

Item: 5

Education, Leisure and Housing Committee: 8 June 2022.

Performance Monitoring.

Report by Corporate Director for Education, Leisure and Housing.

1. Purpose of Report

To advise on the performance of Education, Leisure and Housing for the reporting period 1 October 2021 to 31 March 2022.

2. Recommendations

The Committee is invited to scrutinise:

2.1.

The performance of Education, Leisure and Housing Service for the reporting period 1 October 2021 to 31 March 2022, as set out in sections 3 to 5 and Annexes 1 and 2 of this report.

It is recommended:

2.2.

That the action, referred to at section 3.2 of this report, be amended as indicated.

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 identified as being in need of amendment, for example, by having the target date updated.

- 01 – Planning and Improvement – Work with service managers to adopt a logic model that can add pace, build trust and create capacity (ABC) – it is proposed that the target date for this action is extended to 31 March 2023.

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 October 2021 to March 2022, and for the two preceding six-month monitoring periods.

Table 1.	Six months ending 31 March 2021.	Six months ending 30 September 2021.	Six months ending 31 March 2022.	Totals.
Complaints.	15.	18.	19.	52.
Compliments	17.	12.	26.	55.

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. Service Risk Register

The service risk register is reviewed twice yearly and is usually presented to the June cycle of meetings for consideration and approval. Due to the changes within the Council's management structure, the risk registers under the new directorate will need to be worked on so there is no update for this cycle.

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 priorities 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 recommendations to this report.

9. Legal Aspects

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

10. Contact Officers

James Wylie, Corporate Director for Education, Leisure and Housing, extension 2477, email james.wylie@orkney.gov.uk.

Peter Diamond, Head of Education, extension 2436, email peter.diamond@orkney.gov.uk.

Frances Troup, Head of Community Learning, Leisure and Housing, 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 1

Education, Leisure and Housing – Service Plan Actions for Six Months Ending 31 March 2022

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	RED		01-Oct-2019	31-Mar-2022
Lead	Comment					
David Brown	The experience of Covid-19, together with the Education, Leisure and Housing management restructure undertaken this past year, has placed limitations upon progress to date. Staff vacancies in the Service Manager and Team Leader posts have also stalled progress on this target. Once all posts are filled, progress will be achieved. It is recommended that the target date be extended to 31 March 2023.					


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	<p>National Improvement Framework (NIF) approved by elected members is currently informing the improvement agenda. Work on the new NIF (for 2022-23) is due to commence in May 2022 following self-evaluation and planning exercises in collaboration with colleagues from Education Scotland due to take place in June and July 2022.</p> <p>Significant focus on baselining attainment across all schools and the setting of targets has seen improvements in many measures. Where the service has identified areas of challenge in attainment, support has been put in place, e.g. the Service Manager for Primary Education has led a literacy development programme aimed at P4 class teachers.</p>					

