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To: Councillor Wheeler, Convener; Councillor Lesley Dunbar, Vice Convener; ; and Councillors Councillor Donnelly, the Depute Provost, Greig, Henrickson, Imrie, Macdonald, Catriona Mackenzie, Malik, McLellan, Nicoll, Samarai and Jennifer Stewart.

Town House,
ABERDEEN 16 May 2018

EDUCATION OPERATIONAL DELIVERY COMMITTEE

The Members of the **EDUCATION OPERATIONAL DELIVERY COMMITTEE** are requested to meet in **Council Chamber - Town House** on **TUESDAY, 29 MAY 2018 at 10.00 am.**

FRASER BELL
CHIEF OFFICER - GOVERNANCE

B U S I N E S S

DETERMINATION OF URGENT BUSINESS

1.1 There are no items of urgent business

DETERMINATION OF EXEMPT BUSINESS

2.1 There are no items of exempt business

DECLARATIONS OF INTEREST

3.1 Declarations of Interest

REQUESTS FOR DEPUTATION

4.1 There are no requests for deputation at this time

MINUTES OF PREVIOUS MEETINGS

5.1 Minute of Education Operational Delivery Committee of 19 April 2018
(Pages 3 - 8)

NOTICES OF MOTION

6.1 There are no Notices of Motion at this time

COMMITTEE PLANNER

7.1 Committee Business Planner (Pages 9 - 14)

REFERRALS FROM COUNCIL, COMMITTEES AND SUB COMMITTEES

8.1 There are no referrals at this time

FINANCE, PERFORMANCE, RISK AND SERVICE WIDE ISSUES

9.1 Performance Report - OPE/18/028 (Pages 15 - 64)

GENERAL BUSINESS

9.2 Lochside Academy Road Safety Update - OPE/18/025 (Pages 65 - 68)

EHRIA's related to reports on this agenda can be viewed at
[Equality and Human Rights Impact Assessments](#)

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EDUCATION OPERATIONAL DELIVERY COMMITTEE

ABERDEEN, 19 April 2018. Minute of Meeting of the EDUCATION OPERATIONAL DELIVERY COMMITTEE. Present:- Councillor Wheeler, Convener; Councillor Lesley Dunbar, Vice-Convener; Councillor Donnelly, the Depute Provost; and Councillors Greig, Henrickson, Imrie, Macdonald, Catriona Mackenzie, Malik, McLellan, Nicoll, Samarai and Jennifer Stewart. External Members:- Mrs Stephanie Brock (Third Religious Representative), Mrs Louise Bruce (Parent Representative - Primary Schools), Mr John Murray (Roman Catholic Religious Representative), Mr Colm O'Riordan (Parent Representative - Secondary Schools), Mr Mike Paul (Teacher Representative (Secondary Schools)) and Miss Pamela Scott (Teacher Representative - Primary Schools).

The agenda and reports associated with this minute can be found [here](#).

Please note that if any changes are made to this minute at the point of approval, these will be outlined in the subsequent minute and this document will not be retrospectively altered.

DECLARATIONS OF INTEREST

1. There were no declarations of interest.

COMMITTEE BUSINESS PLANNER

2. The Committee had before it the committee business planner as prepared by the Chief Officer – Governance. Members asked a number of questions in respect of items on the planner.

The Committee resolved:-

- (i) in relation to St Peter's School – Long Term Education Provision, to request that officers look into the possibility of submitting the report to the May meeting of the Education Operational Delivery Committee following consideration at the Capital Programme Committee, rather than to the September meeting as outlined in the planner;
- (ii) in relation to the Review of Free Bus Travel and Safe Routes to Lochside Academy, to request that officers provide Members with information outwith the meeting as to how the long the review would be likely to take and whether there would be scope to undertake the review earlier in the year to allow parents to have firm plans in place ahead of the school term;
- (iii) also in relation to the Review of Free Bus Travel and Safe Routes to Lochside Academy, to request that officers look to report back to Committee in April 2019 as previously agreed, rather than in August 2019 as outlined in the update on the business planner;

EDUCATION OPERATIONAL DELIVERY COMMITTEE
19 April 2018

- (iv) in relation to the Provision of Free School Meals to Children During School Holidays, to request that the business planner be updated to reflect that a Service Update was to be provided to Members after Summer 2018; and
- (v) to otherwise note the planner.

PERFORMANCE IMPROVEMENT REPORT - OPE/18/011

3. The Committee had before it a report by the Chief Operating Officer which provided Members with a summary of the key outcome and operational performance indicator information in respect of in-house educational services for the period to 31 December 2018. Appended to the report were the Education and Inclusion Services performance improvement scorecard; the Education and Inclusion Services performance improvement trend charts; and the national data release schedule.

The report recommended:-

that the Committee note the content of the report and attached appendices.

The Committee resolved:-

- (i) in relation to staff absence figures, to request that officers circulate information to Members outwith the meeting as to how tools and best practice set out in the performance report were being utilised to support staff in getting back to work;
- (ii) to request that officers circulate information to Members outwith the meeting in respect of whether there had also been an increase in occupational health referrals alongside the increase in long-term absence;
- (iii) to request that officers include information in future reports on examples of best practice from inspection regimes to highlight the good work going on in schools, to sit alongside the statistics in respect of positive evaluation of Quality Reference Indicators and Care Inspectorate inspection reports; and
- (iv) to otherwise note the report and appendices.

EDUCATION IMPROVEMENT JOURNEY - OPE/18/001

4. The Committee had before it a report by the Chief Operating Officer which sought endorsement for the proposed approach to school improvement with the aim of securing improved outcomes for children and young people. The report set out the introduction of a series of measures to help track and report progress towards realising the educational ambitions of the Local Outcome Improvement Plan and associated locality plans.

The report recommended:-

that Committee –

EDUCATION OPERATIONAL DELIVERY COMMITTEE
19 April 2018

- (a) note the proposed alignment between the national and local system of planning which will underpin the school improvement plans for the academic term 2018-19;
- (b) instruct the Chief Operating Officer to contribute to the development of the Northern Alliance regional improvement plan and submit to a future meeting of the Committee; and
- (c) instruct the Chief Operating Officer to track progress against the proposed KPIs in order to report progress to the Education Committee. Reporting will comprise a yearly progress report based on validated data and a six monthly update to provide an indication of progress to that point.

The Committee resolved:-

- (i) to thank Mrs Sheppard and Mrs Scanlon and team for the work undertaken on the report;
- (ii) in relation to pages 63 to 65 of the report (Baseline Measures and Improvement Targets), to request that officers provide information to Members outwith the meeting to explain the discrepancy in the figures;
- (iii) to instruct the Chief Officer - Integrated Children's Services to bring a report to Committee following the publication of the Education Bill by the Scottish Government detailing:-
 - (a) how the national and local systems will be aligned
 - (b) how the measures will help track and report progress against realising the ambitions of the LOIP and locality plans; and
 - (c) the proposed KPIs for reporting to Committee; and
- (iv) to otherwise approve the recommendations in the report.

UPTAKE OF FREE SCHOOL MEALS - OPE/18/010

5. With reference to the Council Budget meeting of 6 March 2018, the Committee had before it a report by the Chief Operating Officer which sought endorsement for the proposed approach to ensure the substantial increase of the registration and subsequent uptake of free school meals throughout the city.

The report recommended:-

that Committee –

- (a) note the current workstreams for ensuring maximum registration and uptake of free school meals; and
- (b) endorse the future proposed workstreams for ensuring maximum registration and uptake of free school meals.

The Committee resolved:-

- (i) to note that the wording at section 3.2.5 in the report should reflect that the Pupil Equity Fund was not solely for those who were eligible for free school meals, and that it in fact aimed to improve the outcomes of some of the most vulnerable children and young people;

EDUCATION OPERATIONAL DELIVERY COMMITTEE
19 April 2018

- (ii) to request that officers highlight information on free school meals on the Council website;
 - (iii) to request that officers investigate whether videos highlighting the initiative could be created by schoolchildren to be placed on school websites;
 - (iv) to instruct the Chief Officer - Integrated Children's Services to bring a report to Committee outlining the impact of the proposed work streams for ensuring maximum registration and uptake of free school meals following submission of figures to the Scottish Government;
 - (v) to instruct the Chief Officer - Integrated Children's Services to bring a report to Committee prior to the close of each school year;
 - (a) detailing the numbers registered for and taking free school meals by school; and
 - (b) assessing the progress made by implementing the new work streams and detailing any required adjustments for the following school year; and
 - (vi) to ensure that as future work streams are progressed that at all times it be recognised that there may be individuals who have difficulty accessing digital platforms to allow registration and to endeavour in these cases to assist so that barriers are not created in accessing free school meal services as a result of this digital initiative; and
 - (vii) to otherwise approve the recommendations contained in the report.
- **COUNCILLOR JOHN WHEELER, Convener**

EDUCATION OPERATIONAL DELIVERY COMMITTEE
19 April 2018

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	A	B	C	D	E	F	G	H	I
1	EDUCATION OPERATIONAL DELIVERY COMMITTEE BUSINESS PLANNER The Business Planner details the reports which have been instructed by the Committee as well as reports which the Functions expect to be submitting for the calendar year.								
2	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update		Chief Officer	Directorate	Terms of Reference	If delayed, removed, transferred or withdrawn, enter either D, R, T or W	Explanation if delayed, removed, transferred or withdrawn
3	29 May 2018								
4	Subsidised Transport and Safe Walking Routes to Lochside Academy - speeding concerns	EC&S Committee 16/11/17 - The Committee instructed (i) the Head of Education & Inclusion to facilitate a meeting between representatives of parent councils in Kincorth, Torry & Cove with appropriate reps from Police Scotland to provide a greater understanding of community concerns about speeding on the safe routes to Lochside & discuss measures that could be taken to address those concerns & report back on the outcomes from that meeting; & (ii) to instruct the Head of Education & Inclusion to provide support to Lochside's 6 associated group primaries to ensure appropriate road safety programmes were in place for those schools for P4-7 prior to Lochside opening in Aug 18 & to report back on the need for additional road safety programmes in the associated group primaries.	On agenda	Lynn Scanlon / Andrew Jones	Integrated Children's and Family Services	Operations	1.1 and 4	D	Report will now be presented in May, rather than April to allow for briefing sessions to be held and further discussions with Police Scotland
5	Performance Improvement Report	To present the performance for the last quarter	On agenda	Reyna Stewart	Business Intelligence & Performance Management	Operations	1.1, 1.2, 4 and 6		
6	06 September 2018								
7	School Improvement Planning and the Regional Improvement Collaborative Plan	(1) The report seeks the Committee (a) to note the content of Aberdeen City School Improvement Plans and their alignment with the intended outcomes of the LOIP; (b) to note the content of the Northern Alliance Improvement Plan; and (c) to instruct the Chief Operating Officer to contribute to the Northern Alliance workstreams as detailed in this report. (2) EOD Committee 19/04/18 - The Committee resolved to instruct the Chief Operating Officer to contribute to the development of the Northern Alliance regional improvement plan and submit a report to a future meeting of the Committee.		Eleanor Sheppard	Integrated Children's and Family Services	Operations	1.1, 1.2 and purpose 1	(1) D	(1) Moved from May as schools will only be completing the improvement plans and submitting them in June so information will not be available for May Committee
8	Reporting against proposed KPIs	EOD Committee 19/04/18 - The Committee instructed the Chief Operating Officer to track progress against the proposed KPIs in order to report progress to the Education Operational Delivery Committee. Reporting will comprise (a) a yearly progress report based on validated data and (b) a six monthly update to provide an indication of progress to that point.	In relation to (b), a report will be presented to the September meeting. Following that, a yearly progress report will be submitted in April 2019	Reyna Stewart	Business Intelligence & Performance Management	Operations	1.1, 1.2, 4 and 6		
9	Publication of Education Bill	EOD Committee 19/04/18 - The Committee instructed the Chief Officer - Integrated Children's Services to bring a report to Committee following the publication of the Education Bill by the Scottish Government detailing (a) how the national & local systems will be aligned; (b) how the measures will help track and report progress against realising the ambitions of the LOIP and locality plans; and (c) the proposed KPIs for reporting to Committee.			Integrated Children's and Family Services	Operations	1.1, 1.2 and 4		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update		Chief Officer	Directorate	Terms of Reference	If delayed, removed, transferred or withdrawn, enter either D, R, T or W	Explanation if delayed, removed, transferred or withdrawn
2									
10	Revised Children Missing from Education in Aberdeen Schools Policy	To present the revised policy.		Eleanor Sheppard	Integrated Children's and Family Services	Operations	GD 7.1		
11	Development of Models for Civic Leadership and Engagement	To consider models for Civic Leadership and Engagement.		Derek McGowan	Early Intervention and Community Empowerment	Customer		R	Following the decision at Full Council on 5 March to 'endorse the values and principles of civic leadership and engagement as set out in Appendix L' there was not a further requirement to report to Committee. It is therefore recommended that this be removed from the planner. Any future proposals regarding civic leadership and engagement will be presented to the appropriate committee for consideration.
12	Annual Statutory Performance Report	To provide Elected Members with a summary of the Annual Performance (Statutory Performance Indicator) outcomes.		Reyna Stewart	Business Intelligence & Performance Management	Operations	1.2		
13	St Peter's School - Long Term Education Provision	ECS Committee 16/11/17 - to instruct the Head of Policy, Performance and Resources to undertake a feasibility study to identify improvements to Riverbank School and the associated costs, including the costs of bringing up to category A and to report to the Committee at its meeting in January 2018. EOD Committee 19/04/18 - The Committee requested that officers look into the possibility of submitting the report to the May meeting of the Committee, following consideration at the Capital Programme Committee, rather than the September meeting as outlined in the planner.	The report on St Peter's School will now not be reported to the Capital Programme Committee in May, as officers are working on the business case for the project.	Andrew Jones	Corporate Landlord	Resources	Purpose 1	D	The business case will now be presented first to EOD in September for consultation, prior to being reported to Capital Programme Committee
14	The National Improvement Framework Report	To approve submission of annual statutory report to the Scottish Government.		Eleanor Sheppard / Lynn Scanlon	Integrated Children's and Family Services	Operations	1.2		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update		Chief Officer	Directorate	Terms of Reference	If delayed, removed, transferred or withdrawn, enter either D, R, T or W	Explanation if delayed, removed, transferred or withdrawn
2									
15	Early Learning & Childcare Financial Template	1. ECS Committee 14/09/17 (Article 9) and 16/11/17 - The Committee resolved to instruct the Director of Education and Children's Services to submit a report to Committee in 2018 providing an update on progress and plans for workforce planning for early learning & childcare; and to instruct the Head of Education and Inclusion to present a further updated Early Learning and Childcare Delivery Plan to the appropriate Committee once notification of capital and revenue grants were received from the Scottish Government and 2. E&CS Committee 14/09/17 - The Committee agreed to note that the Director would submit a further version of the Early Learning and Childcare Delivery Plan to Committee in 2018 following scrutiny by the Scottish Government; and to instruct the Director to submit a report in 2018 providing an update on progress and plans for workforce planning for early learning and childcare.	Submission of this report is dependent on the allocation of funding from the Scottish Government	Eleanor Sheppard	Integrated Children's and Family Services	Operations	1.3 and purpose 1		
16	06 November 2018								
17	Impact of Free School Meals Workstreams (links with no 27)	EOD Committee 19/04/18 - The Committee instructed the Chief Officer - Integrated Children's Services to bring a report to Committee outlining the impact of the proposed workstreams for ensuring maximum registration and uptake of free school meals following submission of figures to the Scottish Government.			Integrated Children's and Family Services	Operations	1.1		
18	Northern Alliance Regional Improvement Plan	To seek endorsement of the Plan.		Aisling MacQuarrie	Integrated Children's and Family Services	Operations	Purpose 1		
19	17 January 2019								
20	Review of School Estate	Council on 6/3/18 agreed to instruct the Chief Officer – Corporate Landlord to bring a review of the School Estate report within the next 9 months to the Education Operational Delivery Committee, thereafter to forward the report to the Capital Programme Committee.			Corporate Landlord	Resources			
21	14 March 2019								
22									
23	April 2019 Onwards								

