

## **Item: 6**

### **Education, Leisure and Housing Committee: 11 November 2020.**

#### **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 Service for the reporting period 1 April to 30 September 2020.

### **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 2020, as set out in sections 4 to 6 and Annexes 1 and 2 of this report.

### **3. COVID-19 Disruption**

#### **3.1.**

Following lockdown in March 2020 due to the outbreak of COVID-19, usual performance monitoring and reporting arrangements were suspended to allow officers to prioritise the Council's response to the pandemic.

#### **3.2.**

On 26 August 2020, the Corporate Management Team agreed that performance monitoring and reporting should resume, starting with the six-month period ending 30 September 2020.

#### **3.3.**

Service Plans for 2019 to 2022 were approved by Council in October 2019, following consideration by the relevant committees in September 2019. Due to disruptions caused by COVID-19, this is the first time progress against Service Plan actions has been presented for Elected Member scrutiny. Therefore, there is no 'Previous Period' for reference included at Annex 1 of this report.

#### **3.4.**

Cross-council performance indicators were last presented to Elected Members in November 2019 for the six-month period ending 30 September 2019. Therefore, this is the 'Previous Period' referred to at Annex 2 of this report.

## 4. Service Plan – Performance Reporting

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.

## 5. 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.

## 6. Complaints and Compliments.

### 6.1.

Table 1 below sets out numbers of complaints and compliments made to Education, Leisure and Housing in the six month period 1 April to 30 September 2020, and for the preceding two monitoring periods.

Table 1.	Six months ending 30 March 2019.	Six months ending 30 September 2019.	Six months ending 30 September 2020.	Totals.
Complaints.	25.	25.	15.	65.
Compliments.	10.	9.	5.	24.

### 6.2.

Table 1 above provides raw data on complaints and compliments over three reporting periods for Education, Leisure and Housing. 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.

### 6.3.

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

## **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**

James Wylie, Executive Director of Education, Leisure and Housing, extension 2401, [james.wylie@orkney.gov.uk](mailto:james.wylie@orkney.gov.uk)

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

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

## Education, Leisure and Housing – Service Plan Actions for Six Months Ending 30 September 2020

Action	Description	Previous Period: N/A		Current Period: 30/09/2020			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
<b>01</b> – Planning and Improvement – Work with service managers to adopt a logic model that can add pace, build trust and create capacity (ABC). <b>Lead: James Wylie</b>	To review the model for improvement to ensure targets are met on time.	N/A	<b>N/A</b>	01/10/2019	31/12/2021	In progress	<b>Green</b>
		<b>Comment</b> With the establishment of a new management structure within the Education, Leisure and Housing Directorate, all service areas will undertake self-evaluation to establish a long-term improvement plan. This work will be completed by December 2021.					

Action	Description	Previous Period: N/A		Current Period: 30/09/2020			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
<b>02</b> –Early Learning and Childcare – Review and implement the Council’s Early Learning and Childcare Delivery Plan. <b>Lead: Peter Diamond.</b>	To offer 1140 hours of early learning and childcare to all eligible children by 2020.	N/A	<b>N/A</b>	01/10/2019	31/12/2020	In progress	<b>Amber</b>
		<b>Comment</b> In smaller settings, the Council is now offering 1140 hours. Completion of capital works at Dounby Primary School and Papdale Primary School mean both settings have the necessary increased capacity for 1140 hours. Delays in the capital programme could restrict the offer at St Andrews Primary School and Glaitness School, however, no new date for overtaking the 1140 hours target has been set by Scottish Government.					

Action	Description	Previous Period: N/A		Current Period: 30/09/2020			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
<b>03</b> – 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. <b>Lead: Peter Diamond.</b>	To ‘Raise the Bar and Close the Gap’.	N/A	N/A	01/10/2019	31/12/2023	In Progress	Amber
		<b>Comment</b> The key focus during the shutdown (due to COVID-19) and the re-opening of schools in August 2020 has been 'well-being'. Staff teams have been assessing and re-assessing the progress of children and young people with a view to support individual learning journeys.					

Action	Description	Previous Period: N/A		Current Period: 30/09/2020			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
<b>04</b> – 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. <b>Lead: Peter Diamond.</b>	To improve outcomes for the most vulnerable learners.	N/A	N/A	01/10/2019	31/12/2023	In Progress	Amber
		<b>Comment</b> Work is ongoing with progressing the actions arising from the review. While a good portion of this was suspended during the period schools were closed (due to COVID-19), steps have been taken to overtake aspects relating to tracking and monitoring. This, along with work relating to planning for individual children, has also been linked to the aims and ambitions of the improvement plan drawn up by the Community Planning Partnership, following the joint inspection of services to protect children and young people in need of care and protection.					

