

Item: 4

Education, Leisure and Housing Committee: 9 June 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 October 2020 to 31 March 2021.

2. Recommendations

The Committee is invited to scrutinise:

2.1.

The performance of Education, Leisure and Housing Service for the reporting period 1 October 2020 to 31 March 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, referred to at section 3.2 of this report, which have been progressed to completion, be removed from the Education, Leisure and Housing Service Plan.

2.3.

That the actions, referred to at section 3.3 of this report, be amended as indicated.

2.4.

That the Education, Leisure and Housing Risk Register, attached as Annex 3 to this report, be approved.

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 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.

- 06 – Child Poverty – The Education, Leisure and Housing Directorate lead on the Child Poverty Action Plan is now complete and the lead role has been passed back to the Chief Social Work Officer.

3.3.

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 2022.

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 2020 to 31 March 2021, and for the two preceding six-month monitoring periods.

Table 1.	Six months ending 30 March 2020.	Six months ending 30 September 2020.	Six months ending 31 March 2021.	Totals.
Complaints.	37.	15.	15.	55.
Compliments	5.	5.	17.	31.

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

Managers within Education, Leisure and Housing have recently carried out the annual review and update of the service Risk Register, along with the list of actions to mitigate these risks. The updated Risk Register is attached at Annex 3 to this report.

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 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, Executive Director of Education, Leisure and Housing, extension 2401, 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 3 – Updated Education, Leisure and Housing Risk Register.

Annex 1

Education, Leisure and Housing – Service Plan Actions for Six Months Ending 31 March 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-Dec-2021
Lead	Comment					
James Wylie	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 is scheduled to be completed by December 2021. However, it is recommended that the target date be extended to 31 March 2022.					

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.	RED		01-Oct-2019	31-Dec-2020
Lead	Comment					
Peter Diamond	1140 hours are now being offered in almost all settings.					

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	Within the restrictions created by COVID-19, progress and reporting is underway.				

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	Work to review and update practice is ongoing. This is linked to the improvement agenda within children's services and the more specific review of the resource school model.				

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 is underway currently and it is anticipated that the written Business Plan will be submitted to Education, Leisure and Housing Committee during 2022.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
E,L&H Service Plan Actions - 06 - Child Poverty.	Work with partners to implement Orkney's Child Poverty Action Plan.	To reduce or mitigate the impact of child poverty in Orkney.	BLUE		01-Oct-2019	31-Dec-2023
Lead	Comment					
James Wylie	The Education, Leisure and Housing Directorate lead on the Child Poverty Action Plan is now complete and the lead role has been passed back to the Chief Social Work Officer. This action should be removed from this action plan.					

Annex 2

Education, Leisure and Housing – Service Performance Indicators for Six Months Ending 31 March 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%	3.14%	6.1%	GREEN											
Comment														
<p>BRAG status at 30 September 2020: GREEN.</p> <p>Sickness absence has increased slightly since the previous reporting period and is still 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>Percentage</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> </tbody> </table>					Half Year	Percentage	H1 2019/20	2.97%	H2 2019/20	3.28%	H1 2020/21	1.74%	H2 2020/21	3.14%
Half Year	Percentage													
H1 2019/20	2.97%													
H2 2019/20	3.28%													
H1 2020/21	1.74%													
H2 2020/21	3.14%													

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%	36.76%	79%	RED	●

Comment

BRAG status at 30 September 2020: N/A. Due to COVID-19 there was no data available for this performance indicator.

The Education, Leisure and Housing Senior 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.