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update		Chief Officer	Directorate	Terms of Reference	If delayed, removed, transferred or withdrawn, enter either D, R, T or W	Explanation if delayed, removed, transferred or withdrawn
2									
24	Review of Free Bus Travel and safe routes to Lochside Academy	E&CS Committee - 16/11/17 - The Committee resolved to instruct the Interim Head of Planning & Sustainable & the Head of Public Infrastructure & Environment to undertake annual updates reviewing the success of provision of free bus travel & the safe routes to school, with the first review to be undertaken in March 2019 (and thereafter annually & reported to Committee at the earliest possible opportunity prior to the end of the fourth school term each year). EOD Committee - 19/04/18 - The Committee resolved to request that officers look to report back to Committee in April 2019 as previously agreed, rather than August 2019 as outlined in the planner.	The Road Safety and Traffic Management Team and the Public Transport Unit, estimate that the review would take approximately 1 month to complete, as such in order to report to committee prior to the summer holidays, data would be taken from earlier in the year, likely information from August 2018 to January 2019 and this will allow officers to review and prepare report for committee in April/May 2019.	Chris Cormack / Vycki Ritson	Strategic Place Planning / Operations	Place / Operations	Purpose 1		
25	Provision of Free School Meals to Children During School Holidays	F,P&R Committee on 1/2/18 agreed to instruct the Head of Communities and Housing to report back to Committee within 15 months on the delivery of the programme.	To be reported May 2019. Service Update to be circulated to Members after Summer 2018.	Neil Carnegie	Early Interventions and Community Empowerment	Customer	Purpose 1		
26	Annual Committee Effectiveness Report	To present the annual effectiveness report for the Committee.	To be reported May 2019	Stephanie Dunsmuir	Governance	Governance	GD 7.4		
27	Uptake of Free School Meals	EOD Committee 19/04/18 - The Committee resolved to instruct the Chief Officer Integrated Children's Services to bring a report to Committee prior to the close of each school year (a) detailing the numbers registered for and taking free school meals by school and (b) assessing the progress made by implementing the new work streams and detailing any required adjustments for the following school year.	To be reported May / June 2019		Integrated Children's and Family Services	Operations	1.1 and 5		

	A	B	C	D	E	F	G	H	I
2	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update		Chief Officer	Directorate	Terms of Reference	If delayed, removed, transferred or withdrawn, enter either D, R, T or W	Explanation if delayed, removed, transferred or withdrawn
28	United Nations Convention on Rights of the Child	Every three years as per the Children and Young People (Scotland) Act 2014	To be reported in April 2020 : Part 1 (section 2) of the Children and Young People (Scotland) Act 2014 (the "Act") places a duty on a range of public bodies (including all local authorities and health boards) to report, as soon as practicable after the end of each three-year period, on the steps they have taken to secure better or further effect within their areas of responsibility of the United Nations Convention on the Rights of the Child (UNCRC) requirements.		Integrated Children's and Family Services	Operations	Purpose 1		

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ABERDEEN CITY COUNCIL

COMMITTEE	Education Operational Delivery Committee
DATE	29 th May 2018
REPORT TITLE	Performance Report
REPORT NUMBER	OPE/18/028
DIRECTOR	Rob Polkinghorne
REPORT AUTHOR	Reyna Stewart
TERMS OF REFERENCE	<i>Sections 1.1, 1.2, 4 and 6</i>

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide Members with a summary of Key Outcome and operational Performance Indicator information relating to in house educational services for the period 1st April 2017 to 31st March 2018.

2. RECOMMENDATION(S)

- 2.1 That the Committee notes the content of this report and attached appendices.

3. BACKGROUND

- 3.1 At the meeting of the 5th March 2018, Council approved the new Governance arrangements supporting introduction of the Target Operating Model. This provided for the establishment of the Education Operational Delivery Committee with, amongst other responsibilities, the core remit outlined below.

The Committee will, for internal Educational services:

- a) *Hold the organisation to account for the performance of all in house services. It will oversee the delivery of all in house services in all areas in line with the outcomes set by the Strategic Commissioning Committee and improve results for Public Performance Recording by scrutinising Key Performance Indicators and rigorous performance management ...*

4. MAIN ISSUES

- 4.1 This report, based on the above principles, and reflecting the outcomes from jointly supported Education and Inclusion Services delivery, aligning directly with the current Local Outcome Improvement Plan 2016-2026 and Education and Children's Service (ECS) 2017-18 Directorate Improvement

planning, offers a core suite of metrics for this purpose.




- 4.2 Members are asked to note that, in large part, those Performance Measures linking to the Target Operating Model themes, are provided based on outputs across the range of services within the former ECS Directorate to link with the fiscal reporting period and maintain both the robustness of the data and associated trend analysis.
- 4.3 As noted in the previous report to Committee, this information, although still containing some limited data relating to services which, as of 1st April 2018, have subsequently transferred to other functions, is offered to provide assurance to Members around the continuation of monitoring and scrutiny of these performance issues during the early period of transition to the Target Operating Model.
- 4.4 In some instances, it has been possible to conduct an interim exercise to further disaggregate this data to extract information relating to these services and, where this has been practical without compromising the high-level overview, this is captured in the narratives provided in Appendix B.
- 4.5 In others, (e.g. Complaints data) the availability of final quarter data at functional levels have already been superseded by re-configuration of live datasets to the new structures and aggregated year-to-date information for the former Directorate is offered as a robust proxy measure.
- 4.6 Business Intelligence and Performance Management, in concert with the Directorate leadership and the Strategic Commissioning function, using the Business Model Canvas and a balanced scorecard approach, will continue to build on present, early stage, proposals for how future performance reporting will be reviewed and re-aligned directly to the TOM principles. The outputs from this workstream will be reflected more comprehensively in future reports to this Committee.
- 4.7 Learning from these initial discussions has, in part, influenced the content of Appendix B by providing a more narrative based approach, enabling Members to better scrutinise areas of under-performance, or most significant variation and improvement.
- 4.8 Members are asked to note that the full suite of annual Education and Inclusion performance outcomes for 2017-18 will be reported in September through the Statutory Performance Indicator (Annual Performance Report) submission, subsequent to completion of the review of this process by the Council's External Auditors

5. DATA LEGENDS

Within the summary dashboards (Appendices A and B) the following symbols are used:

Performance Measures

Traffic Light Icon

-  On target or within 5% of target
-  Within 5% and 20% of target and being monitored
-  Below 20% of target and being actively pursued.

Data Measures



Data provided as supporting information or in the context of variable and dynamic target setting only.

6. FINANCIAL IMPLICATIONS

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

7. LEGAL IMPLICATIONS

- 7.1 There are no direct legal implications arising from the recommendations of this report.

8. MANAGEMENT OF RISK

- 8.1 Presentation and publication of service delivery performance information serves to mitigate risk across a number of aspects by demonstrating:
- The Council's commitment to openness of decision making and reputation as a transparent and accountable organisation.
 - A willingness to recognise areas of good practice within the Council and in the national context and, where necessary, to challenge under performance.
 - Effectiveness of delivery and reporting in the context of Best Value and the legislative requirements that underpin this.
 - A continual focus on the extent to which services are meeting customers' needs and expectations.

	Risk	Low (L), Medium (M), High (H)	Mitigation

Financial	There are no direct financial risks attached to this report.	L	Not applicable.
Legal	There are no material legal risks attached to this report.	L	Publication of service performance information in the public domain ensures that the Council is meeting its legal obligations in the context of Best value reporting.
Employee	There are no material employee risks attached to this report.	L	Oversight by Elected Members of core employee data supports the Council's obligations as an employer
Customer	There are no material customer risks applied to this report.	L	The report highlights those areas of service performance that meet the needs of customers.
Environment	There are no direct environmental risks attached to this report.	L	Not applicable.
Technology	There are no direct technology risks attached to this report.	L	Not applicable.
Reputational	There are no material reputational risks attached to this report.	L	Reporting of service performance serves to enhance the Council's reputation for transparency and accountability.

9. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The report content aligns with the inclusive economic growth thematic through the primary driver, 'We will invest in our workforce, particularly young people, develop our future workforce, and ensure all benefit from economic activity'.
Prosperous People	This report reflects on the performance of services delivered to children and young people with particular emphasis on the primary drivers; 'Children

	have the best start in life' and 'Children are safe and responsible'.
Enabling Technology	The Council recognises that enabling technology is central to innovative, integrated and transformed public services and supportive of providing our young people with the digital skill sets necessary for the delivery of positive educational outcomes at an individual level.

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	In concert with Customer Services and the Commissioning function, the Directorate will continue to maintain a focus, as embodied by the Duty of Regard, on the delivery of customer centric services which maximise engagement with and by our young people.
Organisational Design	The report reflects recognition of the process of organisational design and provides assurance around maintenance of Elected Member scrutiny of operational effectiveness through embracing change.
Governance	Oversight and scrutiny of operational performance, including that provided by external inspection, supports the robustness of governance arrangements between and across internal and external providers involved in the delivery of services to the community.
Workforce	The Directorate, through a commitment to maintaining the health and wellbeing of its workforce, providing opportunities for personal development and future proofing individual skill sets, seeks to assist and assure employees over the course of the transition journey.
Process Design	As the interim structure embeds, development and integration of process design will be influenced by continual evaluation of the performance and outcome measures applied to service provision.
Technology	In concert with Customer Services and the Commissioning function, supported by the digital partners, the Directorate will seek to maximise opportunities for the use and development of technological solutions that enhance both the experience of customers, evaluations of these experiences and provide our young people with the skill sets necessary for positive and robust societal engagement.

Partnerships and Alliances	Continuous review of the outcomes, and effectiveness, of in house services provides assurance to critical partners: NHS, Police, Education Scotland, Care Inspectorate, which support strategic Council and City improvement objectives for young people which are delivered through partnership models.
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10. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	The recommendations arising from this report do not require that full Equality and Human Rights Impact Assessment is completed.
Privacy Impact Assessment	The recommendations arising from this report do not require that a Privacy Impact Assessment is completed.
<u>Children's Rights Impact Assessment/Duty of Due Regard</u>	Not applicable.

11. BACKGROUND PAPERS

Target Operating Model Supporting Governance Framework, Council, 5th March 2018.

[Local Outcome Improvement Plan](#)

12. APPENDICES (if applicable)

Appendix A: Education and Inclusion Service's Performance Improvement Report Scorecard.

