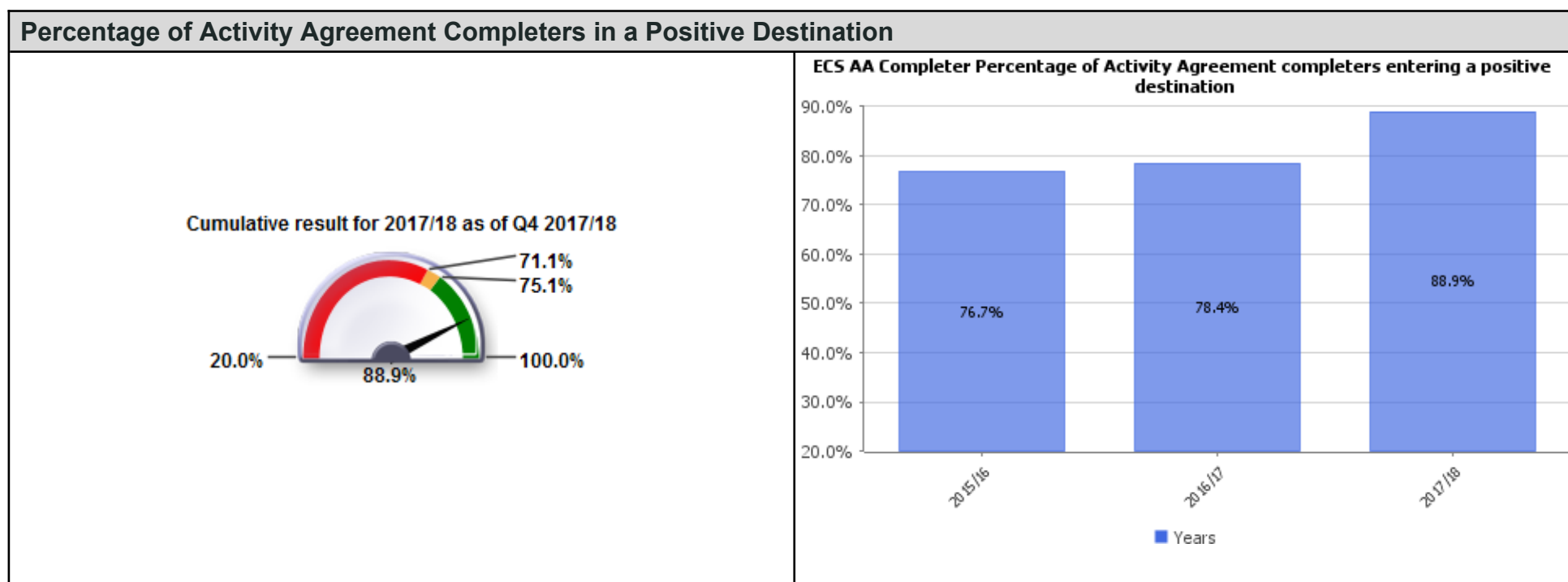


Appendix B – Education and Inclusion Services 2017-18 Trendcharts

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:

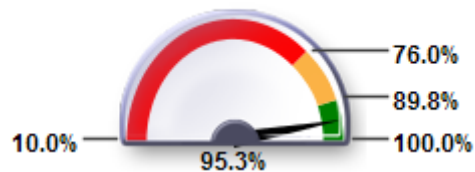
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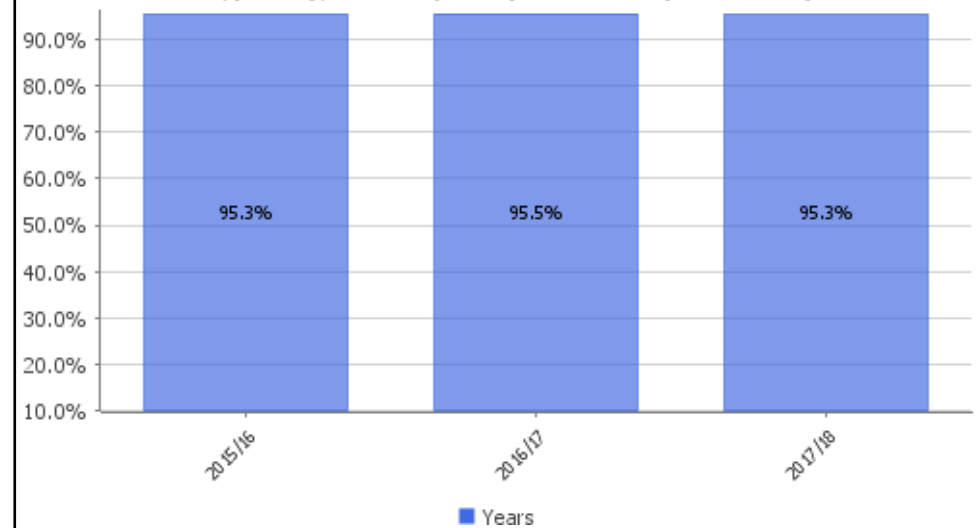
2017/18

