



Item: 5

Education, Leisure and Housing Committee: 13 November 2024.

Performance Monitoring – Education, Leisure and Housing.

Report by Corporate Director for Education, Leisure and Housing.

1. Overview

- 1.1. The Council Plan 2023-28, approved in March 2023, reflects national priorities set by both the Scottish and UK Governments and the core services which the Council provides day to day, as well as taking account of new duties arising from recent legislation.
- 1.2. The Delivery Plan to support the Council Plan contains a number of priority actions listed to indicate the work which will be undertaken to achieve the identified outcomes.
- 1.3. The Council Plan 2023-28 noted that each directorate will have a delivery plan describing the priorities that they will deliver.
- 1.4. In terms of the Council's Strategic Planning and Performance Framework, performance in respect of the Directorate Delivery Plan, performance indicators and complaints and compliments are reported to the relevant committee on a six-monthly basis, in June and November.
- 1.5. As the Directorate Delivery Plan for Education, Leisure and Housing, was presented to Committee in September 2024, the first update on the status of each action will be reported to Committee in June 2025. It is also important to note that Education, Leisure and Housing services have several, detailed, statutory plans and reports that must be submitted to external bodies for scrutiny and sign off on an annual basis
- 1.6. Directorate performance indicators provide the mechanism through which the performance of aspects of the services provided year on year are monitored. Annex 1 provides the six-monthly updates in respect of the Education, Leisure and Housing performance indicators.
- 1.7. Section 3 below sets out more detail on complaints and compliments received by the Education, Leisure and Housing service.

2. Recommendations

- 2.1. It is recommended that members of the Committee:
- i. Scrutinise the performance of Education, Leisure and Housing for the reporting period 1 April to 30 September 2024, in respect of performance indicators, as detailed in Annex 1 to this report.
 - ii. Scrutinise the complaints and compliments made to Education, Leisure and Housing in the 6-month period 1 April to 30 September 2024, and for the two preceding six-month periods, as detailed in section 3 of this report.

3. Directorate Complaints and Compliments

- 3.1. Table 1 below sets out the complaints and compliments made to Education, Leisure and Housing in the 6-month period 1 April to 30 September 2024, and for the two preceding six-month periods.

Table 1.	Six months ending 30 September 2023.	Six months ending 31 March 2024.	Six months ending 30 September 2024.	Totals.
Complaints.	36.	40.	31.	107.
Compliments.	23.	41.	12.	76.

- 3.2. Table 2 set out a breakdown within the service of complaints and compliments for the six months ending 30 September 2024:

Table 2.	Complaints.	Compliments.
Corporate Catering.	0.	0.
Community Learning and Development.	0.	2.
Culture.	0.	8.
Education.	12.	1.
Housing.	17.	1.
Leisure.	2.	0.
Total.	31.	12.

- 3.3. 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, 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.

For Further Information please contact:

James Wylie, Corporate Director for Education, Leisure and Housing, extension 2431,
Email james.wylie@orkney.gov.uk.

Implications of Report

1. **Financial:** none arising directly from this report.
2. **Legal:** none arising directly from this report.
3. **Corporate Governance:** not applicable.
4. **Human Resources:** not applicable.
5. **Equalities:** An Equality Impact Assessment is not required for performance monitoring.
6. **Island Communities Impact:** An Island Communities Impact Assessment is not required for performance monitoring.
7. **Links to Council Plan:** the proposals in this report support and contribute to improved outcomes for communities as outlined in the following Council Plan strategic priorities:
 - Growing our economy.
 - Strengthening our Communities.
 - Developing our Infrastructure.
 - Transforming our Council.
8. **Links to Local Outcomes Improvement Plan:** the proposals in this report support and contribute to improved outcomes for communities as outlined in the following Local Outcomes Improvement Plan priorities:
 - Cost of Living.
 - Sustainable Development.
 - Local Equality.
9. **Environmental and Climate Risk:** not applicable.
10. **Risk:** not applicable.
11. **Procurement:** not applicable.
12. **Health and Safety:** not applicable.
13. **Property and Assets:** not applicable.
14. **Information Technology:** not applicable.
15. **Cost of Living :** not applicable.

List of Background Papers

Council Plan 2023-28.

Council Delivery Plan 2023-28.