Action	Description	Previous Period: N/A		Current Period: 30/09/2020			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
<b>05 – Social Rented Housing – Work with the relevant internal and external partners to complete a business planning exercise, including appropriate scenario planning. Lead: Frances Troup.</b>	To assess the affordability of the Housing revenue account.	N/A	N/A	01/10/2019	31/12/2023	In Progress	Amber
		<b>Comment</b> The Business Plan is in the later stages of development. Significant changes have impacted on the Business Plan during its development and continue to do so, for example, COVID-19. It is anticipated that it will be presented to Education, Leisure and Housing Committee during early 2021.					

Action	Description	Previous Period: N/A		Current Period: 30/09/2020			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
<b>06 – Child Poverty – Work with partners to implement Orkney’s Child Poverty Action Plan. Lead: James Wylie.</b>	To reduce or mitigate the impact of child poverty in Orkney.	N/A	N/A	01/10/2019	31/12/2023	In Progress	Green
		<b>Comment</b> The Northern Alliance (NA) Child Poverty Officer was seconded to Orkney Islands Council between January and October 2020 for two days a week to compose a retrospective report and action plan for Orkney, being the only area in Scotland not to have established a plan. This plan and report were agreed by the Orkney Partnership. The NA Child Poverty Officer completed a draft report 2019 and a three-year improvement plan 2020-2023. The period of secondment for the NA Child Poverty Officer is now complete and the work has been transferred to an OIC Officer to take forward, supervised by the Interim Chief Social Work Officer.					

## Personnel key

**Executive Director of Education, Leisure and Housing** – James Wylie.

**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 Performance Indicators for Six Months Ending 30 September 2020

Performance Indicator	Previous Period: 30/09/2019		Current Period: 30/09/2020			
	Actual	RAG	Actual	Target	Intervention	RAG
<b>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.</b> <b>Lead: James Wylie.</b>	2.92%	<b>Green</b>	1.74%	4%	6.10%	<b>Green</b>
	<b>Comment</b> 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.					

Performance Indicator	Previous Period: 30/09/2019		Current Period: 30/09/2020			
	Actual	RAG	Actual	Target	Intervention	RAG
<b>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</b> <b>Lead: James Wylie.</b>	57.29%	<b>Red</b>	N/A	90%	79%	<b>N/A</b>
	<b>Comment</b> Due to COVID-19 there is no data available for this performance indicator.					

Performance Indicator	Previous Period: 30/09/2019		Current Period: 30/09/2020			
	Actual	RAG	Actual	Target	Intervention	RAG
<b>03 - CCG - Staff accidents - The number of staff accidents within the service, per 30 staff per year</b> <b>Lead: James Wylie.</b>	0.27	<b>Green</b>	0.33	1.00	2.10	<b>Green</b>
	<b>Comment</b> A total of 13 accidents at work were reported during the previous 12-month period.					



Performance Indicator	Previous Period: 30/09/2019		Current Period: 30/09/2020			
	Actual	RAG	Actual	Target	Intervention	RAG
<b>04 - CCG - Budget control - The number of significant variances (priority actions) generated at cost centre level, as a proportion of cost centres held</b> <b>Lead: James Wylie.</b>	14%	Green	9%	15%	31%	Green
	<b>Comment</b> Budget holders have demonstrated effective budget management within Education, Leisure and Housing.					

Performance Indicator	Previous Period: 30/09/2019		Current Period: 30/09/2020			
	Actual	RAG	Actual	Target	Intervention	RAG
<b>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</b> <b>Lead: James Wylie.</b>	0%	Green	2.76%	2%	4.10%	Amber
	<b>Comment</b> 145 vacancies were advertised during this period with 4 still remaining vacant after six months from advert.					

Performance Indicator	Previous Period: 30/09/2019		Current Period: 30/09/2020			
	Actual	RAG	Actual	Target	Intervention	RAG
<b>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</b> <b>Lead: James Wylie.</b>	2.82%	Green	1.2%	5%	10.10%	Green
	<b>Comment</b> Staff retention in Education, Leisure and Housing continues to remain high.					

Performance Indicator	Previous Period: 30/09/2019		Current Period: 30/09/2020			
	Actual	RAG	Actual	Target	Intervention	RAG
<b>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</b> <b>Lead: James Wylie.</b>	90.3%	<b>Green</b>	68.3%	90%	79%	<b>Red</b>
	<b>Comment</b> 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 principle focus, staff wellbeing was. It will take the service at least a full year to address this issue.					

Performance Indicator	Previous Period: 30/09/2019		Current Period: 30/09/2020			
	Actual	RAG	Actual	Target	Intervention	RAG
<b>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</b> <b>Lead: James Wylie.</b>	74.5%	<b>Amber</b>	77.61%	80%	69%	<b>Amber</b>
	<b>Comment</b> The Service will continue to ensure systems are in place to improve this indicator.					

## Personnel key

**Executive Director of Education, Leisure and Housing – James Wylie.**

## 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.