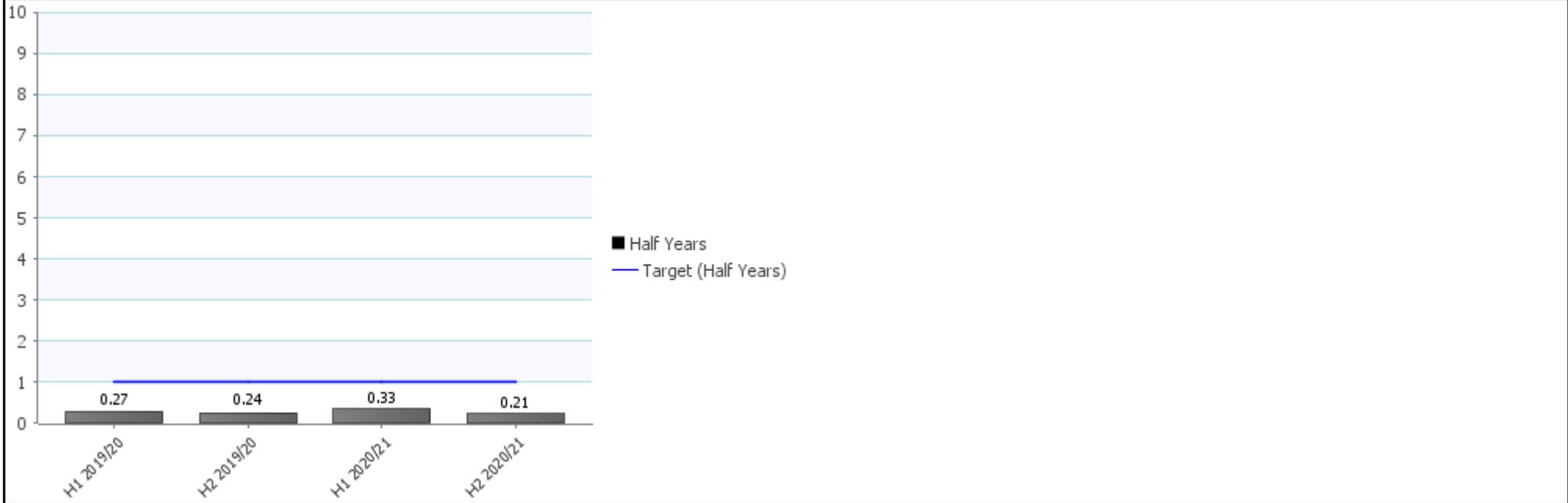
Target	Actual	Intervention	RAG	
1	0.21	2.1	GREEN	

Comment

BRAG status at 30 September 2020: GREEN.

The number of accidents within the Service has reduced in the 12-month period. This may be as a result of the pandemic; the schools being closed and other work processes being undertaken.

Trend Chart



Performance Indicator

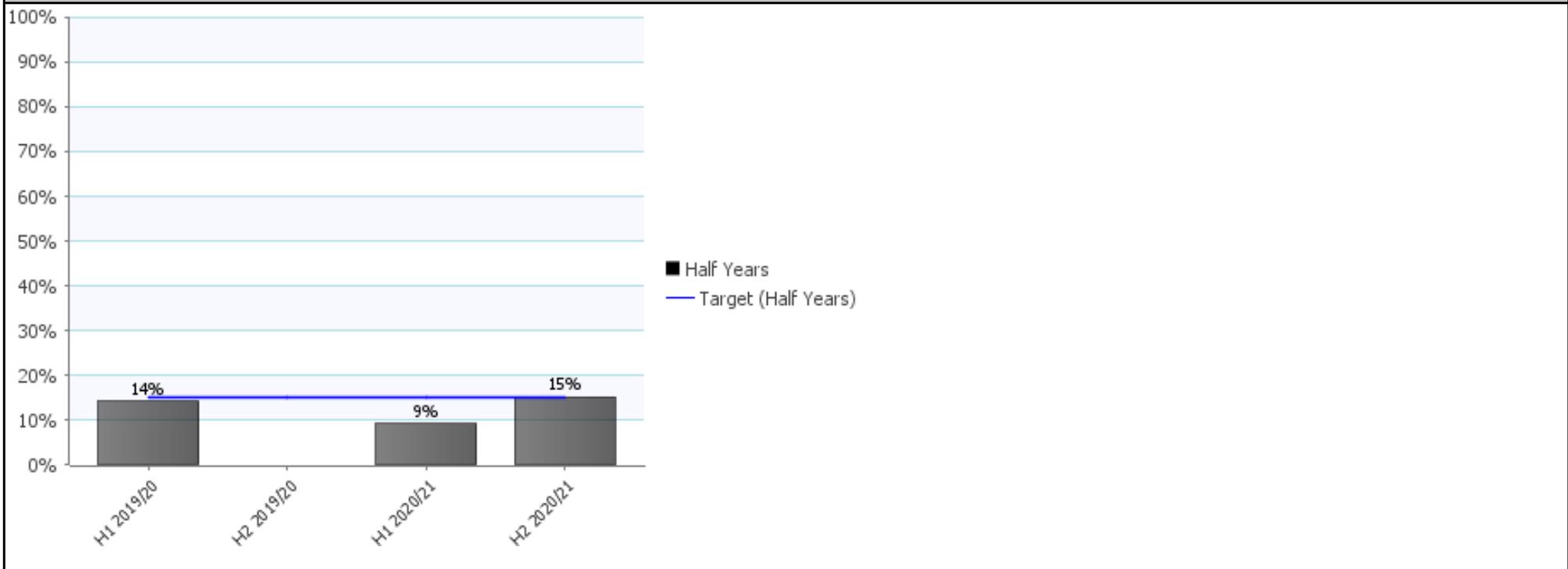
CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.