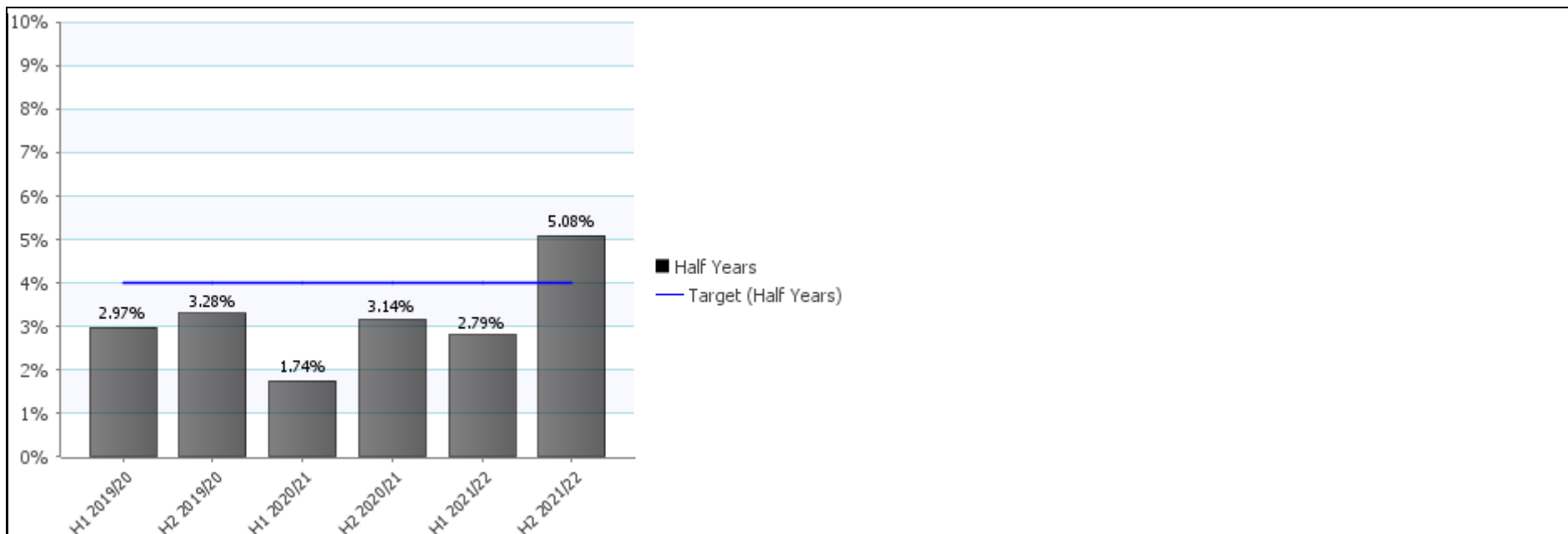
Title	Description	Intended Outcome	BRAG		Start Date	Target Date
E,L&H Service Plan Actions - 04 - Support for Learners.	Implement, review the impact of and revise, as appropriate, the review of support for learning, including taking forward a review of the Resource School Model.	To improve outcomes for the most vulnerable learners.	GREEN		01-Oct-2019	31-Dec-2023
Lead	Comment					
Peter Diamond	An updated Review of Support for Learning report was presented to the Education, Leisure and Housing Committee in November 2021. A further review is underway into resourcing need for support for learning across the whole of Orkney, consultation will involve practitioners, young people and parents.					

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	The written Business Plan is in the later stages of development. A review of the Housing Revenue Account (HRA) has progressed over recent months. This is closely related to the development of the Business Plan as are the plans to					

	<p>meet the Energy Efficiency Standard for Social Housing 2 and the delivery of the Strategic Housing Investment Plan. It is anticipated that an update on the HRA Business Plan will be presented to committee during 2022.</p>
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Education, Leisure and Housing – Service Performance Indicators for Six Months Ending 31 March 2022

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%	5.08%	6.1%	AMBER	
Comment				
<p>BRAG status at 30 September 2021: GREEN.</p> <p>Due to changing staffing structures and the impact that has on the HR recording systems, the accuracy of figures associated with staffing statistics could vary by approximately plus or minus 10%. Once we have new structures fully embedded and the performance data and reporting is aligned with these new structures, this will be resolved.</p>				
Trend Chart				



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.

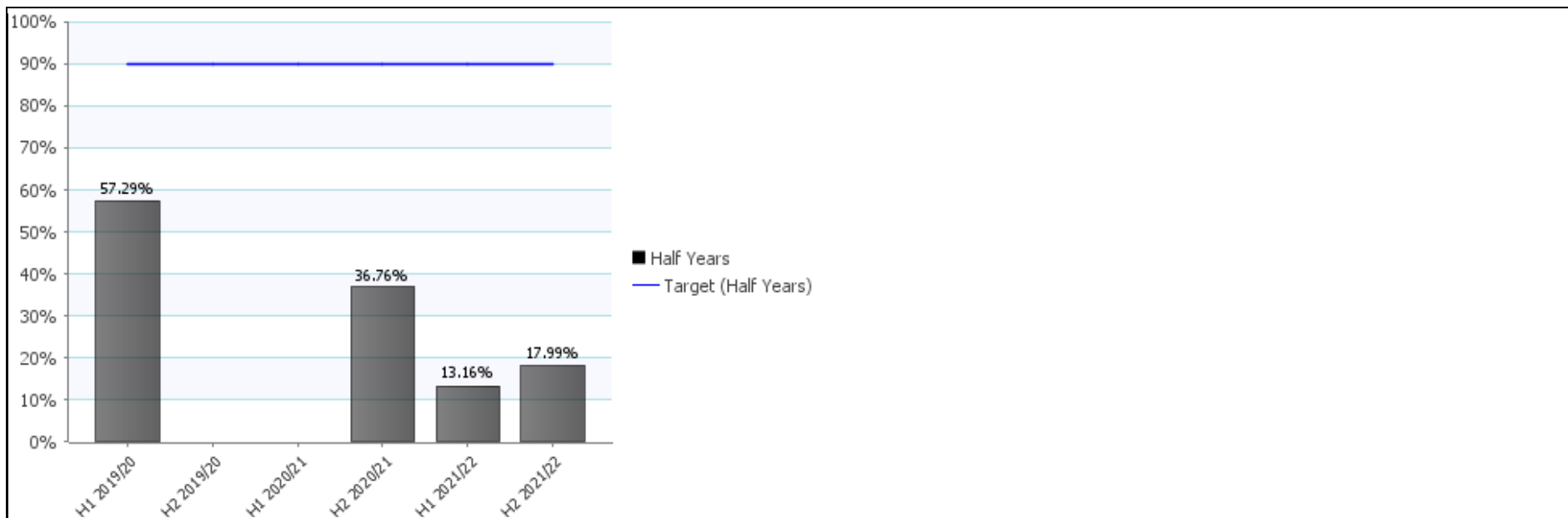
Target	Actual	Intervention	RAG
90%	17.99%	79%	RED ●

