

Agenda Item	5.
Report No	EDU/10/23

## THE HIGHLAND COUNCIL

**Committee:** Education Committee

**Date:** 1 June 2023

**Report Title:** Education and Learning Service – Service Performance Reporting for Q4 – 1<sup>st</sup> January to 31<sup>st</sup> March 2023

**Report By:** Executive Chief Officer, Education and Learning

### 1. Purpose/Executive Summary

- 1.1 The report details relevant performance data and contextual information as outlined in the Directorate Service Plan. Future reports will bring together revenue and performance information into a single monitoring report to support financial governance, inform decision making, and enable improvement actions to be identified. This approach is intended to strengthen Member scrutiny and improve accessibility for a wider audience including the public.

### 2. Recommendations

- 2.1 Members are asked to scrutinise the Service's performance information.

### 3. Implications

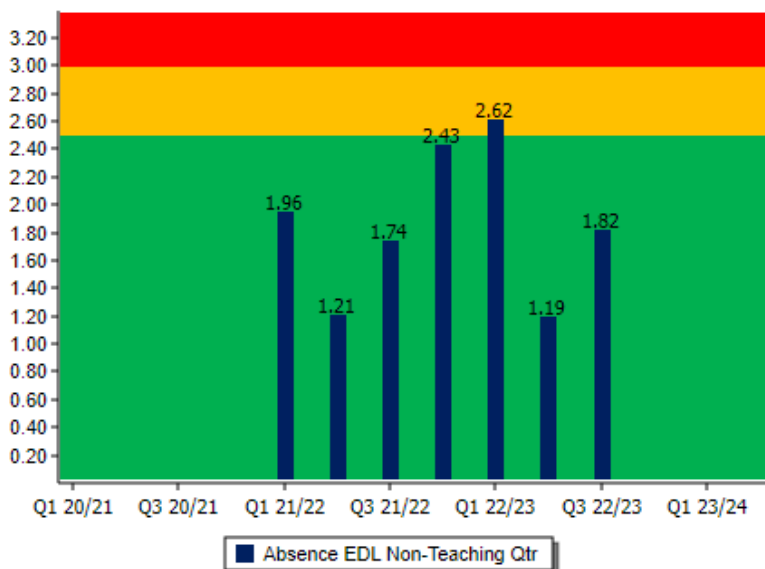
- 3.1 **Resource:** There are no implications arising as a direct result of this report.
- 3.2 **Legal:** Implications relate to meeting statutory requirements for public performance reporting (PPR) and the statutory duty of Best Value. These require the Council to provide balanced and transparent information which informs the public on Council performance and how public money is used.
- 3.3 **Risk:** There are no implications arising as a direct result of this report. However, the Service Plan has a section on the Corporate Risks that the Service is responsible for and monitoring of the mitigating actions is undertaken on quarterly basis. Work is ongoing to develop a Service risk register.

### 4. Education and Learning Service Performance Information

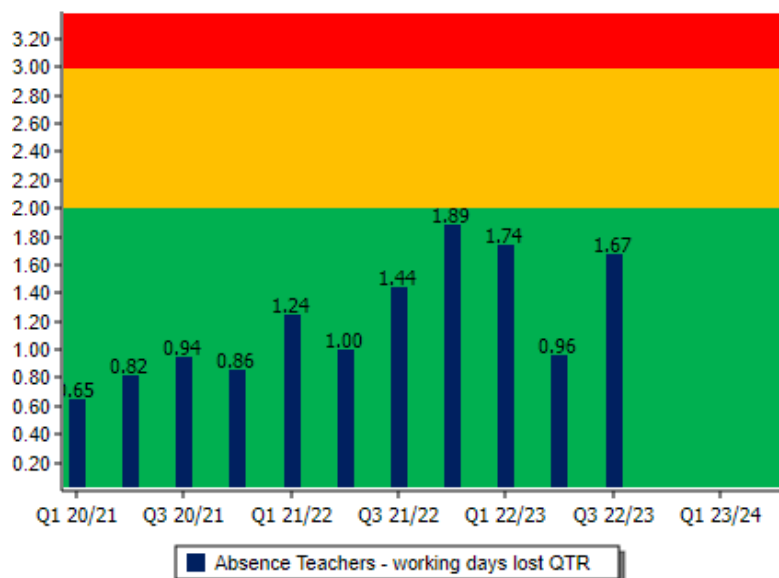
- 4.1 The following section shows the Service performance for Absence, Complaints, FOIs and Invoice payments.