Target	Actual	Intervention	RAG
15%	15%	31%	GREEN 

Comment

BRAG status at 30 September 2020: GREEN.
 There has been an increase since the last reporting period, however budget holders continue to demonstrate effective budget management within Education, Leisure and Housing.

Trend Chart



Performance Indicator

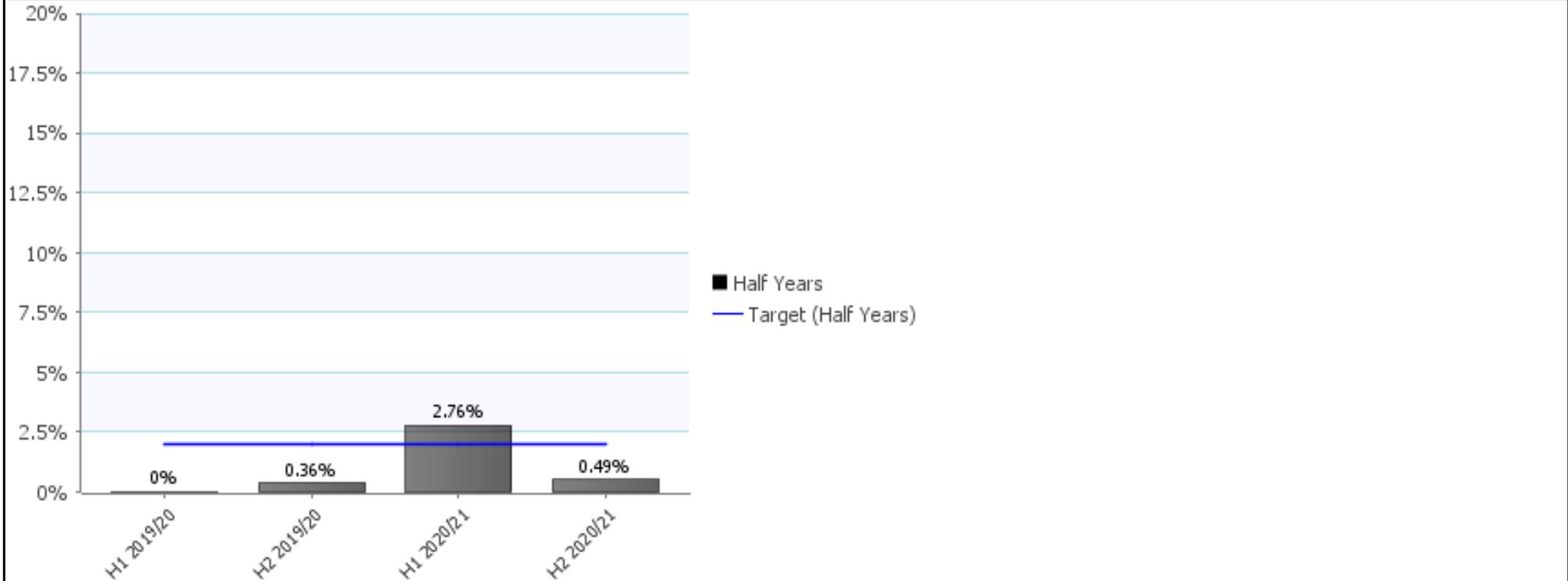
CCG 05 – Recruitment and retention – The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.

Target	Actual	Intervention	RAG	
2%	0.49%	4.1%	GREEN	▶

Comment

BRAG status at 30 September 2020: AMBER.
 Of 204 vacancies advertised during this period, only 1 was still vacant after six months from advert.