Comment

BRAG status at 30 September 2021: RED.

There has been a significant processing failure in the implementation of the new on-line reporting process for management interventions. Out of 139 absences, only 25 are recorded as having management intervention on the system. 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.

Trend Chart



Performance Indicator

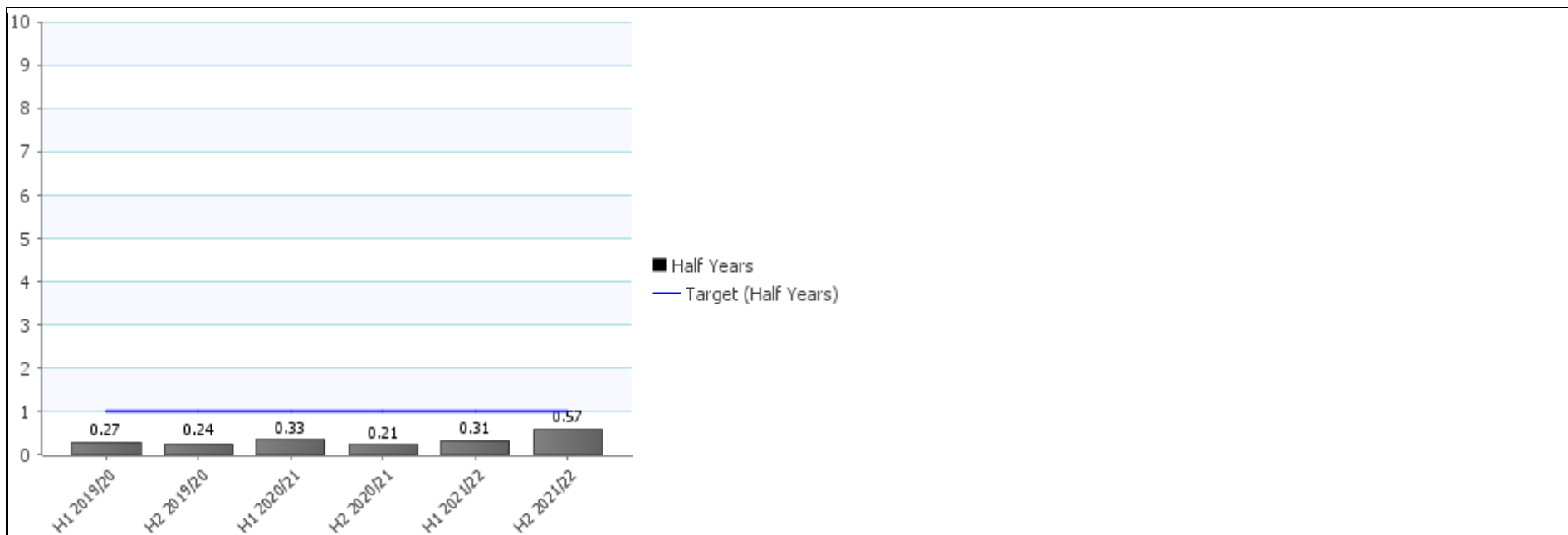
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.


