

Item: 5

Education, Leisure and Housing Committee: 15 November 2023.

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 April to 30 September 2023.

2. Recommendations

The Committee is invited to scrutinise:

2.1.

The performance of the Education, Leisure and Housing Service for the reporting period 1 April to 30 September 2023, as set out in section 4 and Annex 1 to this report.

3. Directorate Performance Indicators

Directorate performance indicators provide the mechanism through which the performance of aspects of the services provided year on year are monitored. The monitoring report for Education, Leisure and Housing is attached as Annex 1.

4. Directorate Complaints and Compliments

4.1.

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 2023, and for the two preceding six-month monitoring periods.

Table 1.	Six months ending 30 September 2022.	Six months ending 31 March 2023.	Six months ending 30 September 2023.	Totals.
Complaints.	26.	41.	36.	103.
Compliments	25.	1.	23.	49.

4.2.

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. 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.

6. Financial Implications

There are no financial implications arising from the recommendations of this report.

7. Legal Aspects

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

8. Contact Officers

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

Peter Diamond, Head of Education, extension 2435, email peter.diamond@orkney.gov.uk.

Frances Troup, Head of Community Learning, Leisure and Housing, extension 2177, email frances.troup@orkney.gov.uk.


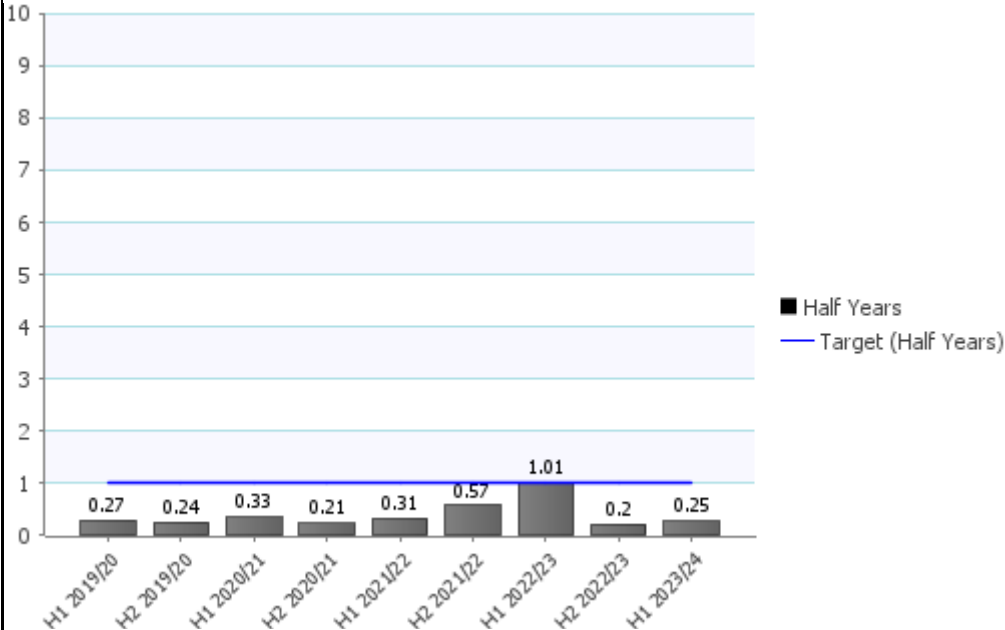
9. Annex


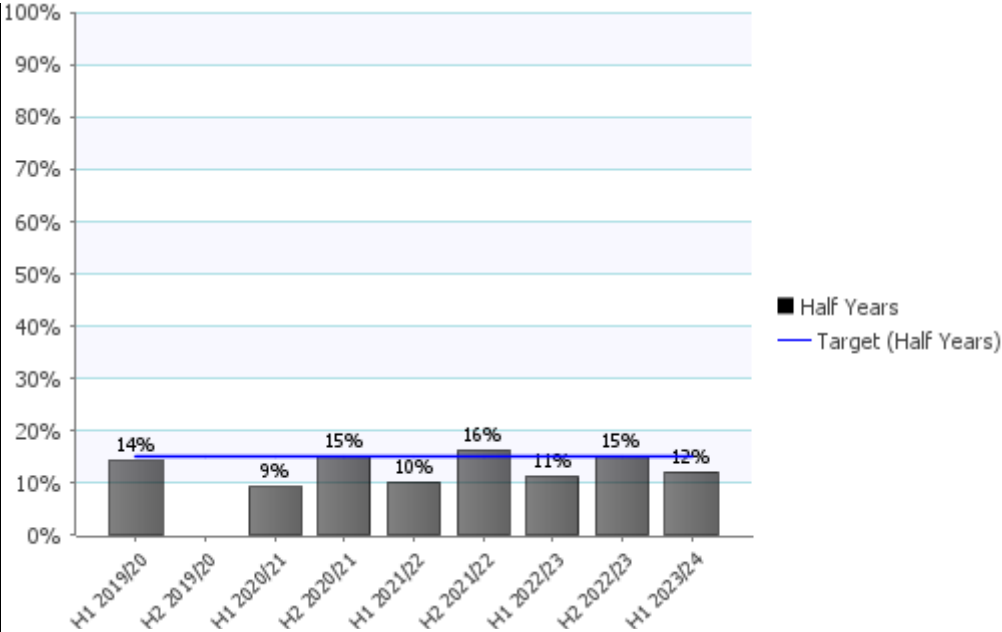
Annex 1: Summary of the performance of Education, Leisure and Housing against its performance indicator targets for the 6 months ending 30 September 2023.

Education, Leisure and Housing – Service Performance Indicators for Six Months Ending 30 September 2023