Trend Chart



Performance Indicator

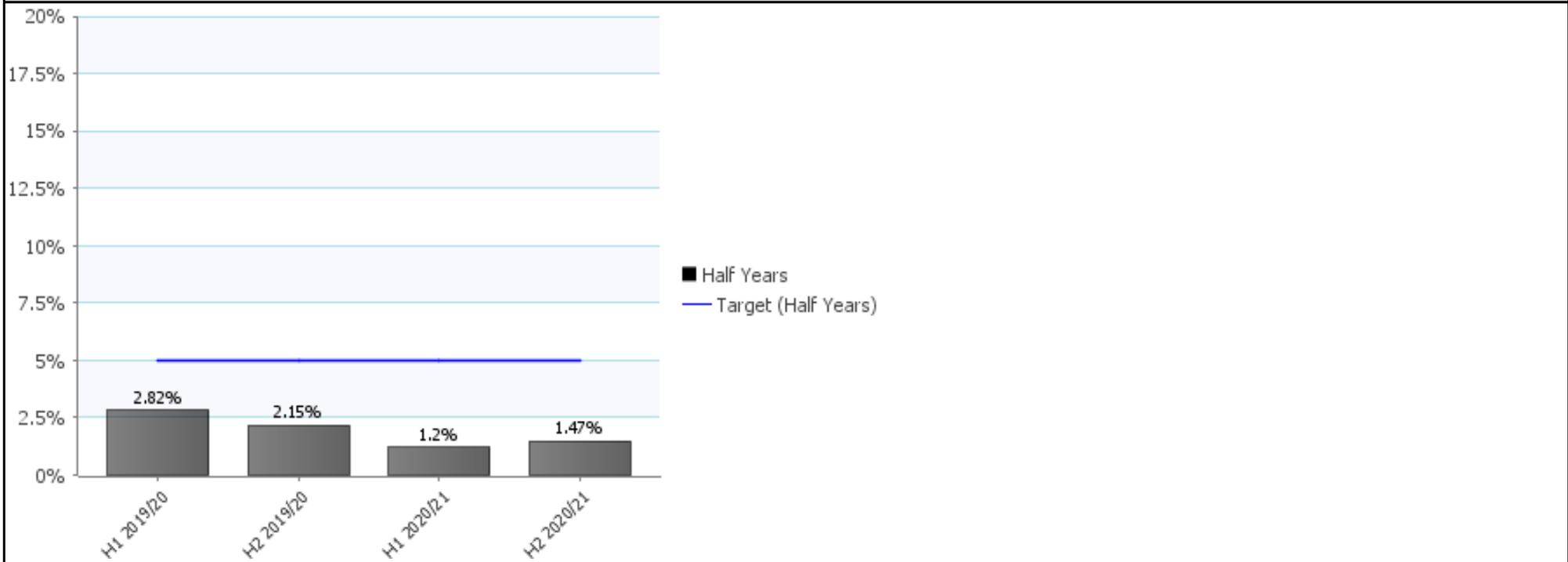
CCG 06 – Recruitment and retention – The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff.

Target	Actual	Intervention	RAG	
5%	1.47%	10.1%	GREEN	▶

Comment

BRAG status at 30 September 2020: GREEN.
 Of 750 permanent staff employed in the Service, 11 left employment with Orkney Islands Council. Staff retention in Education, Leisure and Housing continues to remain high.

Trend Chart



Performance Indicator

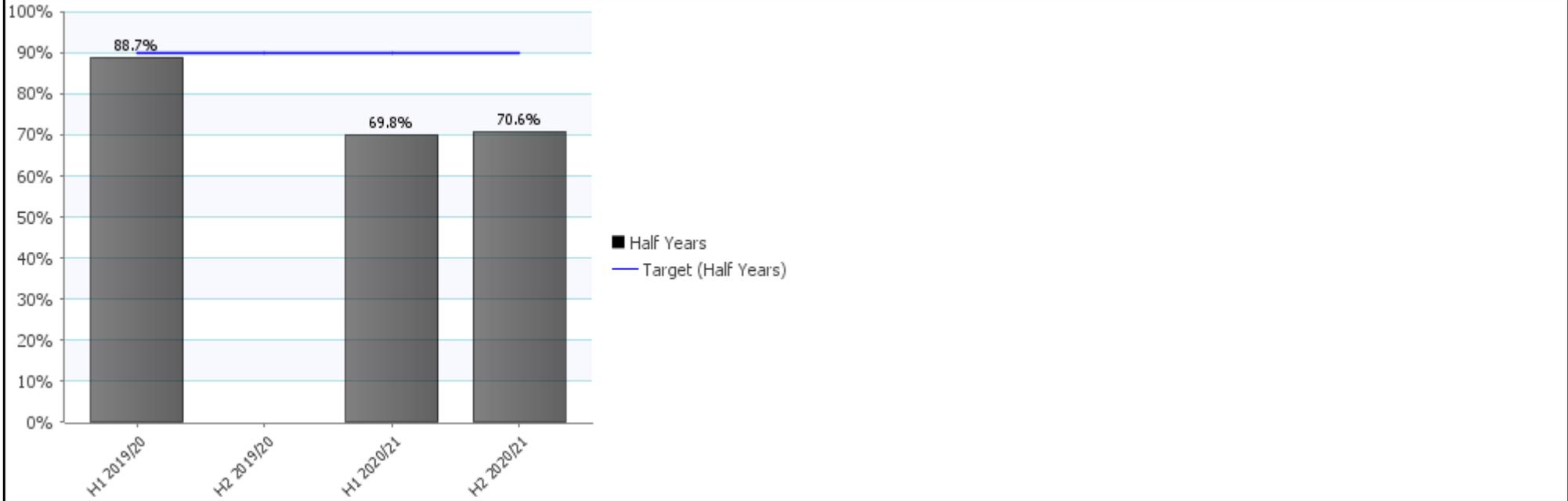
CCG 07 – ERD – The number of staff who receive (at least) an annual face-to-face performance review and development meeting, as a proportion of the total number of staff within the service.