Appendix B: Education and Inclusion Service's Performance Improvement Trendcharts.

13. REPORT AUTHOR CONTACT DETAILS

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Appendix A, Education and Inclusion Services Scorecard – 2017-18

Report Author: Alex Paterson

Generated on: 23 April 2018

Outcome Measure	2016-17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18	Status	Long Trend (Annual)	2017/18 Target
	Value	Value	Value	Value	Value	Value to date			
Percentage of Activity Agreement completers entering a positive destination	78.4%	81.8%	100.0%	88.9%	90.0%	88.9%			79%
% of positive evaluations of Quality Reference Indicators from Education Scotland and Care Inspectorate inspection reports of publicly funded Broad General and Senior Phase Education provision	95.5%	87.5%	83.3%	100.0%	100.0%	95.3%			95%
% of positive evaluations of Quality Reference Indicators from Education Scotland and Care Inspectorate inspection reports of publicly funded Early Learning Centres per financial year	96.1%	87.5%	93.8%	100.0%	100.0%	97.4%			95%
Performance Measure	2016-17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18	Status	Long Trend (Annual)	2017/18 Target
	Value	Value	Value	Value	Value	Value to date			
The total number of complaints received – Education and Children’s Services*	214	58	39	54	33	184			Minimise
Percentage of complaints resolved within time -Education and Children’s Services*	53.2%	79.3%	69.2%	53.7%	72.7%	68.5%			Maximise
Percentage of complaints upheld against closed - Education and Children’s Services*	36.7%	31.0%	17.9%	5.6%	N/A	18.5%			Minimise
Percentage of Late Reports - Education and Children’s Services*	3.5%	6.6%	7.7%	11.1%	14.3%	7.6%			5%

Performance Measure	2016-17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18	Status	Long Trend (Annual)	2017/18 Target
	Value	Value	Value	Value	Value	Value to date			
Percentage of FOISA requests replied to within timescale - Education and Children's Services*	88.9%	97.4%	98.1%	86.6%	97.6%	93.5%			85%
Percentage of Members' Enquiries responded to within timescale - Education and Children's Services*	74.1%	81.4%	91.3%	79.5%	95.0%	85.8%			85%
Percentage of MP/MSP Enquiries replied to within timescale - Education and Children's Services*	72.7%	54.2%	68.8%	53.8%	33.3%	53.8%			85%
Average Headcount of Agency Staff per rolling monitoring period - Education and Children's Services*	16.4	6.0	18.7	18.7	15.6	14.8			Minimise
Average number of days lost through sickness absence per employee in a rolling 12-month period- Education and Children's Services*	8.2	8.8	8.6	8.5	9.2	8.8			10.0
Average number of days long term absence per employee per rolling monitoring period- Education and Children's Services*	4.6	5.2	5.2	5.1	5.4	5.2			6.6
Average number of days short term absence per employee per rolling monitoring period- Education and Children's Services*	3.6	3.6	3.4	3.4	3.8	3.6			4.1
Number of Non- Reportable Employee Accidents - Education and Children's Services*	577	93	32	84	82	291			Minimise
Number of Reportable Employee Accidents- Education and Children's Services*	1	0	0	2	2	4			Minimise

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

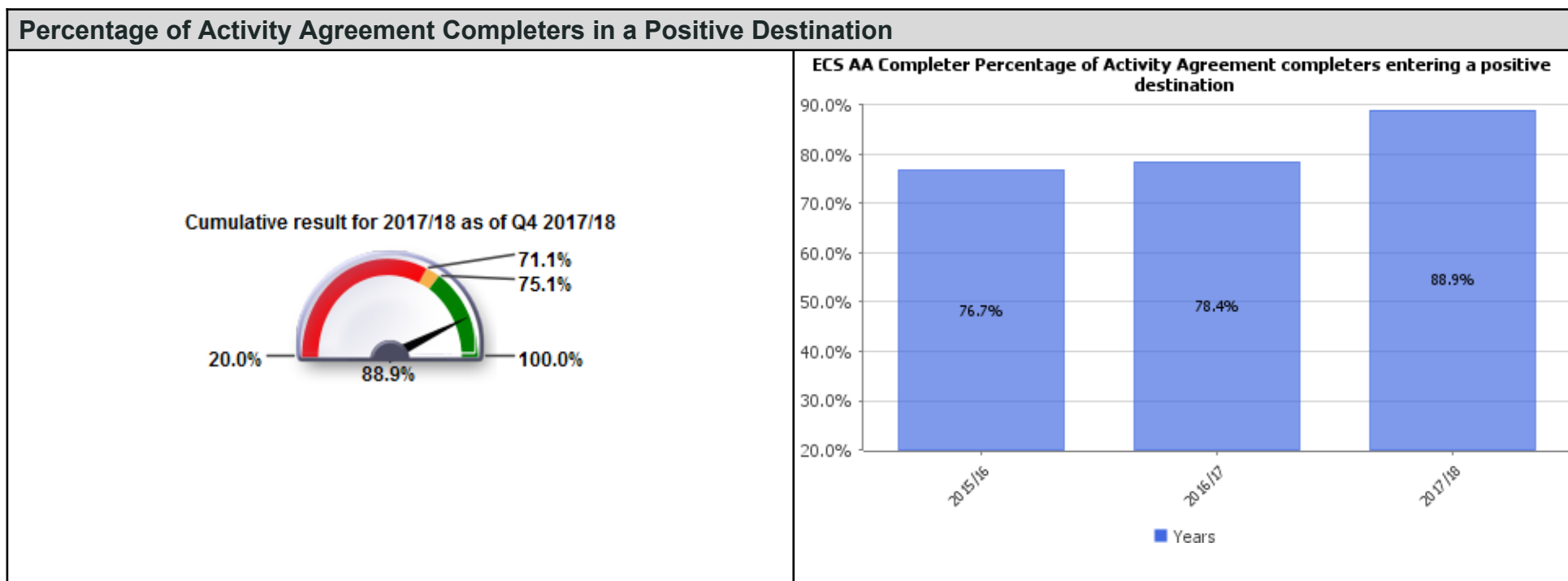
*All data provided against Education and Children's Services is based on organisational structures pre-dating introduction of the TOM, includes data from services which no longer fall within the remit of the Operations Directorate. e.g. Library and Information Services and Museums and Galleries and include Children's Social Work outcomes. Where available, reflection against exclusively Education and Inclusion data is captured in Appendix B.

Figures shaded in grey are provided for background purposes only and systemic data rounding to the nearest single decimal point is applied to all data sets.

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Appendix B – Education and Inclusion Services 2017-18 Trendcharts

1. Directorate Improvement Plan



Why is this important?

The extent to which the local authority and partners, through direct intervention and support for those who are identified at an early stage as being at risk of entering a negative destination on leaving formal education, and can mitigate against this, is a core outcome

which links directly to the National Performance Benchmark Participation Measure for education in Scotland, and the Aberdeen Guarantees agenda

Benchmark Information:

Benchmarking of a range of leaver destination outcomes is provided through publication of Scottish Government data-sets covering initial, sustained and specific cohort outcomes on an annual basis. Presently, this information is published through several separate releases at different levels of detail by the Scottish Government <http://www.gov.scot/Publications/2016/06/4523>

Target:

The 2017-18 objective was to increase the proportion of Activity Agreement completers in a positive destination in line with the wider Participation Measure related objective which is to achieve an annual 1%-point improvement over the course of the full year

Intelligence:

At conclusion of the fiscal period, a total of 32 of the 36 (88.9%) participants engaged by the Activity Agreement team in the previous 12 months, were recorded as being in a positive destination on completion of the engagement period. This represents a significant rise in the proportion of young people experiencing a positive outcome as a result of this intervention, and above the service objective for the year.

This was accompanied by a reduction in the number of young people who disengaged from the programme prematurely. In terms of destinations, the overwhelming majority of participants moved on to either further education or returned to school education whilst the remainder were supported into training-based opportunities.

Of the ten participants engaged by the Activity Agreement team, and completing the Agreement term, over the course of Quarter 4, all but one individuals had achieved a positive destination at conclusion of the period, similar to the outcome for the previous quarterly period and matching the comparable cohort adjusted figure for the same quarter in 2016-17.

In terms of engagement levels, the service supported three more participants to a positive destination at the point of completion and one less young person was referred to, and accepted on, the programme than in 2016-17. In a material enhancement to the offer provided by the Activity Agreement programme, introduced in full this year, the proportion of participants who were in receipt of dedicated

aftercare support, enhancing the sustainability of positive destinations, at the point of leaving the programme was 100%.

Responsible officer:

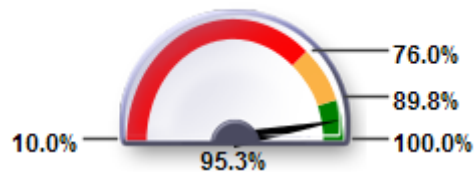
Bernadette Oxley

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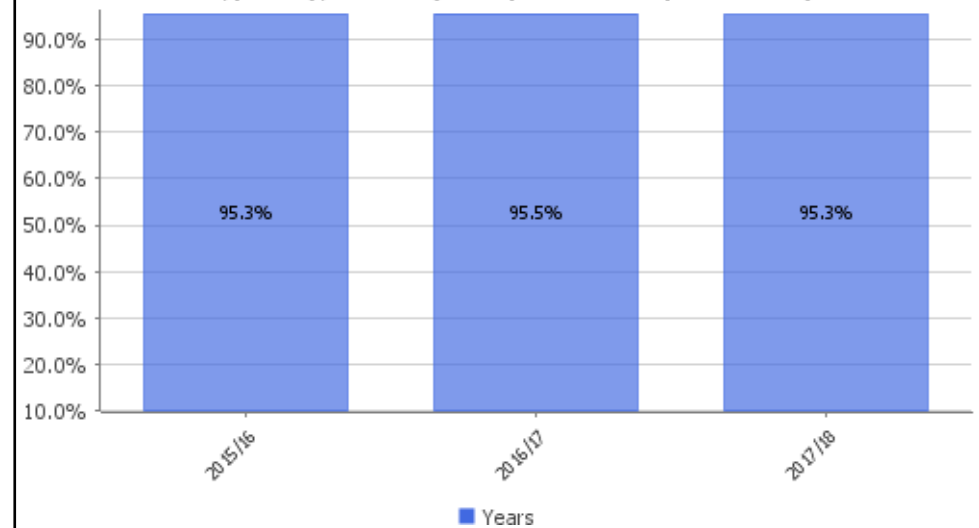
2017/18

Percentage of positive evaluations of Quality Reference Indicators arising from inspections of Early Learning and Childcare, Broad General and Senior Phase Education by Education Scotland and the Care Inspectorate

Cumulative result for 2017/18 as of Q4 2017/18



ECS SPI 7 % of positive evaluations of Quality Reference Indicators from Education Scotland and Care Inspectorate inspection reports of publicly funded Early Learning Centres, primary, secondary and special schools per financial year



Why is this important?

This measure serves as a formal proxy indicator of the quality of education, support and care provision afforded to children within local

authority and funded partner provider Early Years, primary, secondary and special school settings, (covering both Broad General and Senior Phase Education provision) through a combination of peer-based and self-evaluation evidence and links directly to Local Outcome and Directorate Improvement Plan Objectives under the People thematic.

Benchmark Information:

There is presently no direct capacity for benchmarking of this combined measure although Education Scotland outcomes for schools and early years establishments in each academic year from 2012 onwards, are compared with the national baseline and where made available, against the Authority's formal HMle benchmark group. <http://www.educationscotland.gov.uk>

Information relating to the drill-down national outcomes of Care Inspectorate work, which can be used as a point of comparison, is beginning to be shared with local authorities but has yet to be presented in a consistent publication format that is accessible enough to allow robust inter-authority comparison. <http://www.careinspectorate.com> This detail is currently published by the Care Inspectorate against each calendar year and is not directly relatable to fiscal period outcomes.

Target:

The target for this measure, as with that reflected below, which combines outcomes from Education Scotland and Care Inspectorate inspections of both local authority and partner provider supported early learning, formal education phases and childcare settings, is set at an averaged 97% for the 2017-18 academic year. (95% for the fiscal period to accommodate the delivery of academic year improvement planning). The target figure for sub-indicators against each inspection regime, relating to local authority provision alone, is 100% for the current academic year.

The Scottish Government has announced that, as of April 2018, there will be an enhanced national programme of Education Scotland inspection which proposes that each school will be subject to a level of inspection over the course of the year. Once in place, this programme will substantially enhance the scope and value of this metric and support providers in planning for improvement.

It is also important to note that new Health and Social Care Standards will be used by the Care Inspectorate in the context of formal evaluation from April 2018. The new standards guide infers increased evidential expectations of care providers in the context of self and external evaluation which it might be anticipated, will be reflected in a potential phase shift in the range of gradings

Intelligence:

95.3% or 123 out of 129 Quality Reference Indicator areas evaluated during Education Scotland and Care Inspectorate inspections conducted in 2017/18 were rated as satisfactory or above, effectively an unchanged position in comparison with both previous years but ahead of the 2014/15 outcome.