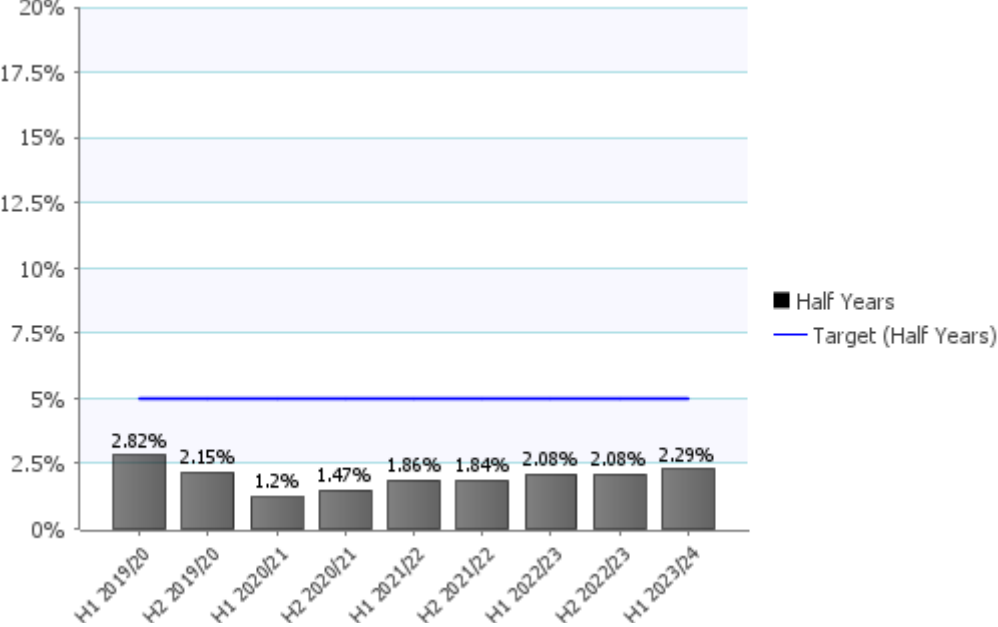
Performance Indicator																								
CCG 01 – Sickness absence – The average number of working days per employee lost through sickness absence, expressed as a percentage of the number of working days available.																								
Target	Actual	Intervention	RAG																					
4%	4.11%	6.1%	AMBER	⚠️																				
Comment																								
<p>BRAG status at 31 March 2023: AMBER.</p> <p>This indicator has reduced from 5.18% in March and is now close to target. The Directorate Management Team will monitor the settings with sickness rates above 4% and Service Managers will focus and review that sickness management policies are being followed by line managers in these specific identified areas.</p>																								
Trend Chart																								
<p>The trend chart displays the percentage of working days lost through sickness absence over ten half-year periods. The y-axis ranges from 0% to 10% in 1% increments. A blue horizontal line represents the target at 4%. The data points are as follows:</p> <table border="1"> <thead> <tr> <th>Half Year</th> <th>Sickness Absence Rate (%)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>2.97%</td> </tr> <tr> <td>H2 2019/20</td> <td>3.28%</td> </tr> <tr> <td>H1 2020/21</td> <td>1.74%</td> </tr> <tr> <td>H2 2020/21</td> <td>3.14%</td> </tr> <tr> <td>H1 2021/22</td> <td>2.79%</td> </tr> <tr> <td>H2 2021/22</td> <td>5.08%</td> </tr> <tr> <td>H1 2022/23</td> <td>4.39%</td> </tr> <tr> <td>H2 2022/23</td> <td>5.18%</td> </tr> <tr> <td>H1 2023/24</td> <td>4.11%</td> </tr> </tbody> </table>					Half Year	Sickness Absence Rate (%)	H1 2019/20	2.97%	H2 2019/20	3.28%	H1 2020/21	1.74%	H2 2020/21	3.14%	H1 2021/22	2.79%	H2 2021/22	5.08%	H1 2022/23	4.39%	H2 2022/23	5.18%	H1 2023/24	4.11%
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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%	33.66%	79%	RED	●																														
Comment																																		
<p>BRAG status at 31 March 2023: RED.</p> <p>There appears that there may still be discrepancies within the online reporting system not showing all management interventions, as there has been a significant decrease since the last reporting period. Out of 205 absences, 69 are recorded as having management intervention. Directorate staff are monitoring this regularly and working with Human Resources and Organisational Development to overcome any discrepancies in the system through training of staff. Service Managers then follow up with relevant line managers to ensure that interventions are being carried out and recorded as per policy.</p>																																		
Trend Chart																																		
<p>The trend chart displays the percentage of management intervention for sickness absence over time. The y-axis represents the percentage from 0% to 100%. The x-axis shows half-year periods from H1 2019/20 to H1 2023/24. A horizontal blue line at 90% represents the target. Dark grey bars represent the actual performance for each half-year. The data points are: H1 2019/20 (57.29%), H2 2019/20, H1 2020/21, H2 2020/21 (36.76%), H1 2021/22 (13.16%), H2 2021/22 (17.99%), H1 2022/23 (25.82%), H2 2022/23 (71.75%), and H1 2023/24 (33.66%).</p> <table border="1"> <thead> <tr> <th>Half Year</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>57.29%</td> <td>90%</td> </tr> <tr> <td>H2 2019/20</td> <td></td> <td>90%</td> </tr> <tr> <td>H1 2020/21</td> <td></td> <td>90%</td> </tr> <tr> <td>H2 2020/21</td> <td>36.76%</td> <td>90%</td> </tr> <tr> <td>H1 2021/22</td> <td>13.16%</td> <td>90%</td> </tr> <tr> <td>H2 2021/22</td> <td>17.99%</td> <td>90%</td> </tr> <tr> <td>H1 2022/23</td> <td>25.82%</td> <td>90%</td> </tr> <tr> <td>H2 2022/23</td> <td>71.75%</td> <td>90%</td> </tr> <tr> <td>H1 2023/24</td> <td>33.66%</td> <td>90%</td> </tr> </tbody> </table>					Half Year	Actual Performance (%)	Target (%)	H1 2019/20	57.29%	90%	H2 2019/20		90%	H1 2020/21		90%	H2 2020/21	36.76%	90%	H1 2021/22	13.16%	90%	H2 2021/22	17.99%	90%	H1 2022/23	25.82%	90%	H2 2022/23	71.75%	90%	H1 2023/24	33.66%	90%
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Performance Indicator																																		
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.																																		
Target	Actual	Intervention	RAG																															
1	0.25	2.1	GREEN																															
Comment																																		
<p>BRAG status at 31 March 2023: GREEN.</p> <p>A slight increase in adverse event reporting. Of the 12 accidents reportable to the KPIs during this time, there were 2 RIDDOR reports - 1 for a broken wrist and another 1 for more than 7 consecutive days off from work. The other 10 were 2 acts of violence, 3 handling, 3 other kinds of accidents, 1 strike against something fixed or stationary and 1 struck by moving object.</p>																																		
Trend Chart																																		