Target	Actual	Intervention	RAG	
90%	70.6%	79%	RED	●

Comment

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.

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.

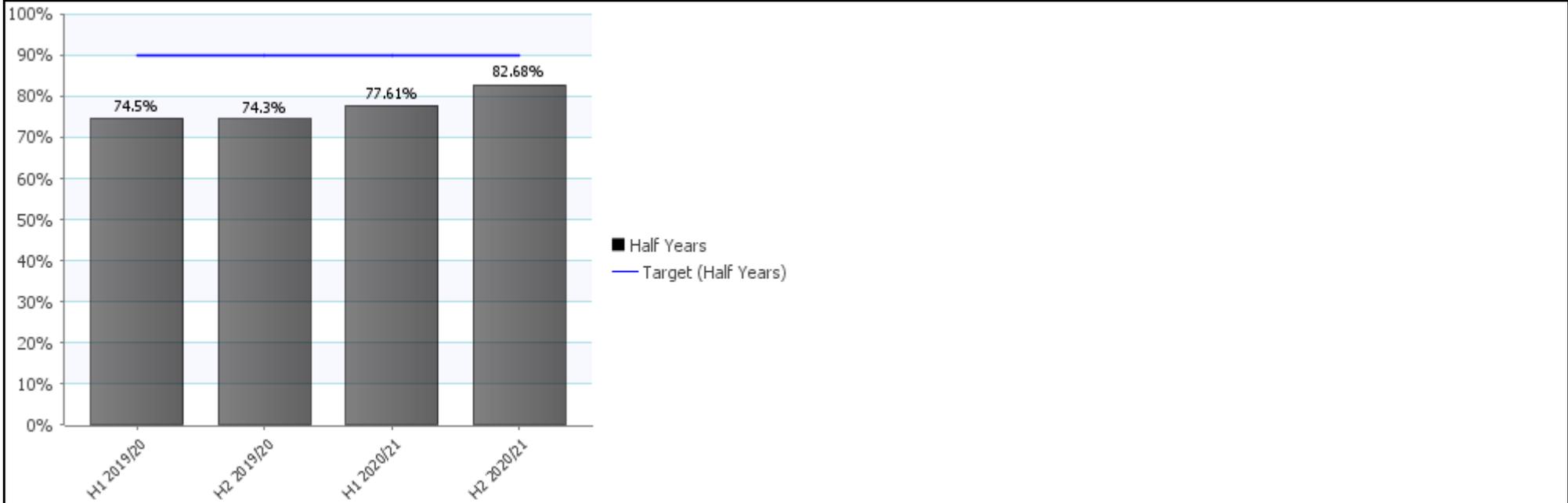
Target	Actual	Intervention	RAG	
90%	82.68%	79%	AMBER	

Comment

BRAG status at 30 September 2020: AMBER.

There is an improvement in this indicator from 77.61% in September 2020 to 82.68% at the end of March 2021. It is likely that the gradual improvement in performance of this indicator is related to the implementation of the Purchase to Pay system.