35 from 37 of the establishments inspected (95%) achieved satisfactory and/or adequate or above ratings for each core Quality Reference Indicator (equating to a comprehensive positive evaluation). This figure is marginally below that in 2016-17 (96.1%) although above both 2015-16 and 2014-15, with 39 from 41 (95%) of setting inspections in total, incorporating multiple site provision, being similarly and positively assessed

Underlying this outcome, the proportion of evaluations rated Good or above rose to 80.5% from 78.8% in 2016/17, maintaining the three-year improvement trend in this sub-measure. These results, when extrapolated to the current academic year, suggest that schools and Early Learning and Childcare Centres are currently on course to meet the aspirational target set for the 2017-18 academic period within Schools and Early Years Improvement Plans against this measure.

Summary information, covering the inspection findings against a combination of local authority and partner provider settings, relating to each of the current focus areas of evaluation, offering examples of best practice, is provided within the Service Update attached to this report <https://committees.aberdeencity.gov.uk/ecCatDisplay.aspx?sch=doc&cat=13738>

Responsible officer:

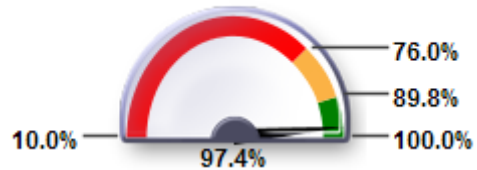
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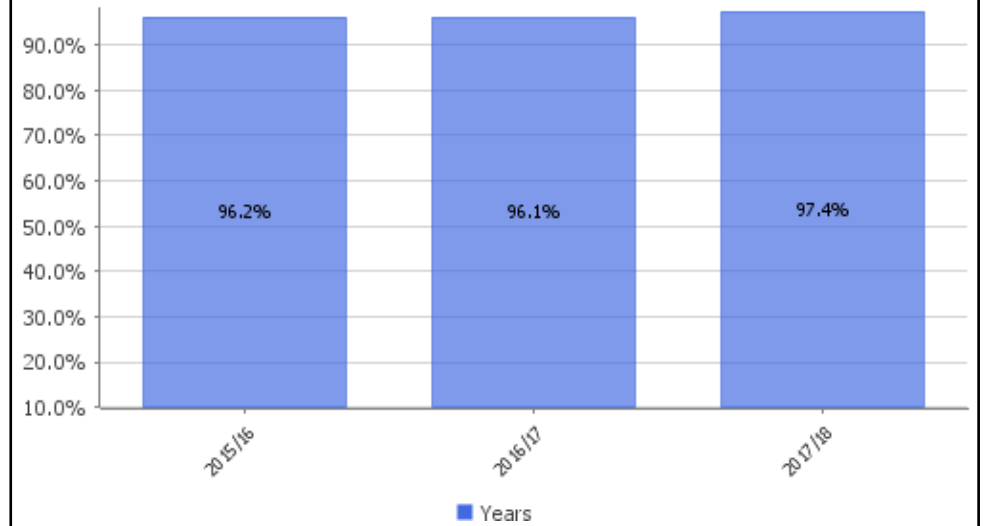
2017/18

Percentage of positive evaluations of Quality Reference Indicators arising from inspections of Early Learning and Childcare provision by Education Scotland and the Care Inspectorate

Cumulative result for 2017/18 as of Q4 2017/18



ECS SPI 8 % of positive evaluations of Quality Reference Indicators from Education Scotland and Care Inspectorate inspection reports of publicly funded Early Learning and Childcare per financial year



Why is this important?

As above

Benchmark Information:

As above

Target:

As above

Intelligence:

The total number of Education Scotland and Care Inspectorate inspections of publicly funded Early Learning and Childcare settings for the period was 36. Of these, 34 inspections resulted in positive outcomes against the full suite of core Quality Reference Indicators reviewed, with 2 inspections containing limited recommendations for specific improvements

From these inspections 112 of the 115 QRI examined were rated as meeting the requirements for an evaluation of 'Satisfactory and/or Adequate or above' With an overall outcome of 97.4%, The 2017-18 result is materially above that of both the previous year (96.1%) and 2015-16 (96.2%) respectively and maintains the four-year positive improvement trend.

This is in line with the national position extrapolated from the most recent Education Scotland and Care Inspectorate national reports and encompasses an increase in the combined proportion of Indicator assessments at Good or above to 83.6% from 81.2%, along with a 100% outcome (up from 98% in 2016-17) against Care Inspectorate assessments. This latter figure also represents a four-year high.

In terms of drill-down from the inspections completed, fourteen settings recorded one or more gradings of Very Good against the QRI framework. This included six local authority primary school nurseries: Airyhall, Seaton, Kingsford, Forehill, Hazlehead and Brimmond, and a similar number of partner operators; Broomhill (2 sites), J. Puddleducks, St. Margaret's School, Great Western (2 sites), Midstocket and Cults Playgroups

Reflecting on the critical focus placed on the quality of leadership management in the context of the Directorate Improvement Plan, this outcome, arising from Care Inspectorate evaluations has improved, with the proportion of assessments being rated as 'Good or above', rising to 76% from 66.7%

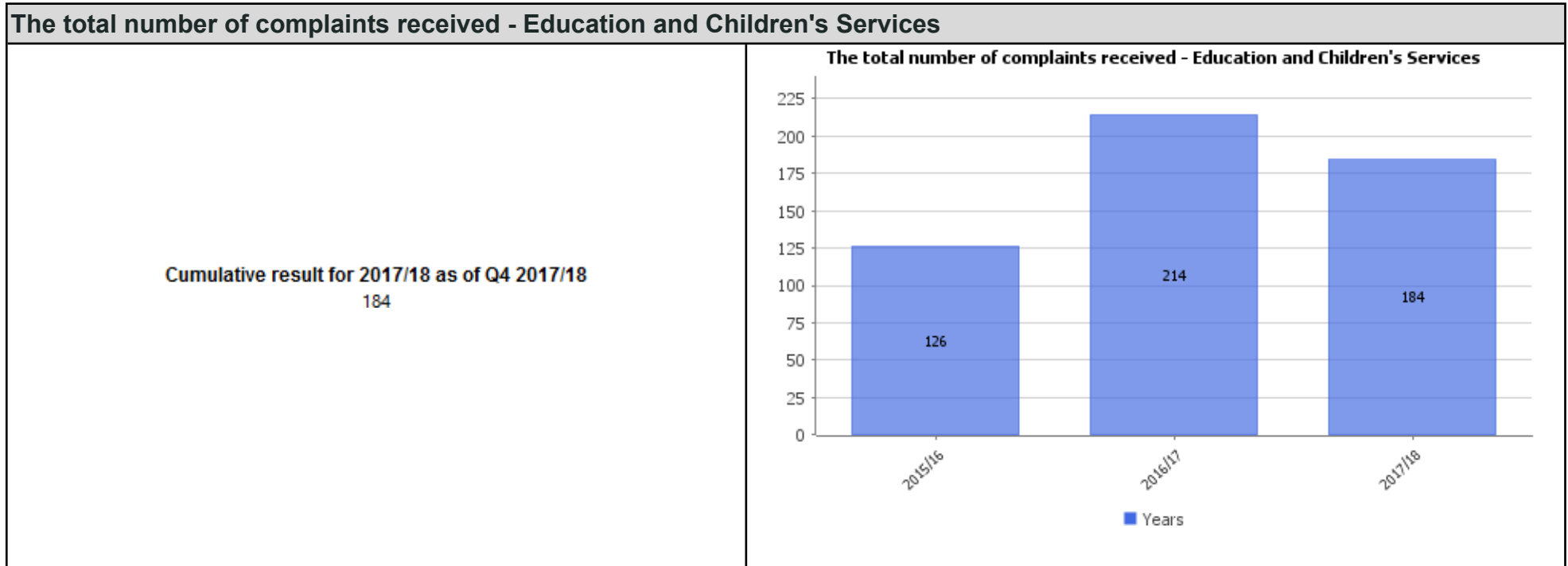
Responsible officer:

Bernadette Oxley

Last Updated:

2017/18

2. Customer Service Design



Why is this important?

The information provided by the corporate Complaints Handling process is used to inform service improvements and planning. It should be noted that this information excludes complaints addressed through formal statutory frameworks related to school education and children's social work.

Benchmark Information:

The Scottish Complaints Handling Procedure specifies several measures including handling times, types of complaints and outcomes as well as lessons learned. It is presently not possible to identify relevant benchmark comparisons for the number of complaints for Education and Children's Services out with tracking of trend patterns.

It is proposed that, in concert with Business Intelligence and Performance Management, and Customer functions, options around establishing local performance measures (as opposed to indicators) are discussed as part of the TOM transition process.

Target:

The Services aim to minimise the number of complaints received as part of the engagement and communication frameworks reflected within current Improvement planning.

Intelligence:

There was a total of 184 complaints received by the Services over the period, an improving position in respect to 2016-17 although ahead of the 2015-16 outcome, which predated full introduction and implementation of the corporate complaints handling system service-wide.

Although it's not possible, due to realignment of the live datasets, to reflect thematic and disaggregated data for the full year, the year-to-date position (as at Quarter 3) recorded that 52% of these were considered at Stage 2, an increase against 2016-17. Of these complaints, 98 (63%) aligned to customer service related issues, up from 88 complaints in 2016-17, with the remainder relating to policy, procedure and equalities which has remained numerically static.

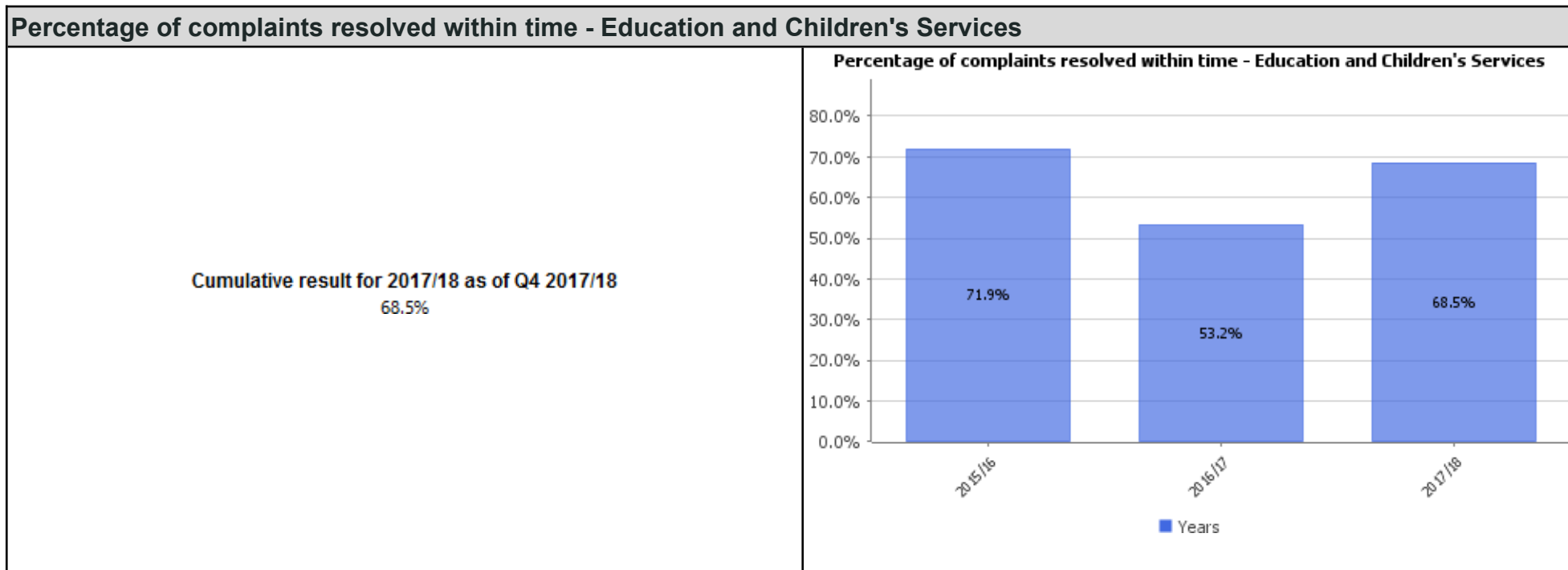
The number of escalated complaints, which signposts the extent to which Services were unable to provide complainants with an accepted response at the respective stages, reduced from 8 to 4 across the same period.

Responsible officer:

Bernadette Oxley

Last Updated:

2017/18



Why is this important?

The Scottish Complaints Handling Procedure specifies that all complaints must be acknowledged within 3 working days. Frontline complaints (Stage 1) should be completed in 5 working days and Investigation complaints (Stage 2) within 20 working days.

Benchmark Information:

Where appropriate, the Services seek to benchmark their performance against this measure in the context of trend analysis and through comparison with both Council and other functional cluster performance outcomes.