 <p>Legend: ■ Half Years, — Target (Half Years)</p> <table border="1"> <caption>Half-Yearly Staff Accidents (per 30 staff)</caption> <thead> <tr> <th>Half Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>H1 2019/20</td><td>0.27</td><td>1.0</td></tr> <tr><td>H2 2019/20</td><td>0.24</td><td>1.0</td></tr> <tr><td>H1 2020/21</td><td>0.33</td><td>1.0</td></tr> <tr><td>H2 2020/21</td><td>0.21</td><td>1.0</td></tr> <tr><td>H1 2021/22</td><td>0.31</td><td>1.0</td></tr> <tr><td>H2 2021/22</td><td>0.57</td><td>1.0</td></tr> <tr><td>H1 2022/23</td><td>1.01</td><td>1.0</td></tr> <tr><td>H2 2022/23</td><td>0.2</td><td>1.0</td></tr> <tr><td>H1 2023/24</td><td>0.25</td><td>1.0</td></tr> </tbody> </table>					Half Year	Actual	Target	H1 2019/20	0.27	1.0	H2 2019/20	0.24	1.0	H1 2020/21	0.33	1.0	H2 2020/21	0.21	1.0	H1 2021/22	0.31	1.0	H2 2021/22	0.57	1.0	H1 2022/23	1.01	1.0	H2 2022/23	0.2	1.0	H1 2023/24	0.25	1.0
Half Year	Actual	Target																																
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H2 2022/23	0.2	1.0																																
H1 2023/24	0.25	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%	12%	31%	GREEN																															
Comment																																		
BRAG status at 31 March 2023: GREEN. There has been a decrease since the last reporting period. Directorate staff continue to monitor budget management regularly.																																		
Trend Chart																																		
 <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Half Year</th> <th>Half Years (%)</th> <th>Target (Half Years) (%)</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> <tr> <td>H2 2021/22</td> <td>16%</td> <td>15%</td> </tr> <tr> <td>H1 2022/23</td> <td>11%</td> <td>15%</td> </tr> <tr> <td>H2 2022/23</td> <td>15%</td> <td>15%</td> </tr> <tr> <td>H1 2023/24</td> <td>12%</td> <td>15%</td> </tr> </tbody> </table>					Half Year	Half Years (%)	Target (Half Years) (%)	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%	H2 2021/22	16%	15%	H1 2022/23	11%	15%	H2 2022/23	15%	15%	H1 2023/24	12%	15%
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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%	5.28%	4.1%	RED	●																				
Comment																								
<p>BRAG status at 31 March 2023: AMBER.</p> <p>From a total of 227 vacancies, 12 were still vacant after 6 months. These were Head Teacher Papa Westray Primary (1 FTE), Team Manager (Housing Strategy Development and Data) (1 FTE), Clerical Assistant Property (0.6 FTE), Senior Youth Worker - Shapinsay (0.1 FTE), Technician at KGS (1 FTE), Teacher at Burray Primary School (0.1 FTE), Toothbrushing Supervisors at Glaitness and Evie Primary School (0.1 FTE each), Out of Hours Accommodation Officer (1 FTE), In-School Counsellor (1 FTE), Early Years Support Worker at Dounby Primary (0.6 FTE) and Early Years Practitioner at Glaitness School (1 FTE).</p>																								
Trend Chart																								
<p>The chart displays the percentage of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies, from H1 2019/20 to H1 2023/24. The Y-axis represents the percentage, ranging from 0% to 20% in 2.5% increments. The X-axis represents the half-year periods. A horizontal blue line indicates the target at 2%. The data points are as follows:</p> <table border="1"> <thead> <tr> <th>Half Year</th> <th>Actual Percentage</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>0%</td> </tr> <tr> <td>H2 2019/20</td> <td>0.36%</td> </tr> <tr> <td>H1 2020/21</td> <td>2.76%</td> </tr> <tr> <td>H2 2020/21</td> <td>0.49%</td> </tr> <tr> <td>H1 2021/22</td> <td>0%</td> </tr> <tr> <td>H2 2021/22</td> <td>1.2%</td> </tr> <tr> <td>H1 2022/23</td> <td>2.17%</td> </tr> <tr> <td>H2 2022/23</td> <td>2.14%</td> </tr> <tr> <td>H1 2023/24</td> <td>5.28%</td> </tr> </tbody> </table>					Half Year	Actual Percentage	H1 2019/20	0%	H2 2019/20	0.36%	H1 2020/21	2.76%	H2 2020/21	0.49%	H1 2021/22	0%	H2 2021/22	1.2%	H1 2022/23	2.17%	H2 2022/23	2.14%	H1 2023/24	5.28%
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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%	2.29%	10.1%	GREEN																															
Comment																																		
BRAG status at 31 March 2023: GREEN. Of 916 permanent staff employed by the Service, 21 left employment with Orkney Islands Council. Staff retention remains high within the Education, Leisure and Housing Directorate.																																		
Trend Chart																																		
 <table border="1"> <caption>Recruitment and Retention Data</caption> <thead> <tr> <th>Half Year</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>2.82%</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> <tr> <td>H1 2022/23</td> <td>2.08%</td> <td>5%</td> </tr> <tr> <td>H2 2022/23</td> <td>2.08%</td> <td>5%</td> </tr> <tr> <td>H1 2023/24</td> <td>2.29%</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%	H1 2022/23	2.08%	5%	H2 2022/23	2.08%	5%	H1 2023/24	2.29%	5%
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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.