Trend Chart



Performance Indicator

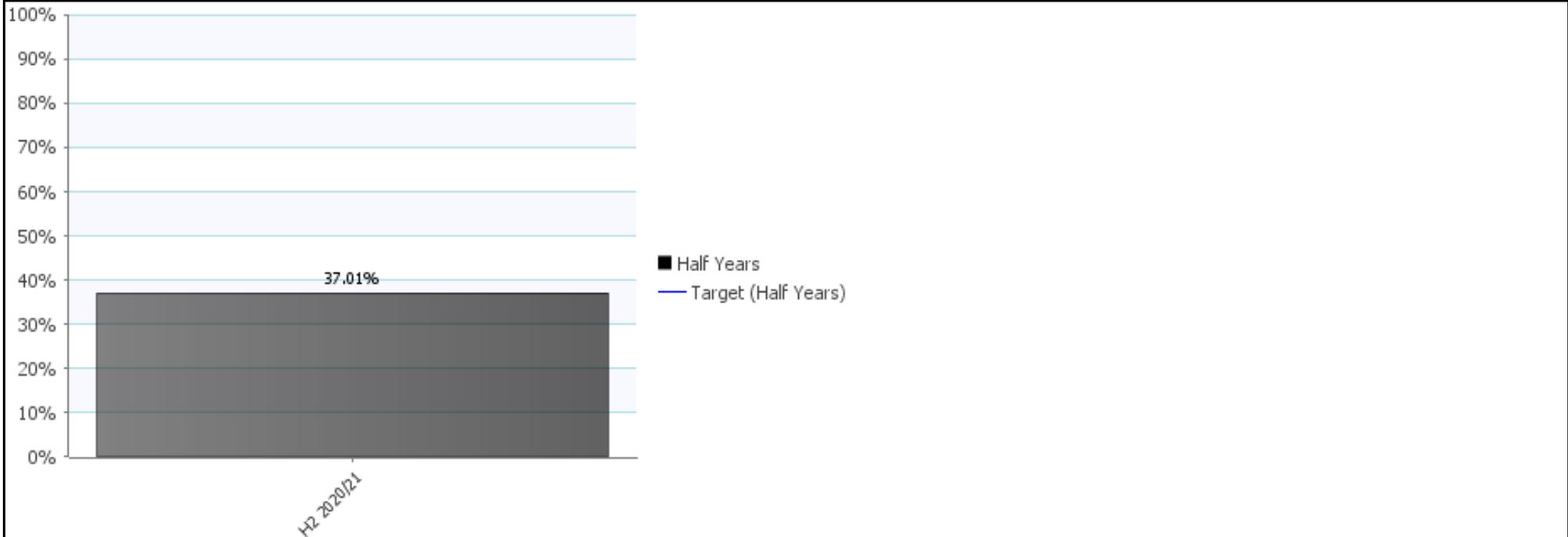
CCG 09 – Mandatory training – The number of staff who have completed all mandatory training courses, as a percentage of the total number of staff in the service.

Target	Actual	Intervention	RAG	
90%	37.01%	79%	RED	●

Comment

BRAG status at 30 September 2020: No previous data reported. Of 1189 staff in the service, 440 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. A significant proportion of staff within the service do not have access to IT facilities as part of their duties.

Trend Chart



Education, Leisure and Housing Risk Register 2021/22

Strategic Risks

Cluster.	Risk Number.	Owner.
Financial.	4.	Head of Community Learning, Leisure and Housing.

Operational Risks

Cluster.	Risk Number.	Owner.
Financial.	1, 7, 9, 10.	Head of Community Learning, Leisure and Housing,
Staffing.	3.	Executive Director of Education, Leisure and Housing.
Staffing.	8.	All Heads of Service.
Economic Recovery and Sustainability.	6.	Head of Community Learning, Leisure and Housing,
Political.	2.	Head of Education.
Communication.	5.	All Heads of Service.

Risk Matrix

		IMPACT					
		1.	2.	3.	4.	5.	
		Insignificant	Minor	Moderate	Major	Severe	
LIKELIHOOD	5.	Almost Certain.	Medium	Medium	High	High	Extreme
	4.	Likely.	Medium	Medium	Medium	High	Extreme
	3.	Possible.	Low	Medium	Medium	High	High
	2.	Unlikely.	Low	Low	Medium	Medium	High
	1.	Rare.	Low	Low	Low	Medium	High

Risk Title: 01 – Financial Pressures.