Target:

The Services aim to maximise the proportion of complaints which are resolved within the specified timescales for both Stages 1 and 2

Intelligence:

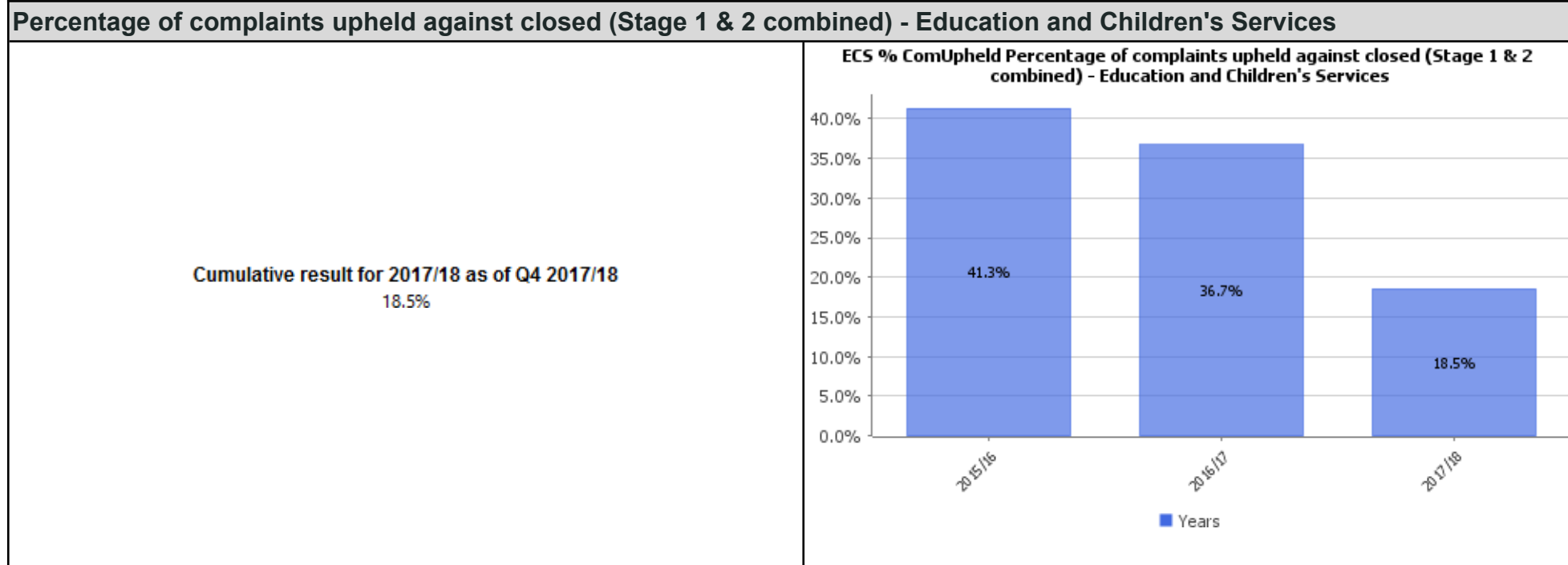
Over the course of 2017-18, the Directorate received 184 complaints, of which 126 (68.5%) were addressed within the prescribed timescale. This shows an improvement against the previous year although, in comparison with 2015-16, is marginally worsened, albeit in the context of a rise in the number of complaints received (which, as noted above, is in part a function of the greater effectiveness of complaints recording and handling across the Services.) The most recent corporate level figure for 2017-18 was recorded at 61.3%.

Responsible officer:

Bernadette Oxley

Last Updated:

2017/18



Why is this important?

In combination with assessment of the number of complaints and timelines for the provision of responses, the proportion of complaints which are upheld is a measure of the extent to which the Council is meeting the provisions of the Scottish Handling Complaints Procedure and, more critically, the quality of service being provided

Benchmark Information:

Where appropriate, the Services seek to benchmark their combined performance against this measure in the context of trend analysis and through comparison with both Council and other functional cluster performance.

Target:

The Services aim to minimise both the proportion and number of complaints which are upheld at Stages 1 and 2 received as part of the engagement and communication frameworks reflected within its Service Business Plans

Intelligence:

The 2017-18 year-to-date figure (as at December 2017) for the percentage of complaints upheld against closed for Stages 1 and 2 was 18.5%. This is the lowest annual outcome for the combined Service's and maintains the combined Services' long and short term improvement

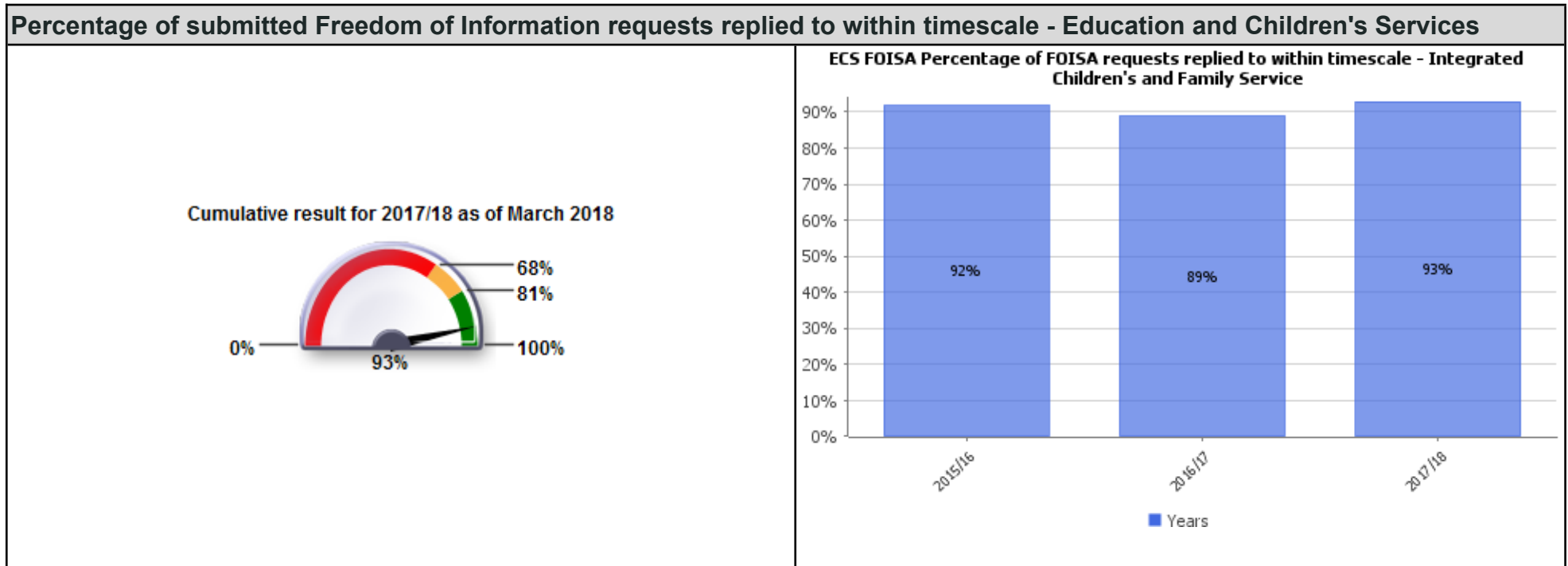
In this context, the outcome is ahead of both the corporate figure and the majority of other functional clusters. Of the 151 complaints received to this point, and against which it is possible to track the Service's outcomes, 28 were upheld or partially upheld with no escalated complaints being upheld against closed. The comparative corporate level figure for this measure was 39.8%

Responsible officer:

Bernadette Oxley

Last Updated:

2017/18



Why is this important?

The purpose of this Indicator is to capture and reflect the combined Services' capacity for meeting the obligatory response timelines relating to the Freedom of Information (Scotland) Act that requires responses to be provided within 20 working days

Benchmark Information:

At present, there is no suitable external benchmark information relating to the Services' performance, although internal comparisons are made against both corporate level performance, and that of other functional clusters.

Target:

The corporate level 2017-18 target for responses to FOISA requests within the prescribed timescale is set at 85%. The Services' combined improvement aim was to deliver an annual outcome which improved on the annual 2016-17 figure of 89%.

Intelligence:

98% (41 from 42) of FOISA requests received by the Services were responded to within the specified timescale over the course of Quarter 4 with a monthly range of between 92% in February to 100% in both January and March.

Consequentially, the whole year outcome is recorded at 93% with more than half of the monthly outcomes noting 100% compliance whilst the overall number of requests continues to rise. This maintains the Services' rolling and year-to-date improvement against this measure, both of which sit above the target objective of 85% and the comparative periods for 2016-17 and 2015-16.

In total, 213 (+ 18% on 2016-17) FOISA requests were received in the twelve-month period with 199 of these being responded to within timescale. This outcome reflects the focus placed on this issue at senior management level, and actions put in train, in response to the previous year's declining trends.

Sampling (from the 2017 and 2018 Disclosure Logs) of the respective levels of requests submitted across 2017-18 indicates that Education and Inclusion, and Children's Services, on average, received similar numbers of enquiries with closely matching outcomes in terms of the proportion which were responded to within timescale.

Responsible officer:

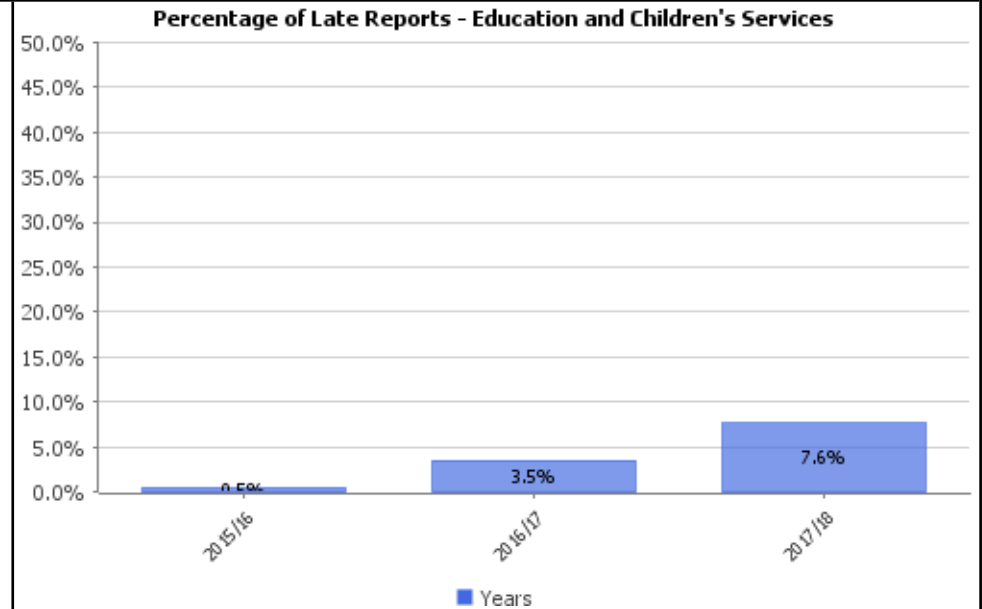
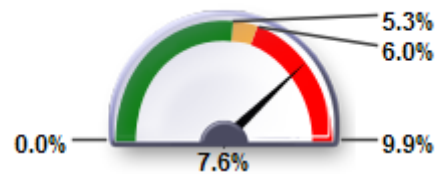
Bernadette Oxley

Last Updated:

2017/18

Percentage of late reports - Education and Children's Services

Cumulative result for 2017/18 as of Q4 2017/18



Why is this important?

Receiving and issuing committee reports on time ensures that we are meeting our statutory responsibilities in terms of making copies of reports available and open to inspection by Elected Members and members of the public. It is essential for good governance and for the efficient and effective running of the Council. It also facilitates greater transparency, accountability and openness across the Council's decision-making processes.

Benchmark Information:

Benchmarking discussions have shown that information on this particular KPI is not currently collected, in this format, by our comparator authorities; However, it had been proposed that contact be made via the SOLAR group to ask that other authorities participate in a

benchmarking exercise around late reports so that we can see how performance in Aberdeen compares to other local authorities. Currently, these enquiries have not progressed sufficiently to provide robust comparisons, as each authority operates differential processes and timelines for the purposes of identifying, and classifying, 'late reporting' to Committee.

Target:

The annual target for 2017-18 was set at 5% although this figure is under continuous review given expectations of the significant amount of change arising from the Scottish Government's recent and forthcoming legislative programmes that will, at a local level, necessitate Elected Member decision-making and advisement, often within relatively short timescales. The Service will take account of both the learning from the 2017-18 outcome, and these influences, in the setting of the objectives for 2018-19.

Intelligence:

Over the course of 2017-18, 12 reports (7.6%) were classified as having been Late submissions, from a total of 157 reports presented. This falls below the Service objective for the year, albeit that this aim was based on an assessment of the potential impact of the influences outlined below, rather than being a formal target.

Taking account of the fact that introduction of the new Committee management procedure, with some shortening of time for co-ordination and QA checking of reports, formatting and to ensure checklists were populated with the required responses from consultees, took some time to become embedded, it had been anticipated that the annual outcome for 2017-18 would serve as a new baseline, as opposed to being directly comparable with previous year figures.

The Duty of Due Regard, introduced through the Education Scotland Act 2016, enacted in the latter half of 2017, has been an additional influencing factor in the timescales for production of Reports to this Committee as this requires that material proposals, policies and strategies affecting children, are subject to a widened consultation cohort, including schools' management, parent councils and other providers. The Duty currently does not take specific account of school term schedules which can lead to extended consultation response times.