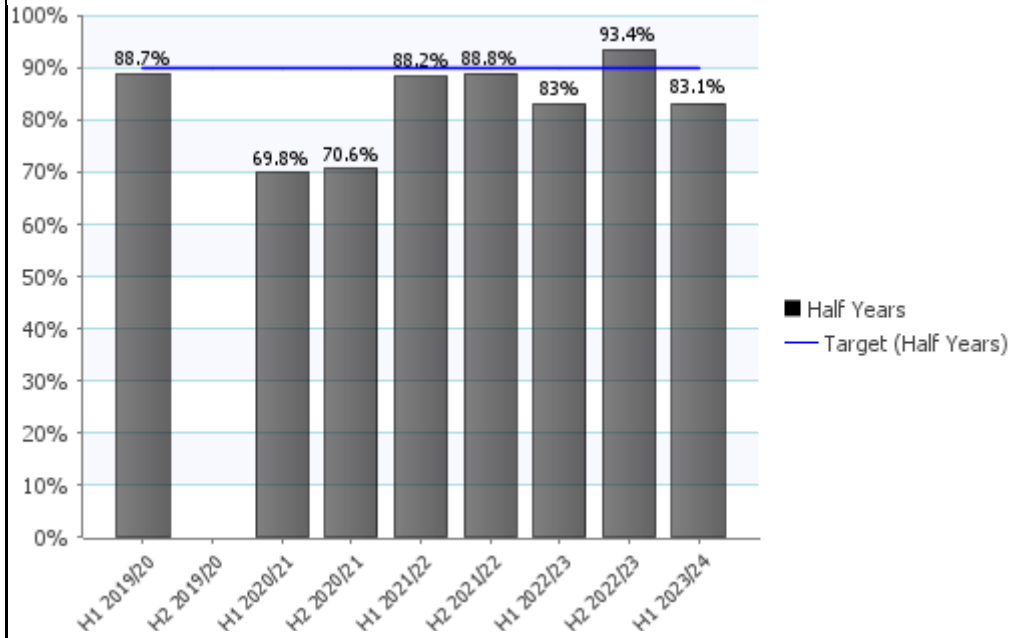
Target	Actual	Intervention	RAG
90%	83.1%	79%	AMBER 