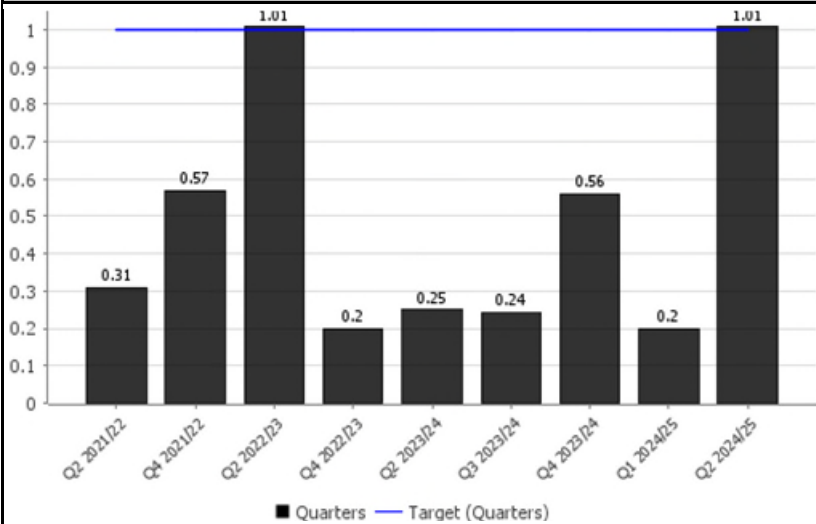
Annex


Annex 1 – Performance Indicators.

Education, Leisure and Housing – Service Performance Indicators for Six Months Ending 30 September 2024

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%	3.84%	6.1%	GREEN	▶																				
Comment																								
<p>BRAG status at 31 March 2024: AMBER.</p> <p>This indicator has seen a fall from 5.94% to 3.84% in the past six months, which brings it within target. Our records indicate that over 40% of sickness absences are short term absences due to minor illnesses/conditions. Service Managers have identified specific areas of concern and are working with managers directly.</p>																								
Trend Chart																								
<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2021/22</td> <td>2.79%</td> </tr> <tr> <td>Q4 2021/22</td> <td>5.08%</td> </tr> <tr> <td>Q2 2022/23</td> <td>4.39%</td> </tr> <tr> <td>Q4 2022/23</td> <td>5.18%</td> </tr> <tr> <td>Q2 2023/24</td> <td>4.11%</td> </tr> <tr> <td>Q3 2023/24</td> <td>4.41%</td> </tr> <tr> <td>Q4 2023/24</td> <td>5.94%</td> </tr> <tr> <td>Q1 2024/25</td> <td>5.01%</td> </tr> <tr> <td>Q2 2024/25</td> <td>3.84%</td> </tr> </tbody> </table>					Quarter	Percentage	Q2 2021/22	2.79%	Q4 2021/22	5.08%	Q2 2022/23	4.39%	Q4 2022/23	5.18%	Q2 2023/24	4.11%	Q3 2023/24	4.41%	Q4 2023/24	5.94%	Q1 2024/25	5.01%	Q2 2024/25	3.84%
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Q4 2023/24	5.94%																							
Q1 2024/25	5.01%																							
Q2 2024/25	3.84%																							

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%	48.45%	79%	RED	●																				
Comment																								
<p>BRAG status at 31 March 2024: RED.</p> <p>Out of the 194 absences, 94 are recorded as having management interventions. Directorate staff are monitoring this regularly and working with Human Resources. Service Managers then follow up with relevant line managers to ensure that interventions are being carried out and recorded as per policy. A significant working time for Directorate staff has been directed to budget management and inspection engagement in this reporting period, which has impacted on the resource to support and challenge in this area.</p>																								
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Q2 2024/25	48.45%																							