Target	Actual	Intervention	RAG	
1	0.57	2.1	GREEN	

Comment

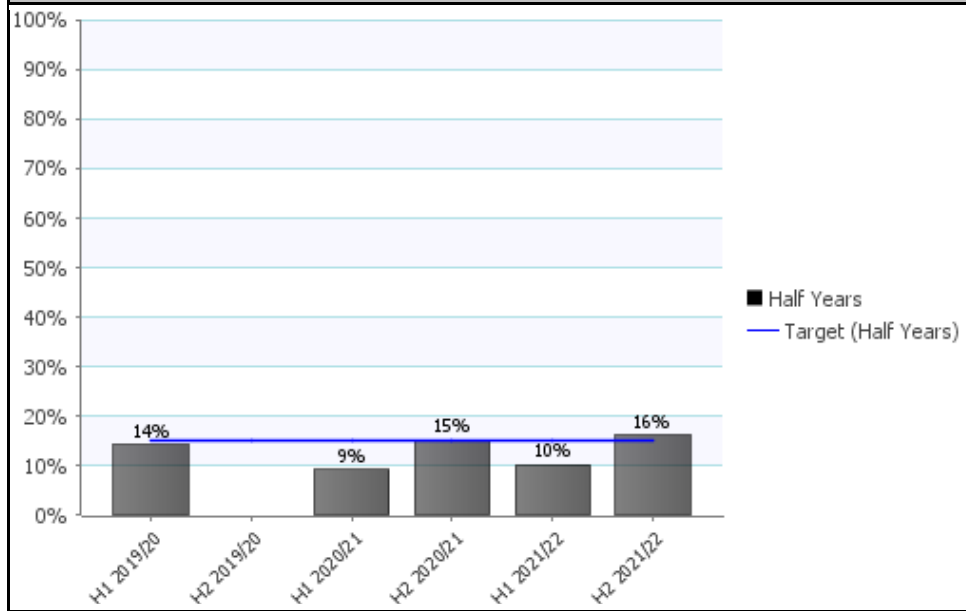
BRAG status at 30 September 2021: GREEN.
 There were 25 staff accidents within the Service over the last 12-month period. 12 of these were cases of workplace transmitted Covid-19, which until recently had to be reported to the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations 2013 (RIDDOR). The remaining 13 cases consisted mainly of slips, trips and falls, cuts and burns.

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%	16%	31%	AMBER 
Comment			
<p>BRAG status at 30 September 2021: GREEN.</p> <p>There has been an increase in the number of variances generated since the last reporting period. The key reason here is the present significant underspend in Orkney College. The variance is due in part to the vacancy in the finance manager post and covid related support finance.</p>			

Trend Chart



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%	1.2%	4.1%	GREEN	▶																					
Comment																									
BRAG status at 30 September 2021: GREEN. From a total of 332 vacancies, 4 were still vacant after 6 months. These were Head Teacher at Westray Junior High School, Itinerant Teacher of Art, Lecturer of Education, Health and Social Care at Orkney College and Early Years Practitioner at Dounby Primary School.																									
Trend Chart																									
<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Half Year</th> <th>Actual (Half Years)</th> <th>Target (Half Years)</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> <tr> <td>H2 2021/22</td> <td>1.2%</td> <td>2.5%</td> </tr> </tbody> </table>					Half Year	Actual (Half Years)	Target (Half Years)	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%	H2 2021/22	1.2%	2.5%
Half Year	Actual (Half Years)	Target (Half Years)																							
H1 2019/20	0%	2.5%																							
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H2 2020/21	0.49%	2.5%																							
H1 2021/22	0%	2.5%																							
H2 2021/22	1.2%	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%	1.84%	10.1%	GREEN	▶																					
Comment																									
BRAG status at 30 September 2021: GREEN. Of 761 permanent staff employed by the Service, 14 left employment with Orkney Islands Council. Staff retention in Education, Leisure and Housing continues to remain high.																									
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 six half-year periods. The y-axis represents the percentage, ranging from 0% to 20% in 2.5% increments. A horizontal blue line indicates the 5% target. The x-axis lists the half-year periods from H1 2019/20 to H2 2021/22. The legend identifies dark grey bars as 'Half Years' and a blue 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>2.82%</td> <td>5%</td> </tr> <tr> <td>H2 2019/20</td> <td>2.15%</td> <td>5%</td> </tr> <tr> <td>H1 2020/21</td> <td>1.2%</td> <td>5%</td> </tr> <tr> <td>H2 2020/21</td> <td>1.47%</td> <td>5%</td> </tr> <tr> <td>H1 2021/22</td> <td>1.86%</td> <td>5%</td> </tr> <tr> <td>H2 2021/22</td> <td>1.84%</td> <td>5%</td> </tr> </tbody> </table>					Half Year	Actual (%)	Target (%)	H1 2019/20	2.82%	5%	H2 2019/20	2.15%	5%	H1 2020/21	1.2%	5%	H2 2020/21	1.47%	5%	H1 2021/22	1.86%	5%	H2 2021/22	1.84%	5%
Half Year	Actual (%)	Target (%)																							
H1 2019/20	2.82%	5%																							
H2 2019/20	2.15%	5%																							
H1 2020/21	1.2%	5%																							
H2 2020/21	1.47%	5%																							
H1 2021/22	1.86%	5%																							
H2 2021/22	1.84%	5%																							