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 HMIE 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:

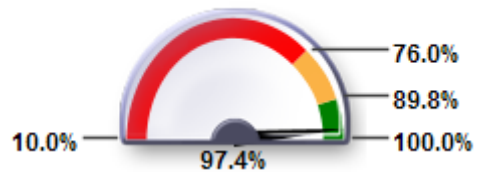
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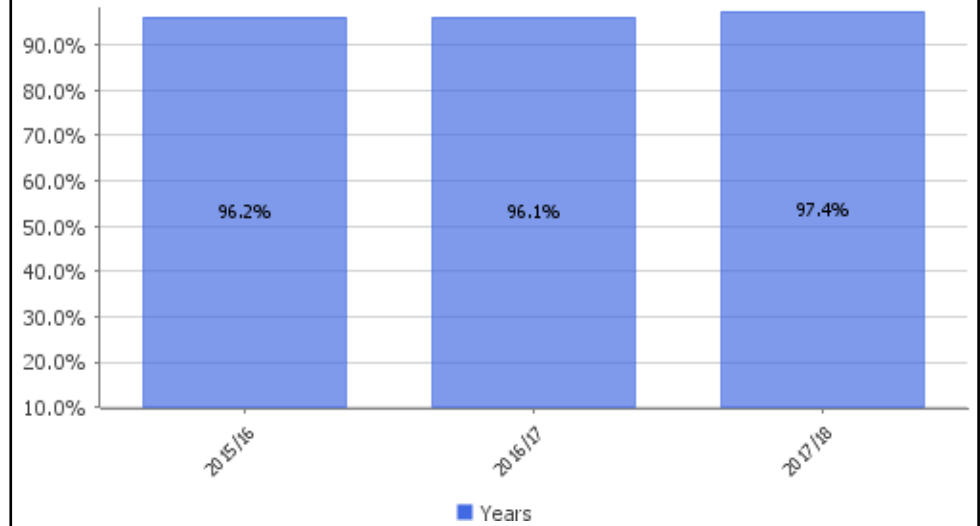
2017/18

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

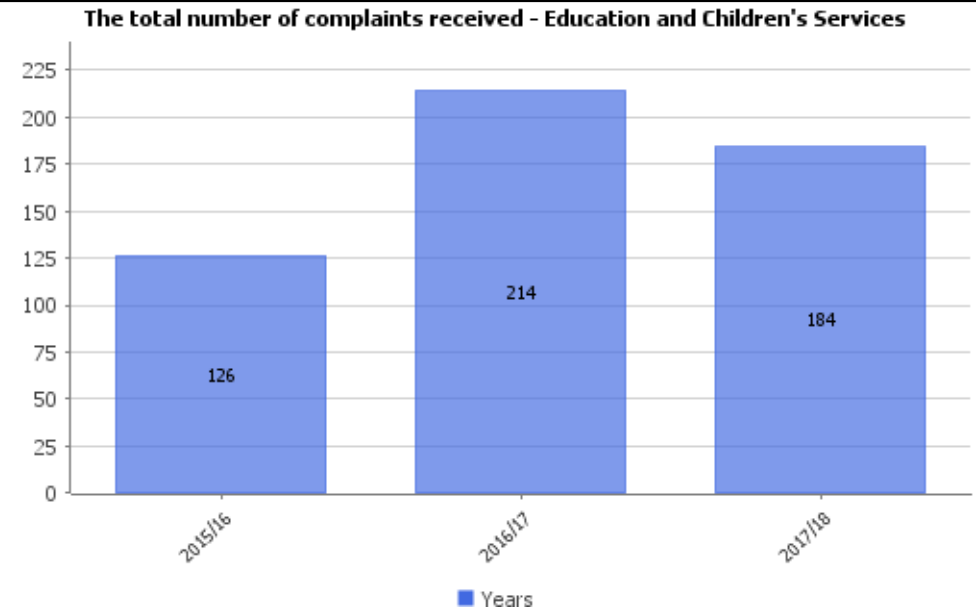
Last Updated:

2017/18

2. Customer Service Design

The total number of complaints received - Education and Children's Services

Cumulative result for 2017/18 as of Q4 2017/18
184



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:

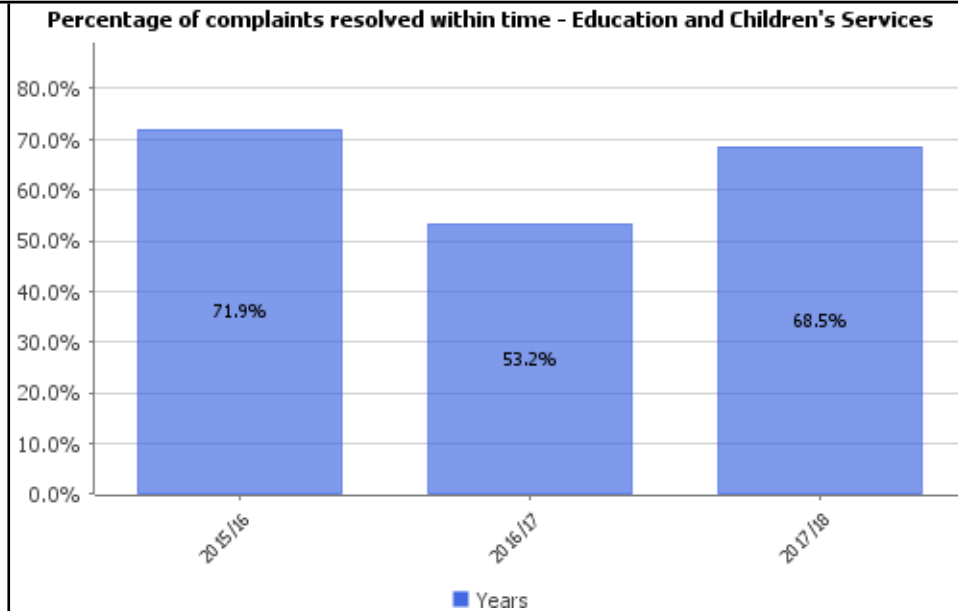
Bernadette Oxley

Last Updated:

2017/18

Percentage of complaints resolved within time - Education and Children's Services

Cumulative result for 2017/18 as of Q4 2017/18
68.5%



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:

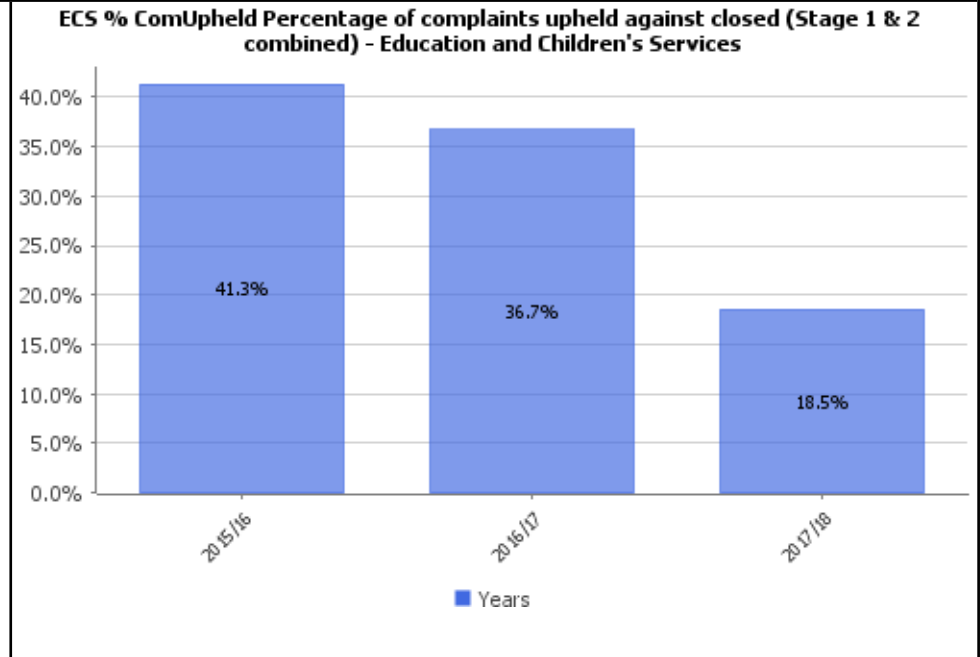
Bernadette Oxley

Last Updated:

2017/18

Percentage of complaints upheld against closed (Stage 1 & 2 combined) - Education and Children's Services

Cumulative result for 2017/18 as of Q4 2017/18
18.5%



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:

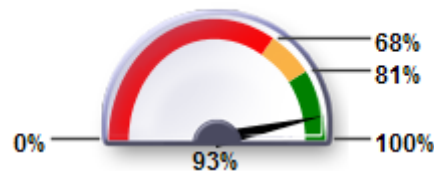
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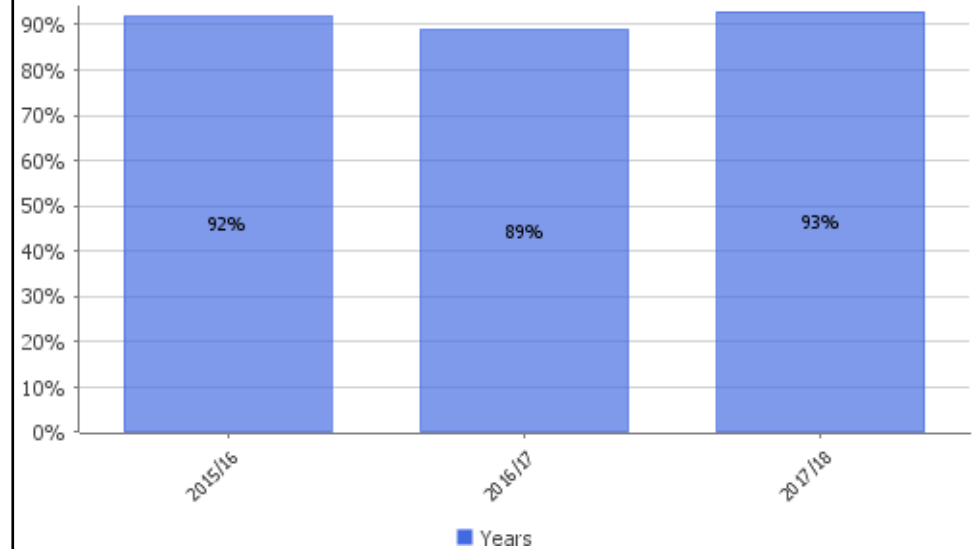
2017/18

Percentage of submitted Freedom of Information requests replied to within timescale - Education and Children's Services

Cumulative result for 2017/18 as of March 2018



ECS FOISA Percentage of FOISA requests replied to within timescale - Integrated Children's and Family Service



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:

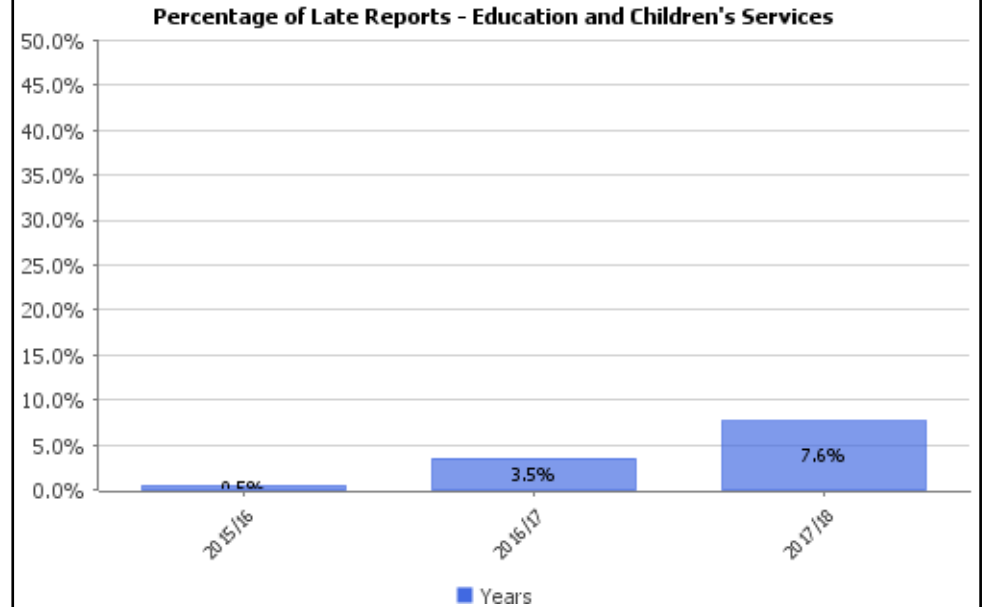
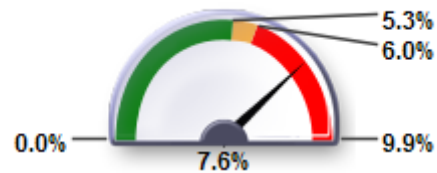
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Last Updated:

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:

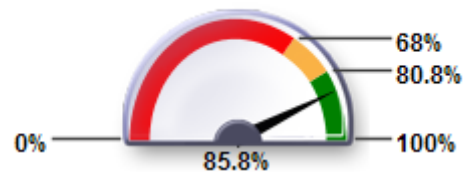
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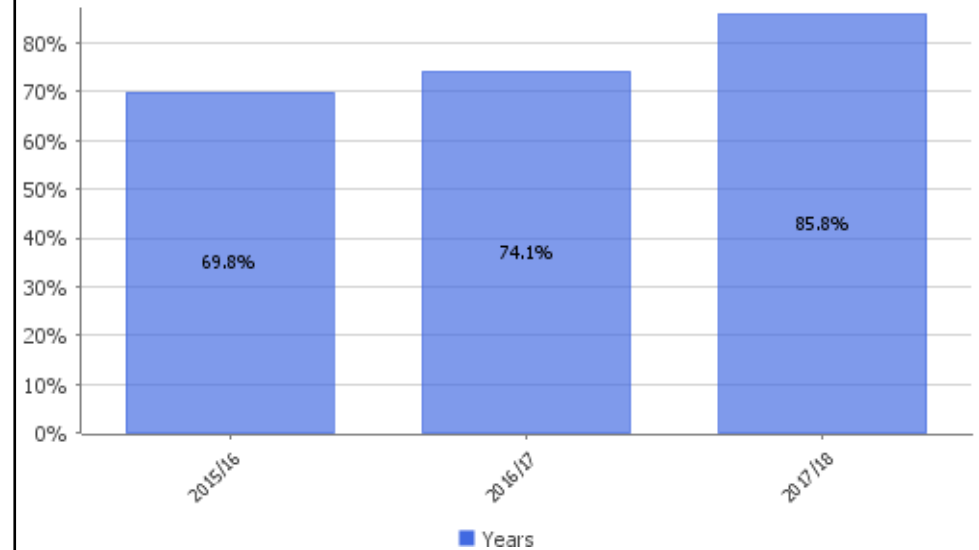
2017/18

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:

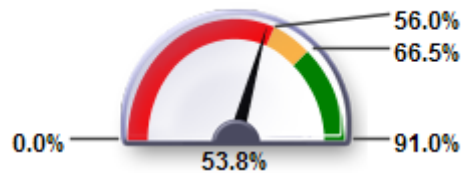
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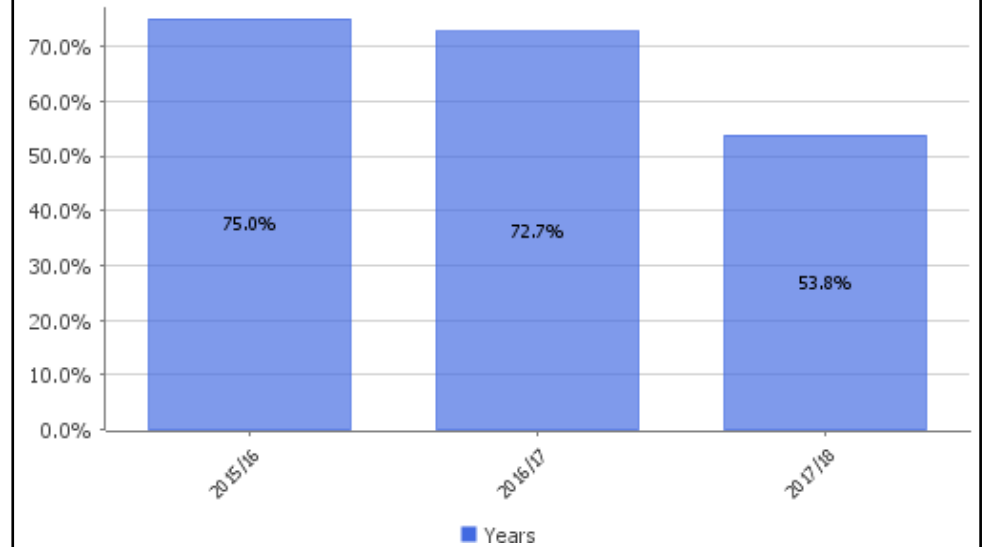
2017/18

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

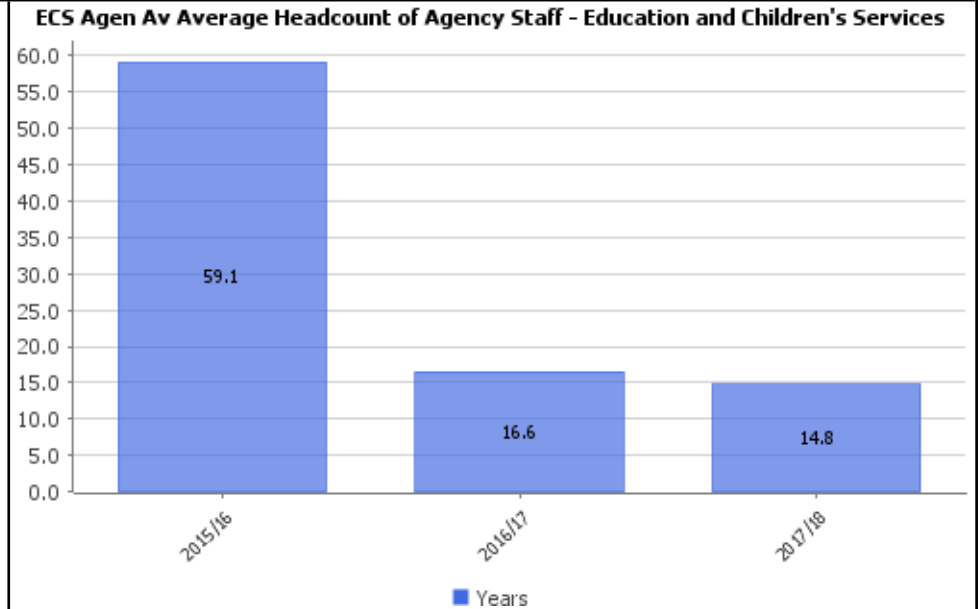
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2017/18