Performance Indicator																																		
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.																																		
Target	Actual	Intervention	RAG																															
1	1.01	2.1	GREEN																															
Comment																																		
<p>BRAG status at 31 March 2024: GREEN.</p> <p>Staff have increased their reporting of Adverse Events to Safety and Resilience (S&R), which is demonstrated by the rise in quarterly results. Notably there is an increase in the reporting of acts of violence. The majority of these in the past quarter are due to where there can be multiple incidents by a few service users who are unable to regulate their behaviour due to their needs, though all are termed as acts of violence in accordance with HSE guidance. S&R are working towards separating acts of violence with intent from those that are non-intentional due to the varying lifelong development disabilities of some service users. There have been 38 acts of violence, 1 fall from height, 1 handling, lifting or carrying, 2 other kinds of accidents, 1 slip, trip or fall on the same level, and 2 struck by moving object. They will still require to be recorded as acts of violence, however there will be the ability to separate intentional violence.</p>																																		
Trend Chart																																		
 <table border="1"> <caption>Quarterly Staff Accidents per 30 Staff</caption> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q2 2021/22</td> <td>0.31</td> <td>1.0</td> </tr> <tr> <td>Q4 2021/22</td> <td>0.57</td> <td>1.0</td> </tr> <tr> <td>Q2 2022/23</td> <td>1.01</td> <td>1.0</td> </tr> <tr> <td>Q4 2022/23</td> <td>0.2</td> <td>1.0</td> </tr> <tr> <td>Q2 2023/24</td> <td>0.25</td> <td>1.0</td> </tr> <tr> <td>Q3 2023/24</td> <td>0.24</td> <td>1.0</td> </tr> <tr> <td>Q4 2023/24</td> <td>0.56</td> <td>1.0</td> </tr> <tr> <td>Q1 2024/25</td> <td>0.2</td> <td>1.0</td> </tr> <tr> <td>Q2 2024/25</td> <td>1.01</td> <td>1.0</td> </tr> </tbody> </table>					Quarter	Actual	Target	Q2 2021/22	0.31	1.0	Q4 2021/22	0.57	1.0	Q2 2022/23	1.01	1.0	Q4 2022/23	0.2	1.0	Q2 2023/24	0.25	1.0	Q3 2023/24	0.24	1.0	Q4 2023/24	0.56	1.0	Q1 2024/25	0.2	1.0	Q2 2024/25	1.01	1.0
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Q2 2024/25	1.01	1.0																																

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%	11%	31%	GREEN																			
Comment																						
<p>BRAG status at 31 March 2024: AMBER.</p> <p>We have seen a significant fall in the number of variances since the last reporting period and the percentage is now well within target. The figures in this table show a consistent trend at Q2 and Q4 of the financial year across a number of years. We are within target at this point in the financial year.</p>																						
Trend Chart																						
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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.

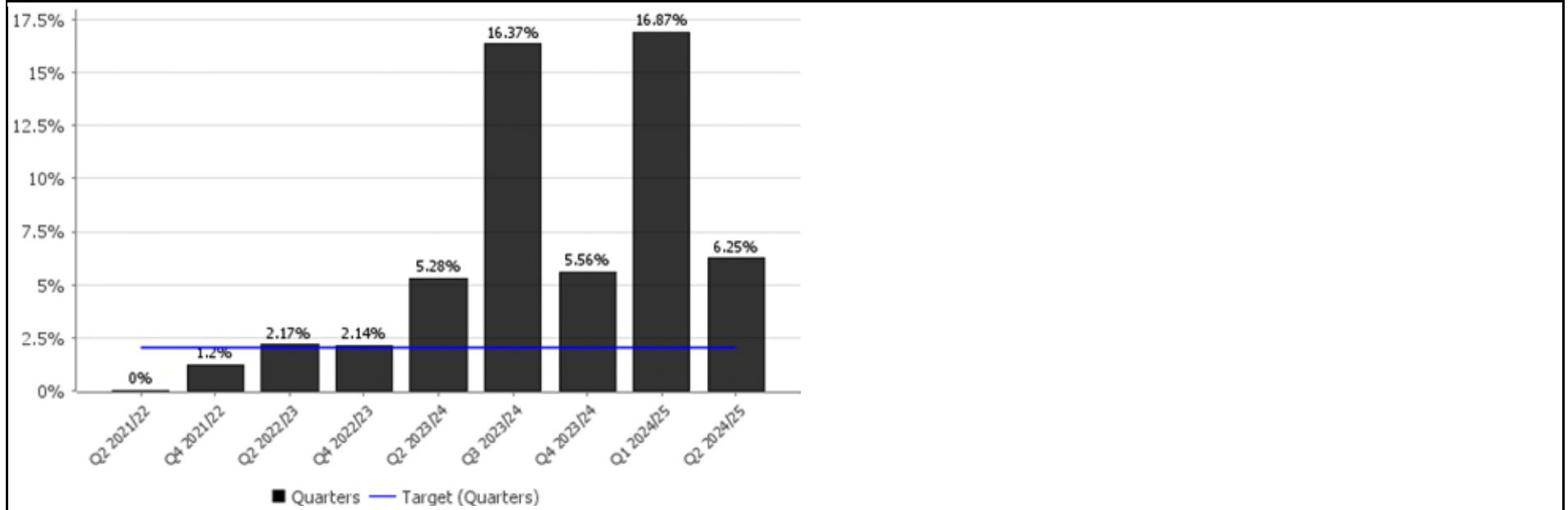
Target	Actual	Intervention	RAG
2%	6.25%	4.1%	RED ●