Likelihood.	5	Impact.	4.	RAG.	Amber.	Current Risk Score.	20	Target Risk Score.	6.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>It is predicted that ongoing savings will be required each year.</p> <p>The funding regime for housing development in Scotland leads to difficulties in making development achievable, given the range of pressures on a small Housing Revenue Account. This, in turn, is impacting on affordable housing provision.</p> <p>Universal credit was rolled out across Orkney in September 2018 and this, coupled with the pressures of COVID-19 is causing increased rent arrears. Welfare reform has other impacts on the Council particularly as regards the single room rent for young people.</p>	<p>Reduced resource base</p>	<p>Decrease in the quality and resilience of the services provided by ELH;</p> <p>Spiral of decline as increasing time and resource spent on accounting for service failures and complaints, and on making cases for discrete resource allocations in-year</p> <p>Insufficient houses and higher levels of disrepair</p> <p>Lower attainment of learners;</p> <p>Reputational impact; Community impact; Impact on staff morale;</p> <p>Economic impact if people leave the islands; No new houses built;</p> <p>Increased homelessness;</p> <p>Additional housing pressure;</p> <p>Sustainability threatened in fragile communities; Increased rents;</p> <p>Failure to meet ESSH2; Reduced staff wellbeing and increased staff illness</p>	<p>Oversee budget management and vacant post review.</p> <p>Work with Change Programme to identify more and efficient/different ways of working to release budget savings</p> <p>Business Plan being developed covering HRA activity to consider scenario planning. Review of HRA underway.</p> <p>Provision of temporary accommodation reviewed through development of Rapid Rehousing Transition Plan, but delivery is dependent on level of funding received from Scottish Government. Further changes to Temporary Accommodation required in light of Scottish Government's review of temporary accommodation. COVID-19 has increased pressures on temporary accommodation.</p> <p>Review of housing subsidy underway nationally.</p>

Risk Title: 02 – Additional Support Needs.

Likelihood.	5	Impact.	3.	RAG.	Amber.	Current Risk Score.	15.	Target Risk Score.	4.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
National reports are signalling limited implementation of legislative change. New demands for service are out with current capacity to deliver.	Increased demand for additional support	<p>Pupils enter the system that we do not have the resources or equipment to adequately support.</p> <p>Can cost up to £150k to £200k per annum to send a child to mainland; Difficult to meet the rights and demands of pupils; Could lead to (an expensive) judicial review.</p>	<p>Review of Services and report with key recommendations to Education, Leisure and Housing Committee.</p> <p>Lobbying of national bodies and government for additional funding</p>

Risk Title: 03 – Recruitment Challenges.

Likelihood.	5.	Impact.	4.	RAG.	Amber.	Current Risk Score.	20.	Target Risk Score.	9.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Some posts remain very difficult to fill. For example, Housing staff, Tenant Participation Staff, Sheltered Housing staff, Papdale Halls, Teaching staff and Management staff.</p> <p>Turnover rate rises to unsupportable levels.</p>	<p>Key posts still remain unfilled following another recruitment drive. Further Head Teacher vacancies.</p>	<p>Capacity to deliver subject curriculum and specialist housing services could be compromised.</p> <p>Drop in educational standards; Reduced levels of attainment; Reduction in learners' opportunities /courses; Reduction in performance standards across Housing Services; Reputational impact; Community impact; Concern about closures; Impact on staff morale; Economic impact if people leave the islands.</p> <p>Negative impact upon staff wellbeing and sickness rates.</p> <p>Increased challenge in recruiting quality candidates.</p>	<p>Support for 'grow your own' staff to include school managers to be secured. This may include incentives to encourage staff retention. Alternatives including use of agency supply to be explored.</p>

Risk Title: 04 – Ability to pay rent or mortgages (recession).

Likelihood.	4.	Impact.	3.	RAG.	Yellow.	Current Risk Score.	12.	Target Risk Score.	4.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Recession forecast is likely to result in increased inability to pay housing costs. Impact of welfare reform likely to impact on ability to pay rent and this has been exacerbated by the rollout of Universal Credit during 2018/19 and the additional pressures of COVID-19 as a result of people being on furlough or losing jobs.</p>	<p>Reduced income and increased energy usage as a consequence of lockdown and wider austerity</p>	<p>More rent arrears; Increased impact on HRA; Increased homelessness; Loss of staff; Failure to meet ESSH; Loss of reputation in arrears figures previously being so good; Negative impact on rural/isles area. Reduced Income levels from OIC (rents) and the general public.</p>	<p>HRA Business Planning activity to be undertaken to include scenario planning. Review of HRA is underway. Issues of affordability are considered in respect of potential impact of annual rental increase. Monitor situation and reassess plans for new build against demand on regular basis.</p>

Risk Title: 05 – Appropriate IT.