4.2 **Service Sickness Absence:** The indicator for staff sickness absence is a nationally benchmarked indicator and it is important that all managers focus on effective absence management in order to support staff, maintain productivity and contribute to the Council’s overall benchmarked performance. At the time of writing, updates for **Q4** were not available for this report. For **Q3 2022/23** the Service shows an average of 1.82 days lost per employee for non-Teaching staff, and 1.67 for Teaching staff, compared to a rate of 2.03 for the Council as a whole.

Absence EDL Non-Teaching Qtr



Absence Teachers - working days lost QTR



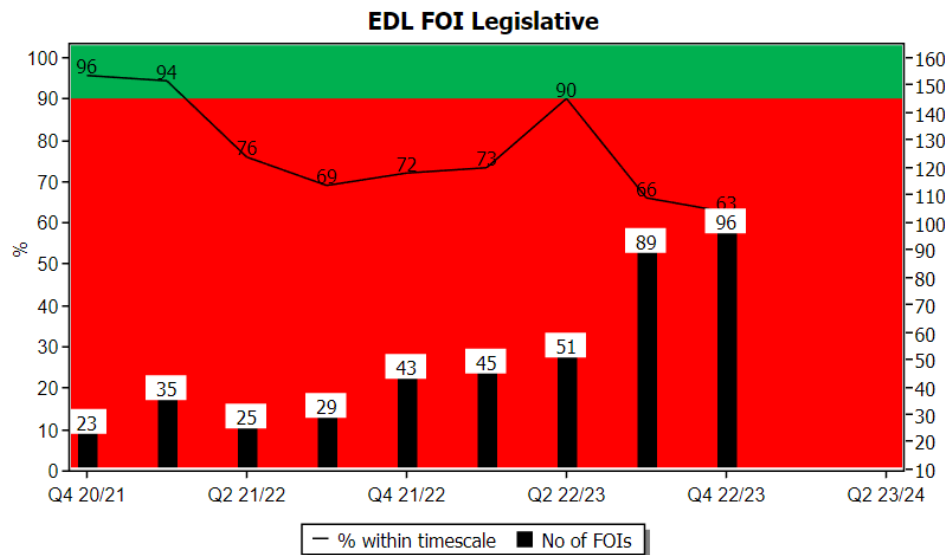
4.3 **Service Complaints Response Times:** The Model Complaint Handling Procedure was introduced in April 2021 to set out the Council’s corporate ambitions to improve performance. The reported measures below represent the end-to-end process, and therefore the combined performance of the Complaints Handling Team in Communities & Place (allocation, quality assurance and issue) and Education and Learning Service (checking records, investigation, responding to complaints and approvals). Collaboration across the Directorates continues to

identify process and other quality improvements to improve performance for frontline resolution within 5-days and those complaints that are escalated with a performance target of 20 days.

The combined performance for the end-to-end process in respect of complaints during **Q4** against a corporate target of 80% was as follows:

	Target	Service	Highland Council
5-days frontline resolution	80%	81.8%	90.1%
20-days investigation	80%	64.7%	41.3%
20-days escalation	80%	33.33%	33.33

- 4.4 **Service Freedom of Information (FOI) Response Times:** For **Q4 2022/23** the Service shows that 63% of 96 FOI requests were actioned within legislative timescales, compared to 71% of 577 FOI requests for the Council actioned within legislative timescales.



- 4.5 **Invoice Payments:** These indicators measure the Council's efficiency of paying invoices and analyses the number of invoices paid within 10 days and 30 days of receipt as a percentage of all invoices paid. The Service is consistently making a positive contribution to achieving corporate targets, noting that invoices paid within 30 days is a Council Statutory Performance Indicator (SPI). Current available data for **Q4 2022/23** is outlined below:

	Target	Service	Highland Council
Invoices paid within 10 days	77%	77.8%	71.6%
Invoices paid within 30 days	95%	91.7%	94.9%

## 5. Service Plan Dashboard

- 5.1 Full performance information for the Directorate as outlined in the [Draft Directorate Service Plan](#) approved by Committee on 29<sup>th</sup> September 2022, can be found in **Annex 1** – an overview, and full details in **Annex 2**.