Comment

BRAG status at 31 March 2023: AMBER.

Of the 791 staff due an ERD during this period, 657 people received one. The remaining 134, 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. This is not as strong a position as last reporting period but the situation is being monitored.

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.

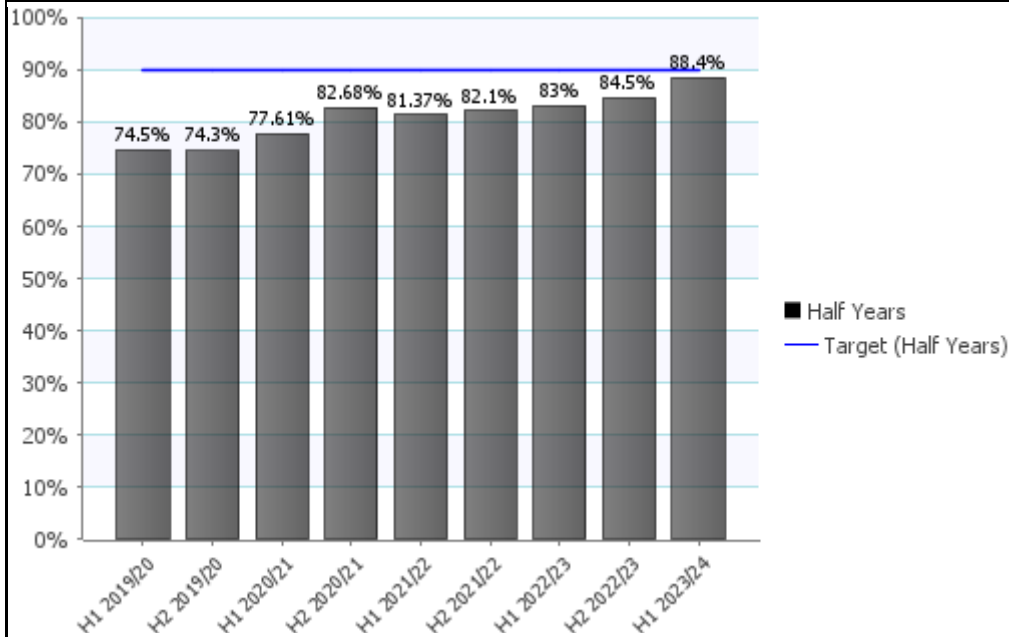
Target	Actual	Intervention	RAG	
90%	88.4%	79%	AMBER	🚩