The impact of this requirement has been most noticeably observed against the last two quarterly periods, with the consultation period against education estate-based reports being materially influenced by factors linking to the Due Regard provisions. Of these, two related to reports concerning Lochside Academy, a third, the Statutory Consultation around the future of Cordyce School along with reports on the Early Years Expansion

Responsible officer:

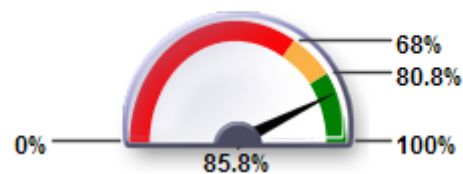
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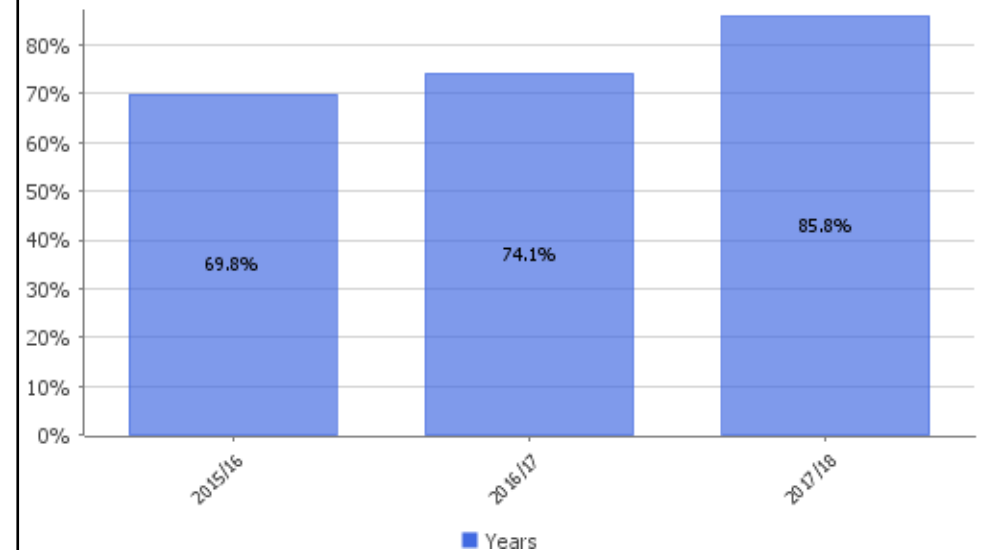
2017/18

Percentage of Members' Enquiries responded to within timescale - Education and Children's Services

Cumulative result for 2017/18 as of March 2018



ECS Member Enq Percentage of Members' Enquiries responded to within timescale - Education and Children's Services



Why is this important?

The extent to which Members are enabled to be provided with accurate and timely responses to enquiries, either on behalf of constituents or in scrutinising the work of the Council, is an important measure of the effectiveness of the collaborative approach to information sharing.

Benchmark Information:

Presently there is no direct formal capacity for inter-authority benchmarking of this measure. From desk-top research, it is understood that a number of Councils gather information which is related to this indicator although none consistently publish this information on a

comparable basis.

Target:

The combined Services' aim for 2017-18 was to meet the corporate target for responses to Members' Enquiries, which is set at 85%, on a consistent basis across each monitoring period

Intelligence:

The outcome at year's end (31st March) saw a final period increase in the proportion of responses within timescale to Members' Enquiries to 95%, the highest quarterly out-turn for the combined Services under the previous structure.

This, in turn, has generated a full year figure of 85.5%. Of the 148 recorded Member Enquiries received in the course of the year, 127 of these were responded to within the required timescale. On this basis, the improvement objective, set at commencement of the financial period, to consistently deliver an outcome in line with the corporate level aim and meet this across the year has been achieved, with 3 of the 4 quarterly periods meeting the target figure of 85%.

Responsible officer:

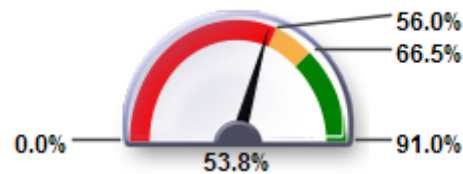
Bernadette Oxley

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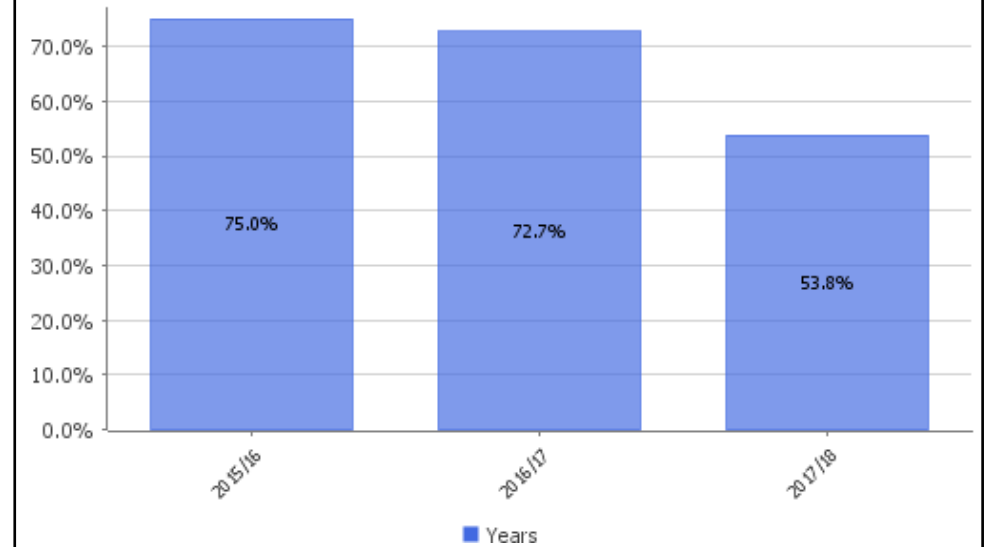
2017/18

Percentage of enquiries from MP's and MSP's responded to within the prescribed timescale - Education and Children's Services

Cumulative result for 2017/18 as of March 2018



ECS MP/MSP Enq Percentage of MP/MSP Enquiries replied to within timescale - Education and Children's Services



Why is this important?

The Service's aim is to provide responses to all public enquiries, including those from members of national parliaments, timeously and with accuracy, reflecting that this contributes to the organisation's accountability both in terms of offering information, and where members are acting as advocates for constituents, assisting the resolution of enquiries.

Benchmark Information:

At present, there is no formal capacity for comparative benchmarking of this particular measure although, as a contributing measure to the Council's overall enquiry and response rate, the combined Service tends to be relatively well placed in terms of the corporate

outcomes

Target:

The Improvement Aim for 2017-18 was to sustain, and potentially, improve on the outcomes from the previous year, adjusting for the volume of enquiries, which are variable each year and heavily influenced by local and national circumstances.

Intelligence:

The outcome for 2017-18, and the final quarter of the year, were both below expectations for the periods, with 53.8% being responded to within the prescribed timescale across the previous 12 months.

Despite closely monitoring this measure and implementing a revised procedure for processing of these Enquiries and evaluating the complexity of these information requests at an earlier stage to provide for improved enquiry direction and to facilitate speedier receipt of simultaneous responses to cross-Service requests, a critically low response rate in January (less than 20%) had materially depressed the result. An evaluation of this situation, at the time, indicated that delays in responses from education establishments was a contributing factor.

At the same time, the figure for the combined Services' is substantially above the corporate level outcome for 2017-18, that was 33.3%, and has consistently been amongst the best performing of Service clusters within the Council, against monthly and quarterly measures across the year.

At the same time, moving forwards, it is proposed that BI&PM and Customer functions, in liaison with Services, review and identify both new baselines, and improvement aims, for 2018-19 to align with the revised structure in early course.

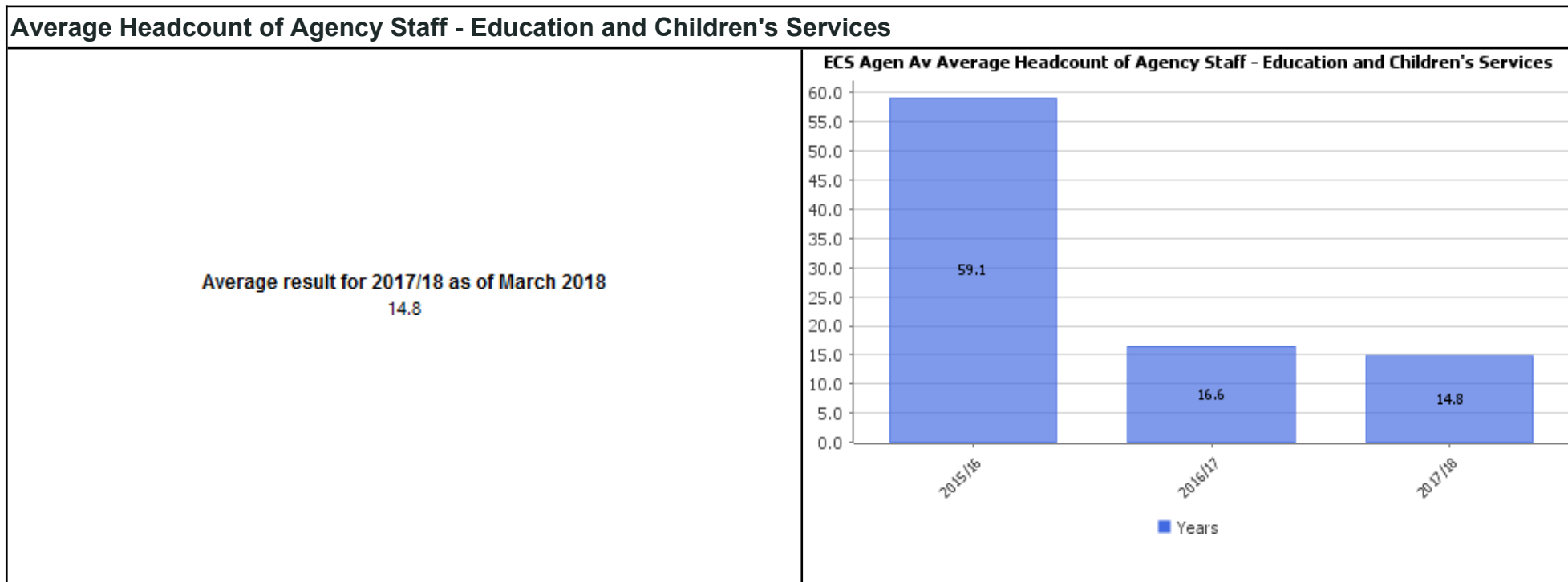
Responsible officer:

Bernadette Oxley

Last Updated:

2017/18

3. Governance



Why is this important?

Use of external staff resource is sometimes unavoidable to ensure statutory requirements against provision or quality of delivery are maintained, (for example where permanent employees are absent due to long-term ill-health). In general terms, however, use of external support should be minimised and more efficient methods of filling essential posts for prolonged periods found.

Benchmark Information:

At present, there is no comparable Education and Children's Services' level benchmark information available against this measure. Corporately, efforts are being made to identify peer- based opportunities for comparison with other authorities through the Scottish Local Government Benchmarking Framework.

In terms of these discussions, and those internal to the Council, the use of relative and differential, rather than absolute or cumulative, measures, aligning with monthly, quarterly and annual data representations, continues to be formulated.

Target:

Related to the above, Education and Children's Services are presently reviewing the relevance of applying a target figure for monthly or quarterly outcomes as some operational aspects of front line service delivery are impacted directly by seasonal influences which are most effectively addressed through use of short term agency employment.

At this time, the Service aim is to minimise the use of agency employees as an average across each 12-month period whilst utilising intermediate data to monitor progress towards achieving this objective.

Intelligence:

As outlined by the predictive narrative provided against this measure from the previous report, the level of use of agency staff has been reduced further during the final quarter of 2017-18, positively influencing the year-end outcome of an averaged headcount of 14.8 positions, which is improved on both 2016-17 and 2015-16 (although the latter is heavily influenced by the inclusion of the use of agency staff against non-establishment positions which are extracted from both this, and prior year, figures)

Over the course of Quarter 4, the averaged headcount of agency positions was equivalent to 15.6 FTE for the combined Services' as a whole, a reduction against each of the previous two quarters.