While the purpose of this report is to give regular quarterly updates on overall service performance, given the breadth of the Education and Learning Service, there will inevitably be a need for separate more detailed agenda reports to this or future Committees to provide much more in-depth consideration of key priorities and performance. This would include, for example, Attainment, School Improvement and High Life Highland. The intent is not to provide in depth analysis within this report, rather to provide over-arching context on Service performance. As below, through these quarterly reports, officers will highlight key matters for members to consider, significant variations, or key developments in the quarter.

While this format of report will be considered quarterly, there are many performance measures which are not updated to that frequency, and in some cases it is on an annual basis that performance can be measured. The format of presentation, as described below, aims to balance the need to provide members with visibility of the complete performance dashboard, while ensuring that there is clarity on which subset of those indicators are more relevant, or with points to note, for this current quarter.

#### Service Performance Indicators

- **Annex 1** provides high level analysis of the suite of performance measures and an 'at a glance' perspective on overall service performance and going forward the intent would be to utilise this aspect of the reporting to also show quarter to quarter movements.
- **Annex 2** also includes the complete service dashboard. This is provided for completeness, but as noted earlier it includes indicators which may not have moved during the quarter, those with only an annual update, and those indicators which have no exceptions to highlight.

## 6. Service Risks

- 6.1 In addition to leading on several Corporate Risks, which are reported to Audit & Scrutiny Committee every quarter, the Service maintains a Service Risk Register. Work is ongoing to develop the Service Risk Register and it will be included in this report in future.

## 7. Contribution to the Corporate Plan

- 7.1 Future reports will also include the Service's contribution to the Corporate Plan. The full Corporate Plan is reviewed yearly at full Council in Quarter 2.

Designation: Executive Chief Officer, Education & Learning

Date: 10 May 2023

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## Education and Learning Service Plan Performance Dashboard






Members should note this is taken from the Council's performance and risk management system (PRMS). Where the number of RAG updates does not equal the number of Performance Indicators (PI) and Actions being monitored for each priority (last line on each box), this is due to PIs not being due for update in this quarter, e.g. or a RAG has not been set for an PI.






### Education and Learning Service Plan - Quarterly Monitor






Empowerment and Leadership - Improved Quality of Leadership Q4 22/23		
	completed to date	0
	on target	3
	some slippage	0
	no significant progress	0
	not updated	0
The number of PIs and Actions monitored under this Priority: 4		






Entitlement, Excellence & Equity - Improve the Consistency and Quality of Provision Q4 22/23		
	completed to date	0
	on target	5
	some slippage	1
	no significant progress	0
	not updated	0
The number of PIs and Actions monitored under this Priority: 7		

Entitlement, Excellence & Equity - Improved Outcomes Q4 22/23		
	completed to date	6
	on target	11
	some slippage	3
	no significant progress	0
	not updated	0
The number of PIs and Actions monitored under this Priority: 27		

Opportunities & Relationships - Stakeholder Engagement Q4 22/23		
	completed to date	0
	on target	3
	some slippage	3
	no significant progress	0
	not updated	0
The number of PIs and Actions monitored under this Priority: 6		

Opportunities - Implement Service-wide MIS Q4 22/23		
	completed to date	0
	on target	5
	some slippage	0
	no significant progress	0
	not updated	0
The number of PIs and Actions monitored under this Priority: 5		

Relationships - Ensure Service Delivery Meets Need Q4 22/23		
	completed to date	4
	on target	2
	some slippage	1
	no significant progress	0
	not updated	0
The number of PIs and Actions monitored under this Priority: 7		

Relationships - Progress Community Initiatives Q4 22/23		
	completed to date	1
	on target	9
	some slippage	0
	no significant progress	0
	not updated	0
The number of PIs and Actions monitored under this Priority: 11		

**Note for Service Plan tables, if entry is blank:**

- Performance Indicator – no update due this quarter
- Action – is complete, no update required