Performance Indicator

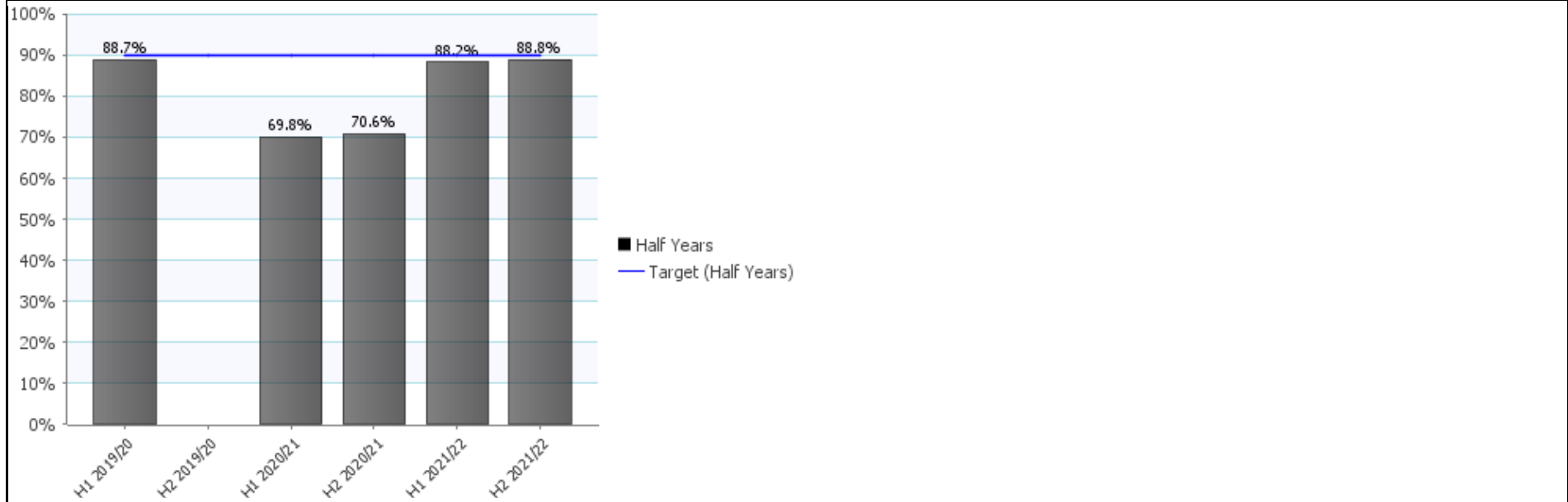
CCG 07 – ERD – The number of staff who receive (at least) an annual face-to-face performance review and development meeting, as a proportion of the total number of staff within the service.