Comment

BRAG status at 31 March 2023: AMBER.

There has been an increase since the last reporting period and getting closer to target. The position is improving slowly and we will continue to monitor this.

Trend Chart



Performance Indicator

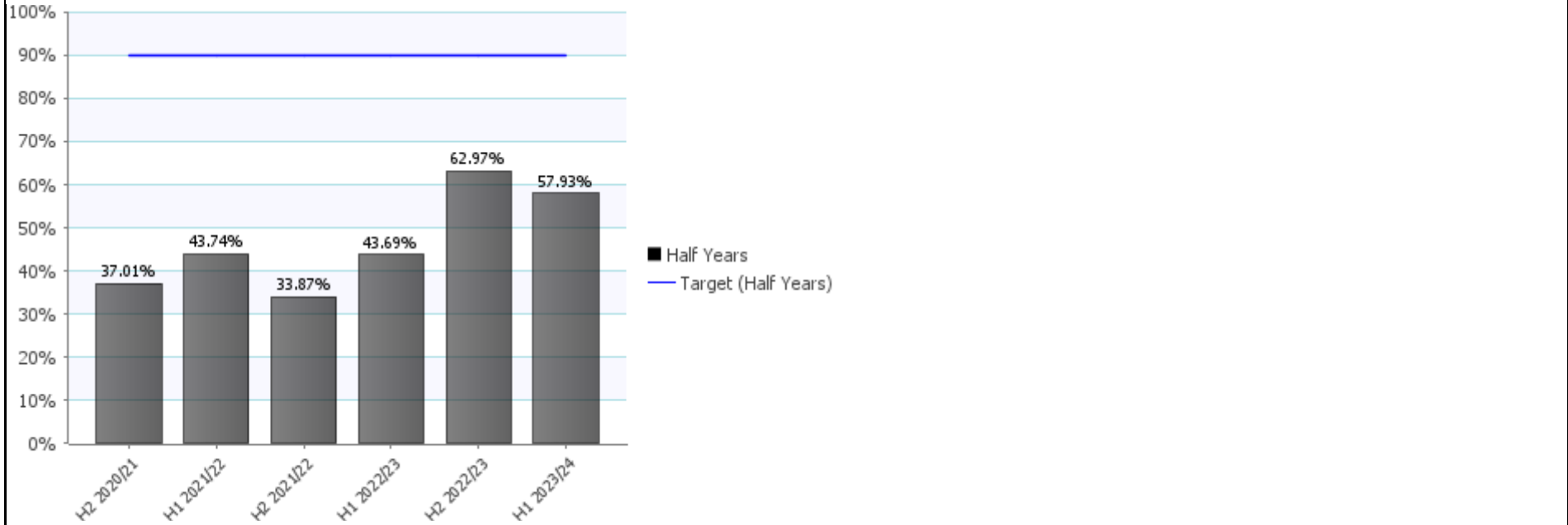
CCG 09 – Mandatory training – The number of staff who have completed all mandatory training courses, as a percentage of the total number of staff in the service.

Target	Actual	Intervention	RAG
90%	57.93%	79%	RED ●

Comment

BRAG status at 31 March 2023: RED.
 Of 1355 total staff in the service, 785 are completely up to date with their mandatory training. Of the 570 staff who have not completed all of their mandatory training, 210 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 360 staff members, Service Managers are aware of who they are and are in discussion with their line managers.

Trend Chart



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.