3. Governance

Average Headcount of Agency Staff - Education and Children's Services

Average result for 2017/18 as of March 2018
14.8



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

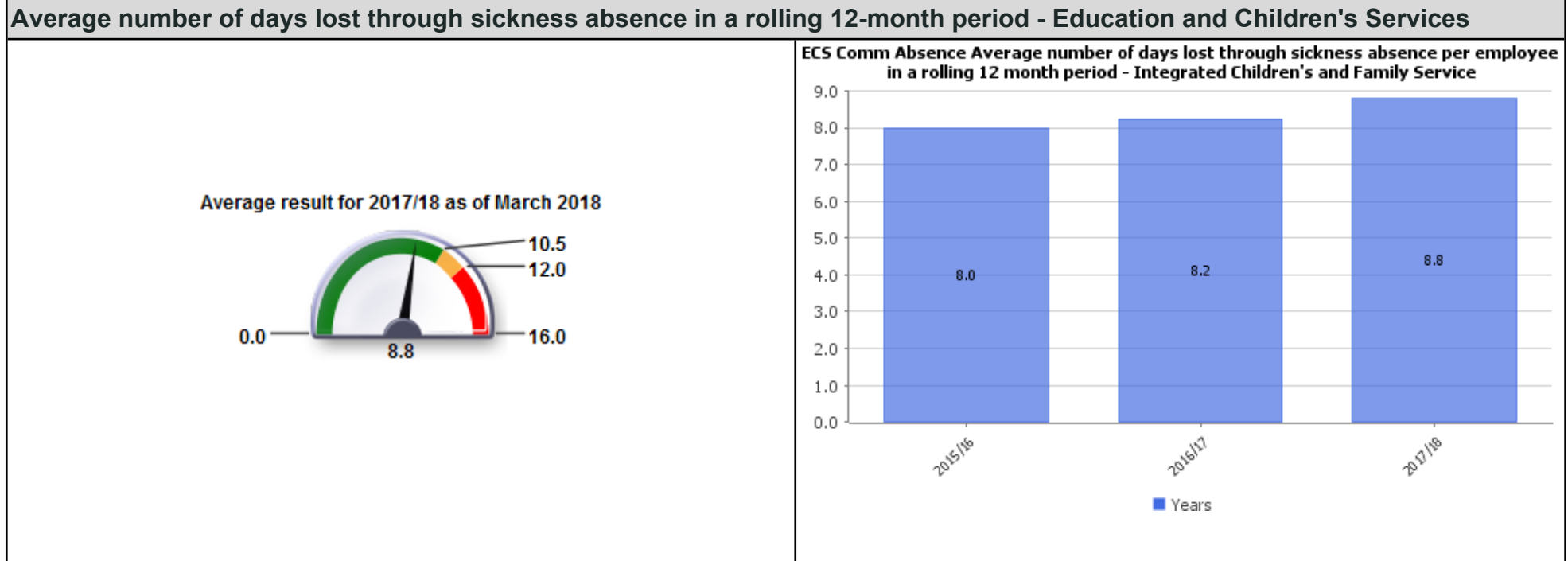
Responsible officer:

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:

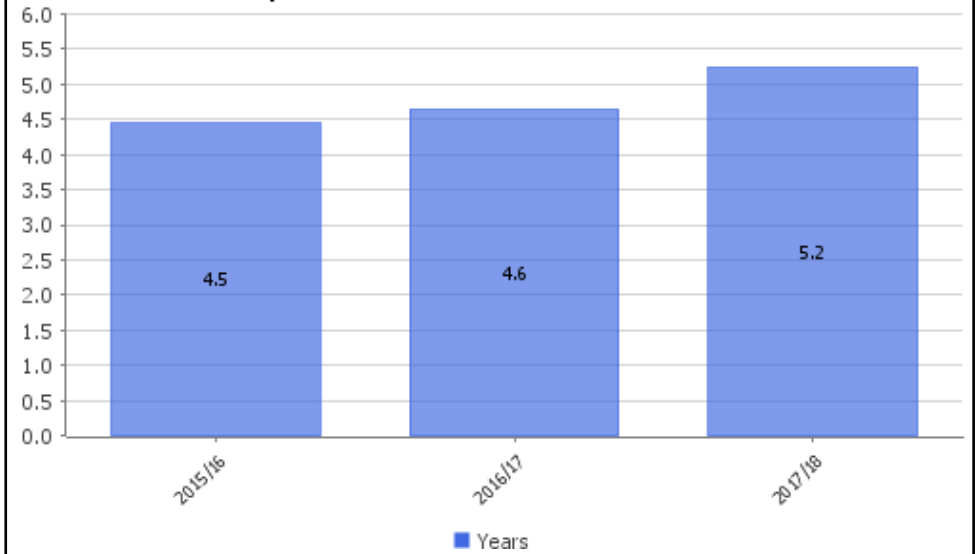
2017/18

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:

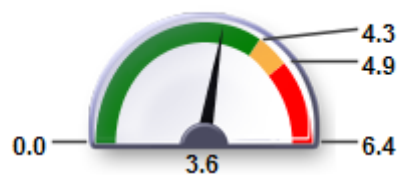
Bernadette Oxley

Last Updated:

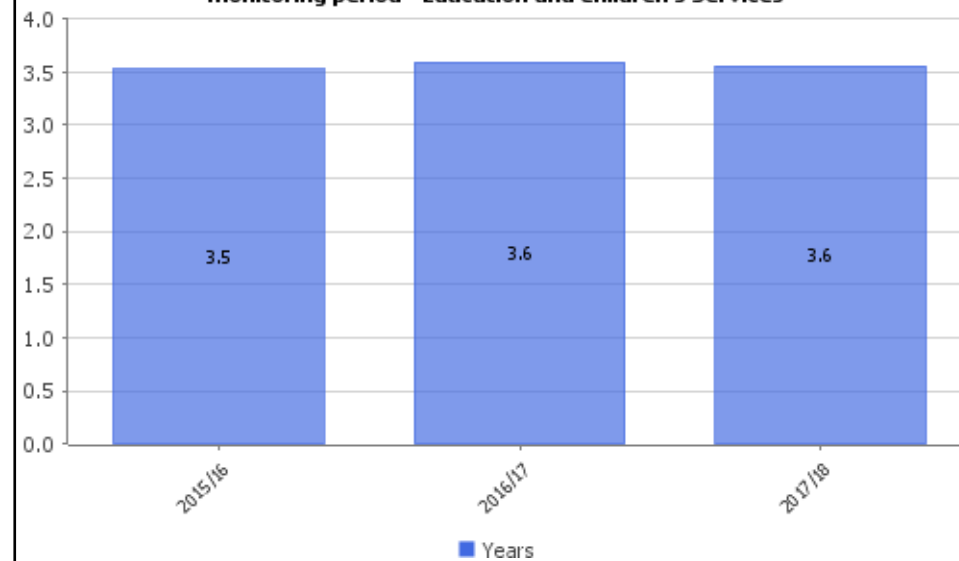
2017/18

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:

Bernadette Oxley

Last Updated:

2017/18

Number of Non-Reportable Employee Incidents - Education and Children's Services

Cumulative result for 2017/18 as of Q4 2017/18
291



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-Feb2018%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:

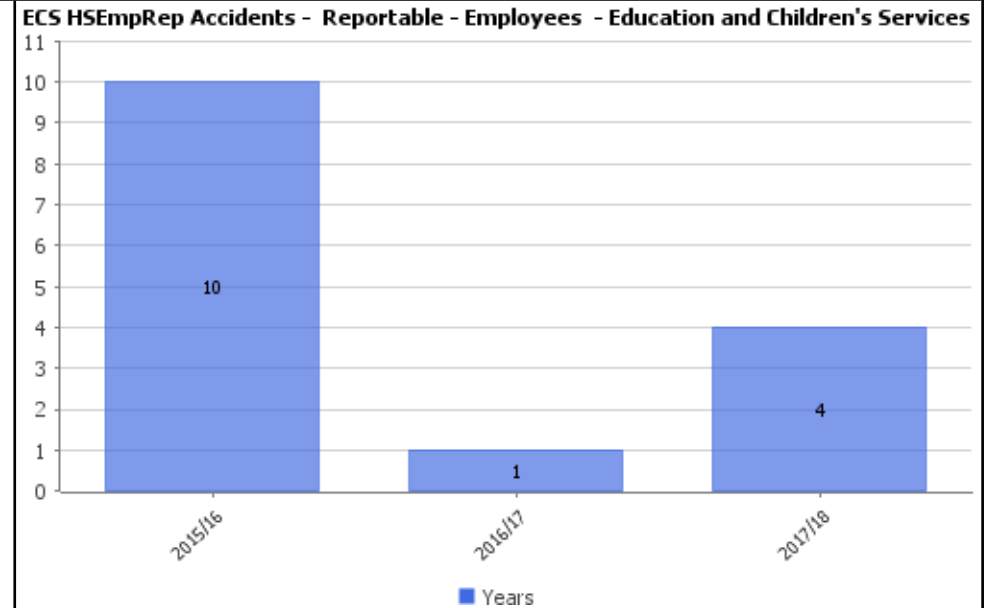
Bernadette Oxley

Last Updated:

2017/18

Number of Reportable Employee Incidents - Education and Children's Services

Cumulative result for 2017/18 as of Q4 2017/18
4



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