% (H1 2019/20), 0.36% (H2 2019/20), 2.76% (H1 2020/21), 0.49% (H2 2020/21), and 0% (H1 2021/22). The legend identifies the bars as 'Half Years' and the line as 'Target (Half Years)'.</p> <table border="1"> <thead> <tr> <th>Half Year</th> <th>Actual (%)</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>0.36%</td> <td>2.5%</td> </tr> <tr> <td>H1 2020/21</td> <td>2.76%</td> <td>2.5%</td> </tr> <tr> <td>H2 2020/21</td> <td>0.49%</td> <td>2.5%</td> </tr> <tr> <td>H1 2021/22</td> <td>0%</td> <td>2.5%</td> </tr> </tbody> </table>					Half Year	Actual (%)	Target (%)	H1 2019/20	0%	2.5%	H2 2019/20	0.36%	2.5%	H1 2020/21	2.76%	2.5%	H2 2020/21	0.49%	2.5%	H1 2021/22	0%	2.5%
Half Year	Actual (%)	Target (%)																				
H1 2019/20	0%	2.5%																				
H2 2019/20	0.36%	2.5%																				
H1 2020/21	2.76%	2.5%																				
H2 2020/21	0.49%	2.5%																				
H1 2021/22	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%	1.86%	10.1%	GREEN	▶												
Comment																
<b>BRAG status at 31 March 2021: GREEN.</b> Of 754 permanent staff employed in the Service, 14 left employment with Orkney Islands Council. Staff retention in Education, Leisure and Housing continues to remain high.																
Trend Chart																
<table border="1"> <caption>Recruitment and Retention Data</caption> <thead> <tr> <th>Half Year</th> <th>Actual Percentage</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>2.82%</td> </tr> <tr> <td>H2 2019/20</td> <td>2.15%</td> </tr> <tr> <td>H1 2020/21</td> <td>1.2%</td> </tr> <tr> <td>H2 2020/21</td> <td>1.47%</td> </tr> <tr> <td>H1 2021/22</td> <td>1.86%</td> </tr> </tbody> </table>					Half Year	Actual Percentage	H1 2019/20	2.82%	H2 2019/20	2.15%	H1 2020/21	1.2%	H2 2020/21	1.47%	H1 2021/22	1.86%
Half Year	Actual Percentage															
H1 2019/20	2.82%															
H2 2019/20	2.15%															
H1 2020/21	1.2%															
H2 2020/21	1.47%															
H1 2021/22	1.86%															

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%	88.2%	79%	AMBER	⚠																		
Comment																						
<p><b>BRAG status at 31 March 2021: RED.</b></p> <p>The focus of all Education, Leisure and Housing Services throughout the lockdown period was to provide service delivery to the Orkney community. Senior staff met with staff at least once a week to provide pastoral support and management guidance. ERD was not a principal focus, staff wellbeing was. Managers across the ELH Directorate have in this reporting period re-engaged with the ERD process whilst still fully immersed with COVID-19 mitigation management and have done an outstanding job to achieve this percentage level.</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>88.7%</td> <td>90%</td> </tr> <tr> <td>H2 2019/20</td> <td>-</td> <td>90%</td> </tr> <tr> <td>H1 2020/21</td> <td>69.8%</td> <td>90%</td> </tr> <tr> <td>H2 2020/21</td> <td>70.6%</td> <td>90%</td> </tr> <tr> <td>H1 2021/22</td> <td>88.2%</td> <td>90%</td> </tr> </tbody> </table>					Half Year	Actual Performance (%)	Target (%)	H1 2019/20	88.7%	90%	H2 2019/20	-	90%	H1 2020/21	69.8%	90%	H2 2020/21	70.6%	90%	H1 2021/22	88.2%	90%
Half Year	Actual Performance (%)	Target (%)																				
H1 2019/20	88.7%	90%																				
H2 2019/20	-	90%																				
H1 2020/21	69.8%	90%																				
H2 2020/21	70.6%	90%																				
H1 2021/22	88.2%	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%	81.37%	79%	AMBER	⚠																		
Comment																						
<p><b>BRAG status at 31 March 2021: AMBER.</b></p> <p>There is an improvement in this indicator from 77.61% in September 2020 to 81.37% in September 2021. It is likely that the gradual improvement in performance of this indicator is related to implementation of the Purchase to Pay system within the service.</p>																						
Trend Chart																						
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Half Year	Actual Performance (%)	Target (%)																				
H1 2019/20	74.5%	90%																				
H2 2019/20	74.3%	90%																				
H1 2020/21	77.61%	90%																				
H2 2020/21	82.68%	90%																				
H1 2021/22	81.37%	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%	43.74%	79%	RED <span style="color: red;">●</span>

**Comment**

**BRAG status at 31 March 2021: RED.**  
 Of 1223 staff in the service, 535 are completely up to date with their mandatory training. Managers in Education, Leisure and Housing aim to improve the completion rates of mandatory courses through regular communication to staff. This area needs significant improvement.

**Trend Chart**