At the final monthly snapshot point for 2017-18, at 31st March, a total of 15 Education and Children's Services establishment posts were covered by the use of agency staff. This represents both a reducing monthly and quarterly trend. Of these positions, 3 were providing support for education services in schools whilst the remainder were directly involved in delivery of the Reclaiming Social Work programme, whilst this latter figure has also reduced

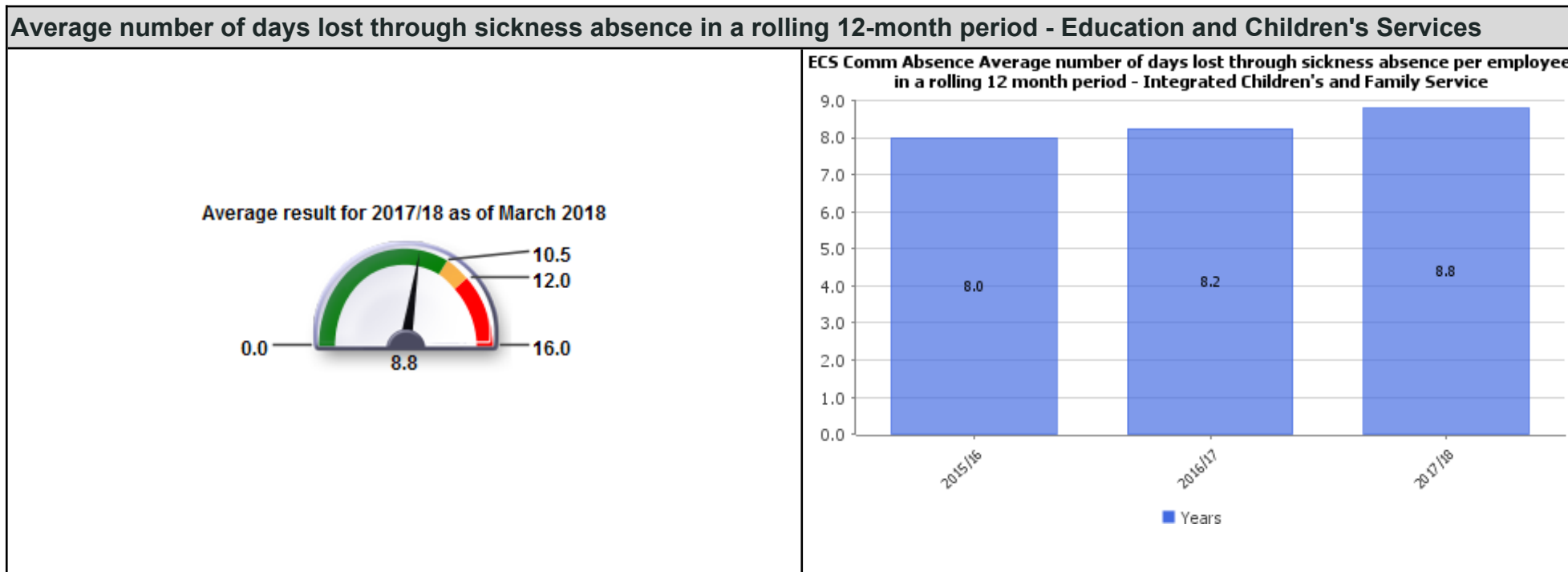
Responsible officer:

Bernadette Oxley

Last Updated:

2017/18

4. Workforce



Why is this important?

The extent to which employee's health and wellbeing is maintained and staff are supported, through the application of Council policies, to prevent and mitigate against the impacts of ill-health, is central to the Council's relationship with its employees.

Benchmark Information:

The Services' aim to consistently reduce the number of days lost through illness absence in comparison with previous patterns, the

corporate target and other Directorates within the Council. The most recent comparative analysis on the Service's performance in this context was captured within the report to the meeting of the Staff Governance Committee on 4th May 2018.

<https://committees.aberdeency.gov.uk/documents/s82693/RES.18.014%20Sickness%20Absence%20Updates.pdf>

The Council is part of a Local Government Benchmarking Group, with other Scottish Local Authorities, looking at absence levels. The forum has, more recently, been meeting on an annual basis and seeks to learn from best practice across all Local Authorities. Lessons learned from this exercise will continue to be developed and implemented, as appropriate at corporate and Service level, where these are directly relevant, and influential, to the operational landscape, and future improvement objectives.

The capacity for on-going Elected Member scrutiny of this detail will, it is understood, in future be captured within reporting to the Staff Governance Committee.

Target:

The corporate target for the average number of days lost through illness is 10 days and the annual year-to-date figure for the Council (excluding March data), which is directly comparable to the above Service outcome, sits at 11.0 days.

On the basis of these dynamic targets, both the former Directorate, and the combined Education and Inclusion Service consistently perform at a positive level which meet, or exceeded, these objectives.

Intelligence:

In trend terms, Education and Children's Services have, in common with the Council figure, experienced a rise in the average number of days absence in comparison with 2016-17, although, as noted above, this is being recorded at levels which, in the main, are below that of other functional groupings.

The top three causes behind staff absences in this period continue to be Psychological, Musculoskeletal and Gastrointestinal conditions, although, as expected, Respiratory illnesses featured heavily during Quarter 4, (driving the quarterly outcome upwards) although the trend for the number of days lost to these conditions is demonstrating an early but perceptible downwards trend in line with the objectives of the original 2017-18 Health and Safety Plan that traverses both the fiscal and academic year.

The most recent disaggregated Quarter 4 data, **as yet to be fully validated**, indicates that the levels of absence related to each of these targeted categories (inclusive of Children's Social Work and Policy, Performance and Resources functions) has been reducing significantly, with the greatest impact being recorded against the number of days absence linked with Psychological and Gastro-intestinal causes which, in both instances, have reduced materially in comparison with the same quarter in 2016-17. Musculo-skeletal based absences also fell in this period but at a slower rate.

The respective average number of days lost through sickness absence in a rolling period, as at 31st December 2017, for the Education and Inclusion Services were 8.1 days and 11.5 days, with the former being effectively static over three rolling monitoring periods, (covering October 2016-December 2017) and the latter having fallen from 12 days over the same timescale.

In terms of actions influencing this more recent pattern, HR colleagues have offered bespoke training sessions to all schools via QIOs; are setting up monthly "drop in clinics" for managers who wish to talk through case management (started in August) and HR Advisers are copied into every email advising that an absence trigger has been hit, and follow up on these with the manager, offering support in managing the case; all long term absences have an allocated HR Adviser to provide support to the manager.

To address an identified training need Stress Pit Stops have been developed and it is intended that these will be rolled out initially to school Senior Management after the April holidays, then later elsewhere in the Services. In liaison with colleagues across functional clusters, Services across the Council are establishing revised baseline absence datasets for the purposes of future monitoring and alignment with the final structural establishment levels.

Responsible officer:

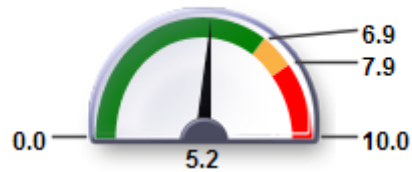
Bernadette Oxley

Last Updated:

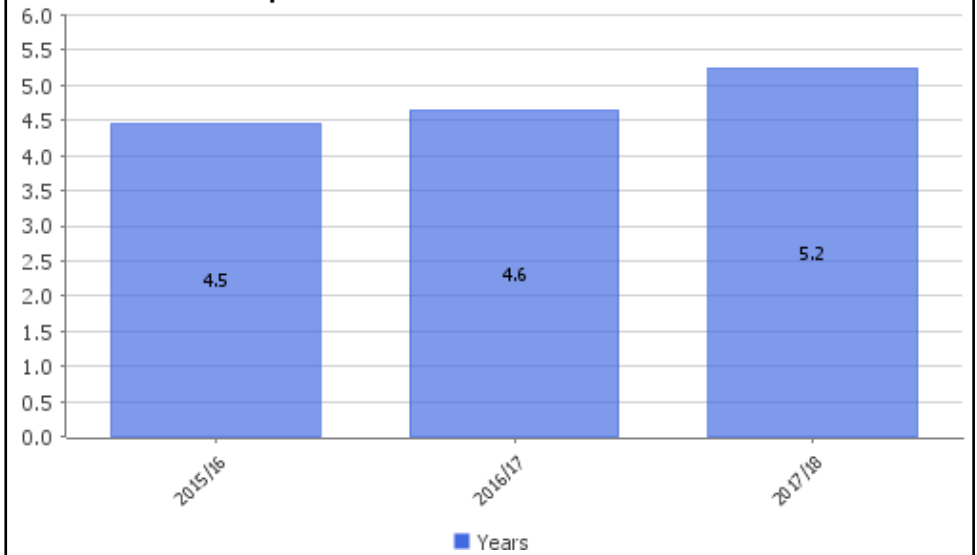
2017/18

Average number of days lost through Long Term sickness absence (over 4 weeks) per employee in a rolling monitoring period - Education and Children's Services

Average result for 2017/18 as of March 2018



ECS Absence LT Average number of days long term absence per employe per monitoring period- Education and Children's Services



Why is this important?

As above

Benchmark Information:

As above

Target:

The Services' objective, as expressed within the current Health and Safety Improvement Plan, is to align its Long-Term Absence outcomes at a level which is at, or below, the Council average, whilst reducing the overall figure over the course of each year. This aim, which contributes directly to achievement of the measure above, and is being facilitated through the rigorous application of corporate policies, alongside the Service's' specific Absence Management Action Plan, supported by Personnel colleagues.

Intelligence:

The rolling monthly outcome for 2017-18, at an averaged 5.2 days Long Term Absence per employee, is among the highest levels of long term absence for the Directorate, which mirrors the corporate trend for this period (which was 6.6 days)

In comparative terms, this outcome is placed 'mid-table' of the five former Directorate structures with the lowest being 2.4 days and the highest at 9.6 days (based on corporate data at February) whilst the provisional data for unadjusted Education and Inclusion functions alone (inclusive of Library, Museums and other subsequently transferred teams) suggests that these Services would sit in the positive upper range of service clusters across the Council.

The Services approach to managing long term absence, through the Health and Safety Improvement Plan actions, continues to provide a focus on supporting staff returning to work and addressing core identified areas of employee health and wellbeing which contribute substantively to long term absences; psychological, and musculo-skeletal conditions.

As identified above, implementation of these actions, along with the Absence Management Plan, are beginning to demonstrate impact against both of these aspects.

Responsible officer:

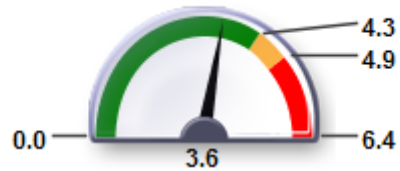
Bernadette Oxley

Last Updated:

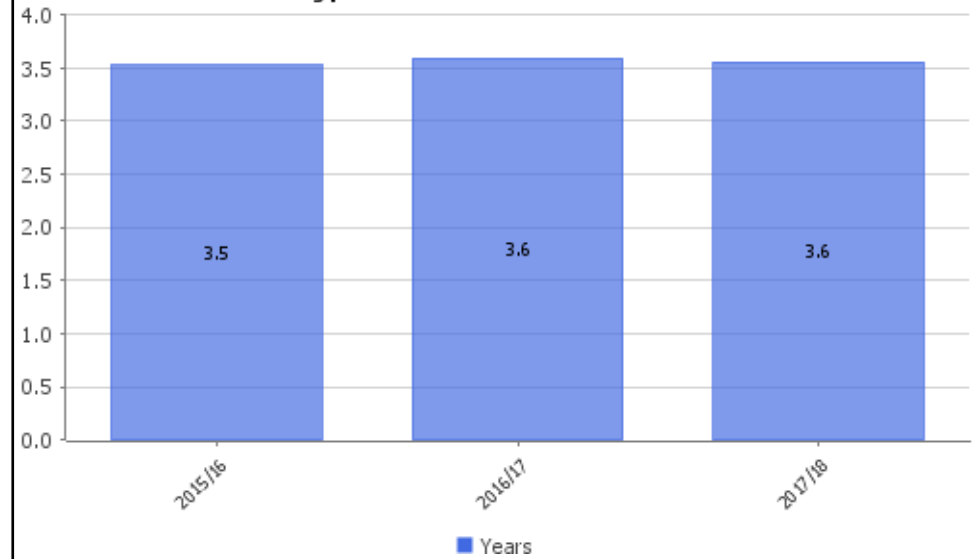
2017/18

Average number of days lost through Short Term sickness absence (under 4 weeks) per employee in a rolling monitoring period - Education and Children's Services

Average result for 2017/18 as of March 2018



ECS Absence ST Average number of days short term absence per employee per monitoring period - Education and Children's Services



Why is this important?

As above

Benchmark Information:

As above

Target:

As above

Intelligence:

Rolling 12-month Short Term Absence levels, for 2017-18, showed an averaged 3.6 days absence per employee that demonstrates an improving long and static short trend. This is below the monthly corporate figure of 4.1 days with the gap between Directorate and corporate levels of short term absence being improved

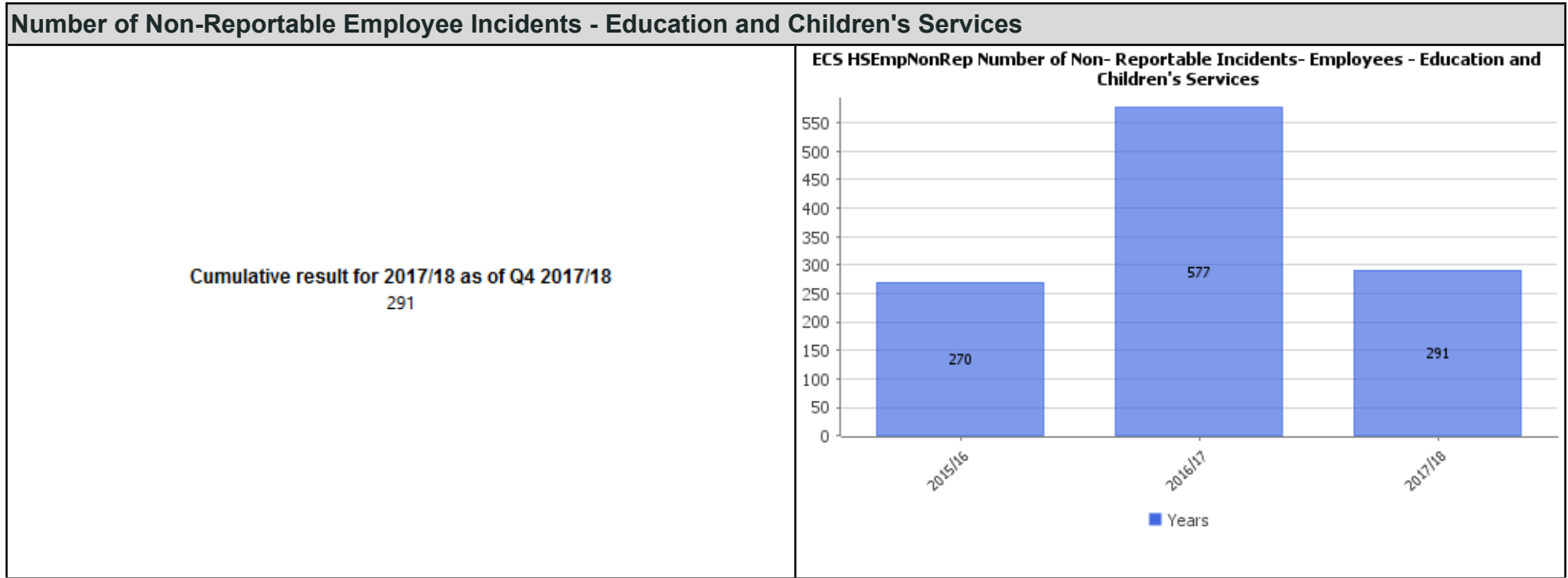
As with Long Term absenteeism, this outcome is placed 'mid-table' of the five former Directorate structures with the lowest being 2 days and the highest at 5.3 days (based on corporate data at February) As at March 2018, Respiratory and Gastro-intestinal issues, as might be anticipated, are the largest influences in relation to the number of episodes of short term absence.