Target	Actual	Intervention	RAG
90%	88.8%	79%	AMBER 


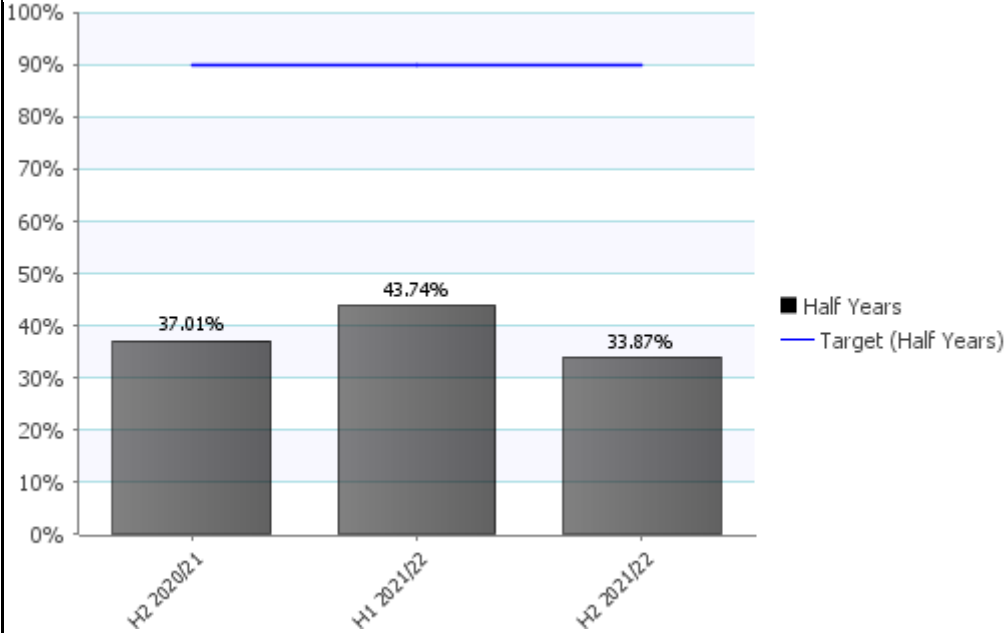
Comment

BRAG status at 30 September 2021: AMBER.
 The focus of all Education, Leisure and Housing Services throughout the lockdown period was to provide service delivery to the Orkney community. Service management staff have now re-prioritised individual targeted ERD meetings and as such we have now returned to pre-covid percentages. There is now a need for Service Managers to target areas where ERDs are not being completed and the reasons for it.

Trend Chart



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%	82.1%	79%	AMBER	⚠																					
Comment																									
<p>BRAG status at 30 September 2021: AMBER.</p> <p>There is a slight improvement in this indicator from 81.37% in September 2021 to 82.1% in March 2022. It is likely that the gradual improvement in performance of this indicator is related to implementation and development of the Purchase to Pay system within the service. Purchase to Pay has now been implemented in every service area across the directorate. We will continue to monitor this indicator.</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>74.5%</td> <td>90%</td> </tr> <tr> <td>H2 2019/20</td> <td>74.3%</td> <td>90%</td> </tr> <tr> <td>H1 2020/21</td> <td>77.61%</td> <td>90%</td> </tr> <tr> <td>H2 2020/21</td> <td>82.68%</td> <td>90%</td> </tr> <tr> <td>H1 2021/22</td> <td>81.37%</td> <td>90%</td> </tr> <tr> <td>H2 2021/22</td> <td>82.1%</td> <td>90%</td> </tr> </tbody> </table>					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%	H2 2021/22	82.1%	90%
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%																							
H2 2021/22	82.1%	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%	33.87%	79%	RED									
Comment												
<p>BRAG status at 30 September 2021: RED. Of 1887 staff in the service, 402 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 with staff. This area needs significant improvement.</p>												
Trend Chart												
 <p>The chart displays the percentage of staff completing mandatory training over three half-year periods. The y-axis represents the percentage from 0% to 100%. A horizontal blue line at 90% indicates the target. Dark grey bars represent the actual completion rates for each half-year period.</p> <table border="1"> <thead> <tr> <th>Half Year</th> <th>Actual Completion Rate</th> </tr> </thead> <tbody> <tr> <td>H2 2020/21</td> <td>37.01%</td> </tr> <tr> <td>H1 2021/22</td> <td>43.74%</td> </tr> <tr> <td>H2 2021/22</td> <td>33.87%</td> </tr> </tbody> </table>					Half Year	Actual Completion Rate	H2 2020/21	37.01%	H1 2021/22	43.74%	H2 2021/22	33.87%
Half Year	Actual Completion Rate											
H2 2020/21	37.01%											
H1 2021/22	43.74%											
H2 2021/22	33.87%											