Comment

BRAG status at 31 March 2024: RED

From a total of 192 vacancies, 12 were still vacant after 6 months. These were Team Manager (Housing Strategy Development and Data) (1 FTE), Teacher of Maths at Kirkwall Grammar School (0.5 FTE), Teacher at Papa Westray Primary School (0.1 FTE), Teacher at Glaitness School (0.1 FTE), Support for Learning Assistant (SfLA) at Stromness Primary School (0.47 FTE), SfLA at Evie Primary School (0.25 FTE), SfLA at Sanday Junior High (0.4FTE), Community Learning and Development Officer (1 FTE), Senior Youth Workers in Shapinsay and Deerness (0.06 FTE each) and General Youth Workers in Shapinsay and Deerness (0.06 FTE).

Trend Chart



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%	2.9%	10.1%	GREEN	▶																														
Comment																																		
<p>BRAG status at 31 March 2024: GREEN.</p> <p>Of 894 permanent staff employed by the Service, 26 have left employment with Orkney Islands Council during this reporting period. We are comfortable with the retention of staff within the directorate, although we are monitoring the upward trend.</p>																																		
Trend Chart																																		
<p>The trend chart displays the percentage of permanent service staff who leave employment as a proportion of all permanent service staff over time. The y-axis represents the percentage, ranging from 0% to 6% in 0.5% increments. The x-axis shows quarters from Q2 2021/22 to Q2 2024/25. A horizontal blue line indicates the target at 5%. The actual percentages for each quarter are: Q2 2021/22 (1.86%), Q4 2021/22 (1.84%), Q2 2022/23 (2.08%), Q4 2022/23 (2.08%), Q2 2023/24 (2.29%), Q3 2023/24 (2.71%), Q4 2023/24 (1.13%), Q1 2024/25 (1.23%), and Q2 2024/25 (2.9%).</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2021/22</td> <td>1.86%</td> <td>5%</td> </tr> <tr> <td>Q4 2021/22</td> <td>1.84%</td> <td>5%</td> </tr> <tr> <td>Q2 2022/23</td> <td>2.08%</td> <td>5%</td> </tr> <tr> <td>Q4 2022/23</td> <td>2.08%</td> <td>5%</td> </tr> <tr> <td>Q2 2023/24</td> <td>2.29%</td> <td>5%</td> </tr> <tr> <td>Q3 2023/24</td> <td>2.71%</td> <td>5%</td> </tr> <tr> <td>Q4 2023/24</td> <td>1.13%</td> <td>5%</td> </tr> <tr> <td>Q1 2024/25</td> <td>1.23%</td> <td>5%</td> </tr> <tr> <td>Q2 2024/25</td> <td>2.9%</td> <td>5%</td> </tr> </tbody> </table>					Quarter	Actual (%)	Target (%)	Q2 2021/22	1.86%	5%	Q4 2021/22	1.84%	5%	Q2 2022/23	2.08%	5%	Q4 2022/23	2.08%	5%	Q2 2023/24	2.29%	5%	Q3 2023/24	2.71%	5%	Q4 2023/24	1.13%	5%	Q1 2024/25	1.23%	5%	Q2 2024/25	2.9%	5%
Quarter	Actual (%)	Target (%)																																
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Q4 2023/24	1.13%	5%																																
Q1 2024/25	1.23%	5%																																
Q2 2024/25	2.9%	5%																																

Performance Indicator																								
CCG 07 – Good Conversations (formerly 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%	77.8%	79%	RED	●																				
Comment																								
<p>BRAG status at 31 March 2024: AMBER.</p> <p>Of the 832 staff due a Good Conversations meeting during this period, 647 people received one. For the remaining 185, Service Managers are working with line managers to have them completed. The majority of these outstanding ERDs are as a result of line manager work pressures. A significant working time for Directorate staff has been directed to budget management and inspection engagement in this reporting period, which has impacted on the resource to support and challenge in this area.</p>																								
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Performance Indicator