Likelihood.	4.	Impact.	4.	RAG.	Amber.	Current Risk Score.	16.	Target Risk Score.	12.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
There is a lack of faith in the IT system, specifically around the housing management system, repairs, improvements and ASB and also SEEMiS in education.	The Council fails to develop an IT system that supports the Service appropriately.	<p>Inability to achieve efficiencies that are achievable in organisations with more appropriate IT systems</p> <p>May not be able to provide external bodies with the information they require; More distrust of existing system; Cost of making the current system suit staff needs; Low staff morale.</p> <p>Long lead in times for implementing new IT packages means that efficiencies are not realised or become redundant.</p>	<p>Continue to monitor effectiveness of Northgate and SEEMiS and undertake upgrades as a planned process.</p> <p>Concerto continues to be expanded to include all asset management. Ensure provision for homelessness and advice monitoring is developed.</p>

Risk Title: 06 – Significant demand for emergency accommodation and general needs housing.

Likelihood.	5.	Impact.	4.	RAG.	Amber.	Current Risk Score.	20.	Target Risk Score.	4.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Inability to meet demand for emergency accommodation.	<p>Current lack of capacity and increased demands due to national policy of rapid rehousing.</p> <p>Impact of lockdown on household stability among other reasons for homelessness.</p>	Significant level of homelessness; Increased financial pressure of OIC; Additional demands placed on smaller staffing base; Bad publicity.	Keep demand under review. Further review of Temporary Accommodation provision in light of Scottish Government’s general review of temporary accommodation and the impact of the Rapid Rehousing Transition Plan. COVID-19 has placed additional pressures on temporary accommodation provision.

Risk Title: 07 – Failure to meet Energy Efficiency Standard for Social Housing.

Likelihood.	3.	Impact.	4.	RAG.	Amber.	Current Risk Score.	12.	Target Risk Score.	4.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Substantially reliant on external funding. Risk that ECO funding is not available.	Some houses will be below the Energy Efficiency Standard for Social Housing / 2.	<p>Government criticism for failing the standard.</p> <p>May have sanctions imposed; Negative impact on inspection results; Adverse effect on tenants; Bad publicity leading to increased complaints.</p>	Review progress on an annual basis. Develop detailed plan to ensure properties meet the Energy Efficiency Standard for Social Housing (2) within the designated timescale. Likely to become a greater risk with the introduction of EESSH2.

Risk Title: 08 – Assault on staff.

Likelihood.	3.	Impact.	4.	RAG.	Amber.	Current Risk Score.	12.	Target Risk Score.	6.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Staff who work in the community (or who work in a 1-1 context with service users) are vulnerable to attack and/or their reputation being damaged through allegation or assertion.	A member of staff is attacked or is in fear of being attacked; A member of staff is concerned that their reputation may be harmed; A member of staff reports a significant incident or accident involving assault by a student.	Personal injury; Staff may leave; Low morale; Sense of failure among staff; Reputational risk of organisation, service or setting; Cost implications to council if they are sued.	Ensure lone working policy remains valid, staff continue to follow guidance and risk assessments are in place.

Risk Title: 09 – Housing Revenue Account.

Likelihood.	4.	Impact.	3.	RAG.	Yellow.	Current Risk Score.	12.	Target Risk Score.	6.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Affordability issues in respect of Housing Revenue Account as a result of investment programme costs over longer term.	Costs of delivering services Including house build, meeting appropriate standards, repair needs relative to income, raise issues in respect of affordability of HRA. This coupled with rising rent arrears, as a result of the rollout of Universal Credit and pressures of COVID-19, is challenging.	May have sanctions imposed; Negative impact on inspection results; Adverse effect on tenants; Bad publicity leading to increased complaints.	Develop HRA Business Plan to include scenario planning. Continue to review HRA modelling.

Risk Title: 10 – Papdale Halls of Residence

Likelihood.	4.	Impact.	3.	RAG.	Yellow.	Current Risk Score.	12.	Target Risk Score.	4.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Risk that sufficient additional business may not transpire to cover staffing etc costs.	Income less than expenditure.	Unable to balance budget and therefore an impact on potential service delivery.	Continue to monitor levels of additional business and undertake actions intended to generate interest. Additional business will be impacted upon by COVID-19. Seek to regenerate additional business for future years.