Responsible officer:

Last Updated:

Bernadette Oxley

2017/18



Why is this important?

The Services are committed to making health safety and wellbeing a high priority in all our activities and establishing a positive health and safety culture. This is reflected in a number of drivers and improvement measures within the former Directorate's 2017-18 Improvement Plan

Benchmark Information:

The extended suite of reportable and non-reportable accidents, incidents and near miss outcomes were considered and benchmarked through the Corporate Health and Safety Committee on a regular basis. The Corporate Health and Safety Committee meeting of 16th

February 2018, provides additional and detailed information in relation to the management of health, safety and wellbeing issues within the Directorate.

<http://councilcommittees/documents/g5856/Public%20reports%20pack%2016th-Feb%2018%2010.00%20Corporate%20Health%20and%20Safety%20Committee.pdf?T=10>

The capacity for on-going Elected Member scrutiny of this detail will, it is understood in future be captured within reporting to both this and, the corporate level Staff Governance Committee

Target:

The Services' aim is to minimise the number of non-reportable and near miss events on a consistent basis over the course of the next two years and establish the potential for additional benchmarking against comparator Services within other authorities. Through the current Directorate Health and Safety Improvement Plan, Senior Management teams have identified particular measures and actions which are critical to delivering both improved outcomes and embedding an enhanced Health and Safety culture.

Intelligence:

Although higher than in 2015-16, the number of non-reportable accidents has been reduced substantially against the previous year. It is important to note the material influence that introduction of revised corporate reporting frameworks, over the course of 2016 has had in terms of offering effective comparisons with years prior to this development.

The extent to which the Directorate level outcome was affected by of non- Education or Inclusion Services data, is relatively limited (with a total of 6 incidents being identifiable against other services) and, on this basis, the result closely matches that of the Education and Inclusion services combined figure for the frequency of non-reportable accidents per 1,000 employees, that, as a mean, sits above those cluster functions which are largely administrative and below those involving significant front-line interaction or higher levels of envaulted physical risk, at an adjusted

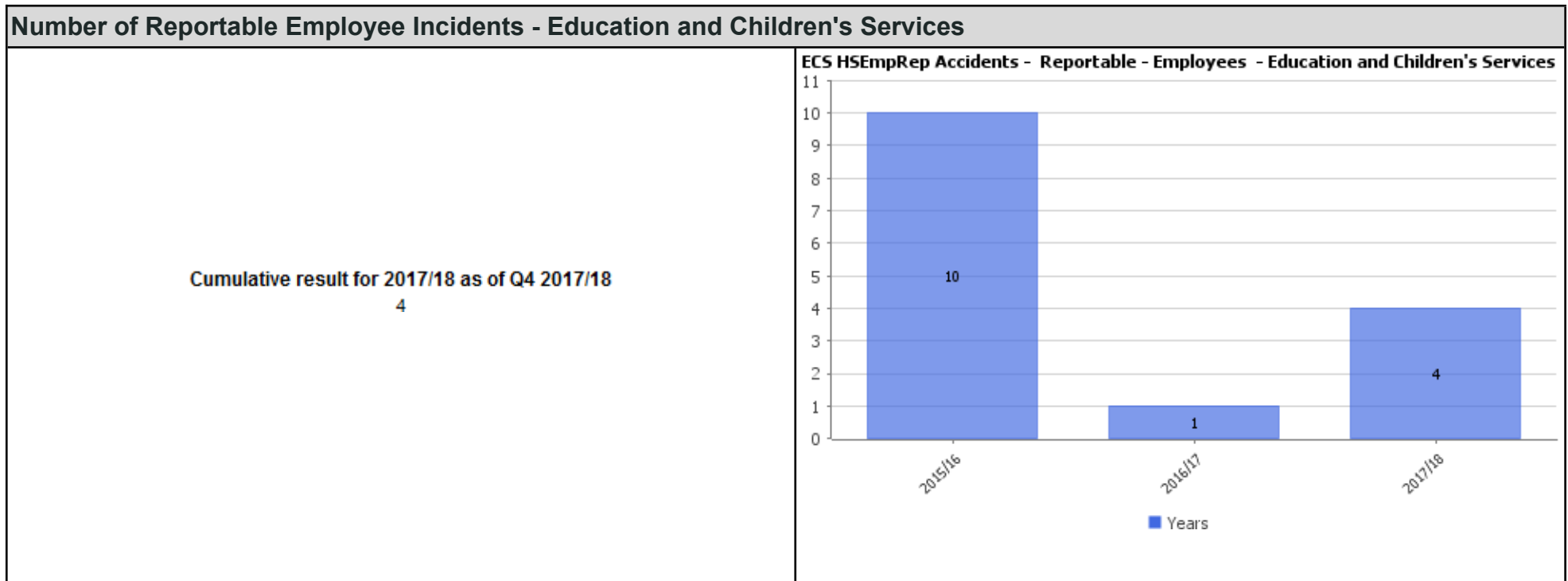
Underlying this pattern, however, and unaffected by the change in reporting protocols, services have also maintained continuous improvement trends, both short and long term, against each of the four quarterly periods, the first annual period in which this has been achieved for the combined service structure.

Responsible officer:

Bernadette Oxley

Last Updated:

2017/18



Why is this important?

The Service is committed to making health safety and wellbeing a high priority in all our activities and establishing a positive health and safety culture. This is reflected in a number of drivers and improvement measures within the Directorate's 2017-18 Health and Safety Improvement Plan

Benchmark Information:

The Services' extended suite of reportable and non-reportable accidents, incidents and near miss outcomes are considered and benchmarked through the Corporate Health and Safety Committee on a regular basis.

The previous full year Health and Safety report against Education and Children's Services, covering a substantive proportion of the 2017-18 fiscal period, was presented at the November 2017 meeting of the Corporate Health and Safety Committee and updated to December through the subsequent meeting in January,

http://councilcommittees/documents/s62962/HS%20Annual%20Update%201%20Oct%2015%20to%2030%20Sep%2016_final.pdf

Target:

The Services' objective is to minimise the number of reportable and non-reportable events on a consistent basis over the course of the next two years and establish the potential for additional benchmarking against comparator Services within other authorities.

Intelligence:

There was a total of four employee reportable incidents over the course of the twelve-month period, with two in each of quarters 3 and 4.

Each of these were related to slips, trips and falls from the same level and were all recorded against Education and Inclusion services. Whilst this figure is greater than that recorded in 2016-17, the long-term trend demonstrates improvement against this measure. The comparable figure for reportable accidents in 2015-16 was ten.

All reportable accidents are fully investigated by Service management, as needs be, with the assistance of corporate Health and Safety colleagues and, under the guidance of the HSE, as appropriate. The circumstances of, and action taken in response to, every reportable accident/incident is scrutinised in detail through both Directorate level and corporate Health and Safety Committee meetings.

Responsible officer:

Bernadette Oxley

Last Updated:

2017/18

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ABERDEEN CITY COUNCIL

COMMITTEE	Education Operational Delivery
DATE	29 May 2018
REPORT TITLE	Lochside Academy Road Safety Update
REPORT NUMBER	OPE/18/025
DIRECTOR	Rob Polkinghorne
CHIEF OFFICER	Bernadette Oxley
REPORT AUTHOR	Lynn Scanlon / Andrew Jones
TERMS OF REFERENCE	1.1, 4

1. PURPOSE OF REPORT

This report provides the Committee with an update on the actions taken in response to instructions issued by the previous Education and Children Services Committee, to address road safety concerns for pupils travelling to Lochside Academy.

2. RECOMMENDATION(S)

That the Committee:-

- 2.1 Welcomes the briefing sessions in May, June and July and in particular the session in June with Police Scotland regarding speeding, and instructs the Director to bring back a report after six months of the school being opened to ensure concerns regarding speeding are being addressed
- 2.2 Instructs the Director to continue support to Lochside Academy's six associated group primary schools with P4-7 and in particular P7 pupils who will transition to Lochside Academy in 2019/20 and during the following school year until 2021/22

3. BACKGROUND

- 3.1 At its meeting of 16 November 2017, the Education and Children's Services Committee considered a report on proposals for subsidised transport and safe walking routes to the new Lochside Academy, and subsequently instructed the Head of Education & Inclusion to:

- (i) *facilitate a meeting between representatives of the parent councils in Kincorth, Torry and Cove with appropriate representatives from Police Scotland to provide a greater understanding of the community concerns*

about speeding on the safe routes to Lochside Academy and discuss the measures that could be taken to address those concerns and to report back to the appropriate Committee on the outcomes from that meeting;

and:

- (ii) provide support to Lochside Academy's six associated group primary schools to ensure appropriate road safety programmes were in place in those schools for P4-7 prior to Lochside Academy opening in August 2018 and to report back to the appropriate Committee on the need for additional road safety programmes in the associated group primaries thereafter;*

- 3.2 With regards to the first Committee instruction above, officers have arranged to run a series of briefing sessions in May, June and July 2018, to provide updates on progress with implementing previous Committee decisions with regards to transport arrangements and road safety measures for pupils' travel to Lochside Academy. Representatives from the parent councils of Torry Academy, Kincorth Academy, and all six associated primary schools have been invited to these briefing sessions, along with representatives from the community councils of Torry, Kincorth and Cove, and all local elected members.
- 3.3 The first briefing session took place on 3 May 2018 and focused in detail on the pupil transport arrangements which are being put in place, and the physical improvements to roads and pavements which are being introduced to improve road safety.
- 3.4 The two subsequent briefing sessions in June and July will provide stakeholders with updates on progress with implementing these changes, and officers have invited colleagues from Police Scotland to attend the meeting in June, so that the concerns regarding speeding in the vicinity of the new school can be discussed.
- 3.5 As instructed by the Education and Children's Services Committee, officers will report back to members on the outcomes of that meeting once it has taken place.
- 3.6 With regards to the second Committee instruction, to ensure that road safety programmes are in place, a very successful safe travel event for all P7 pupils in all of the Associated Primary Schools took place at the Beach Ballroom on 13th March, 2018. Police Scotland were in attendance and the officer spoke to pupils about staying safe on the road.
- 3.7 Arrangements will be made for children currently in P4 to P6 to attend similar events over the course of the next academic session, as they move towards their transfer to secondary school at the end of P7.

4. FINANCIAL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from the recommendations of this report.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Customer	Road safety concerns could lead to pupils being injured on their journeys to and from school	M	The agreed implementation of additional road safety measures, the delivery of road safety programmes for pupils and meetings to discuss road safety and speeding concerns are intended to help minimise this risk
Reputational	The perception amongst the local communities that the Council has not provided updates on its plans to address road safety concerns, could lead to reputational damage for the Council	M	The planned briefing sessions for parent council and community council members are intended to provide stakeholders with the relevant updates and therefore reduce this risk.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous People	Children are our future : Safe and responsible – the activities described in this report are intended to help ensure children remain safe on their journeys to and from school.
Prosperous Place	People friendly city – The road safety measures which are to be implemented in the vicinity of the school will benefit the community as a whole, contributing to the desire to create a more people-

	friendly city.
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Design Principles of Target Operating Model	
	Impact of Report
Partnerships and Alliances	The briefings and updates for community members which are described in this report, contribute to the principle of fostering successful and meaningful engagement with local communities.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Not required
Privacy Impact Assessment	Not required
Duty of Due Regard / Fairer Scotland Duty	Not applicable

9. BACKGROUND PAPERS

- Education and Children’s Services Committee, 16 November 2017: *Subsidised Transport and Safe Walking Routes to Lochside Academy – ECS/17/060*

10. REPORT AUTHOR CONTACT DETAILS

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