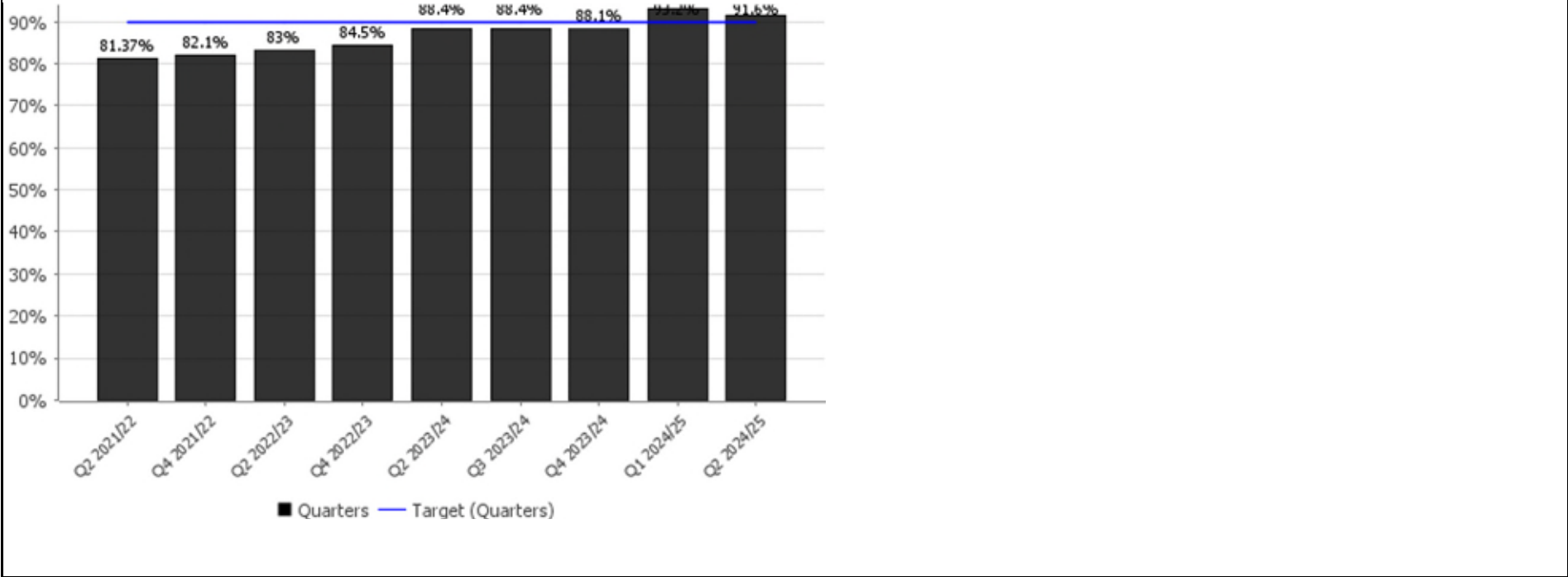
CCG 08 – Invoice payment – The number of invoices that were submitted accurately, and paid within 30 days of invoice date, as a proportion of the total number of invoices paid.

Target	Actual	Intervention	RAG	
90%	91.6%	79%	GREEN	

Comment

BRAG status at 31 March 2024: AMBER.
 Our continual improvement in this area has resulted in Education, Leisure and Housing being within target for this indicator. This will continue to be monitored on a monthly basis.

Trend Chart



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%	57.99%	79%	RED	●																				
Comment																								
<p>BRAG status at 31 March 2024: RED.</p> <p>Of 1333 total staff in the service, 773 are completely up to date with their mandatory training. Of the 560 staff who have not completed all of their mandatory training, at least 166 of them are relief or supply staff. Financing the supply staff i-Learn courses is a significant challenge for the ELH budget. Of the remaining 394 staff members, Service Managers are aware of who they are and will be in discussion with their line managers. A significant working time for Directorate staff has been directed to budget management and inspection engagement in this reporting period, which has impacted on the resource to support and challenge in this area.</p>																								
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Q1 2024/25	65.85%																							
Q2 2024/25	57.99%																							

Personnel key

Corporate Director for Education, Leisure and Housing – James Wylie

Head of Education – Peter Diamond

Head of Community Learning, Development and Employability – Frances Troup

Service Manager (Resources) – David Brown

BRAG 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.

Blue – the agreed action has been progressed to completion.