<b>Empowerment and Leadership - Improved Quality of Leadership Q4 22/23</b>						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Target Date
Monitor feedback from Young Leaders of Learning programme	Q3 22/23	On Target	Q4 22/23	On Target		to be completed by Q3 23/24
New Headteacher feedback from staff survey indicates supported in role	AY 20/21		AY 21/22			
Present options for development of a Highland Professional Learning and Leadership Academy	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q1 24/25
Structured programme of career-long professional learning supported by ES accreditation	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q1 24/25

<b>Entitlement, Excellence &amp; Equity - Improve the Consistency and Quality of Provision Q4 22/23</b>						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Target Date
Develop a Learning and Teaching Policy - Primary	Q3 22/23	On Target	Q4 22/23	On Target		Due to complete Q2 23/24
Develop a Learning and Teaching Policy - Secondary	Q3 22/23	On Target	Q4 22/23	Some Slippage		Due to complete Q2 24/25
Follow up with ES on the launch of 'Realising the Ambition'	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q2 23/24
HTs and ELC Managers evaluate quality of ELC provision and implement change	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q4 22/23
Increase number of schools using Digital Profiling	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q2 23/24
Increased use of Digital Schools Progression	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q2 23/24
No. schools registered with Digital Schools Award	AY 20/21		AY 21/22	11	11	

### Entitlement, Excellence & Equity - Improved Outcomes Q4 22/23

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Target Date
% School leavers with 1+ Lvl5 SQA Grade A-C	AY 20/21	88.2 %	AY 21/22			
% School leavers with 1+ Lvl6 SQA Grade A-C	AY 20/21	64.2 %	AY 21/22			
Annual monitoring of quality and standards in schools	Q3 22/23	On Target	Q4 22/23	On Target		target ongoing to Q2 25/26
ASL implementation plan delivered by Aug 23	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q2 23/24
ASL review completed	Q3 22/23	On Target	Q4 22/23	Completed		due to complete Q4 22/23
Biannual monitoring and review meetings established with Headteachers	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q2 25/26
CP1.01 CHN13a % P1/4/7 Pupils Achieving in Literacy	AY 20/21	49.46 %	AY 21/22	59.28 %		
CP1.01 CHN13b % P1/4/7 Pupils Achieving in Numeracy	AY 20/21	60.10 %	AY 21/22	68.80 %		
CHN21 - % Participation rate for 16-19 year olds (per 100)	FY 21/22	92.7 %	FY 22/23		93.2 %	
Collaborate with key stakeholders to update Highland strategy for DYW	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q1 23/24
Governance group established to oversee Strategic Equity Fund	Q3 22/23	On Target	Q4 22/23	Completed		due to complete Q4 22/23
Increase in children reporting wellbeing needs are being met	AY 20/21		AY 21/22			
Increase in school staff reporting positive impact following building positive relationships training	AY 20/21		AY 21/22	75 %	75 %	
Local targets set for poverty-related attainment gaps in schools	Q3 22/23	On Target	Q4 22/23	On Target		target ongoing
Training provision for staff re self-evaluation for continuous improvement	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q1 23/24

### Entitlement, Excellence & Equity - Improved Outcomes Q4 22/23

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Target Date
Attendance Policy developed and implemented - MID	Q3 22/23		Q4 22/23			due to complete Q2 22/23
Attendance Policy developed and implemented - NORTH	Q3 22/23		Q4 22/23			due to complete Q2 22/23
Attendance Policy developed and implemented - SOUTH	Q3 22/23		Q4 22/23			due to complete Q2 22/23
Attendance Policy developed and implemented - WEST	Q3 22/23		Q4 22/23			due to complete Q2 22/23
Monthly monitoring of school attendance in place - MID	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q4 22/23
Monthly monitoring of school attendance in place - NORTH	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q4 22/23
Monthly monitoring of school attendance in place - SOUTH	Q3 22/23	Some Slippage	Q4 22/23	On Target		due to complete Q4 22/23
Monthly monitoring of school attendance in place - WEST	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q4 22/23
Targeted support and intervention for schools re attendance - MID	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q1 23/24
Targeted support and intervention for schools re attendance - NORTH	Q3 22/23	On Target	Q4 22/23	Some Slippage		due to complete Q1 23/24
Targeted support and intervention for schools re attendance - SOUTH	Q3 22/23	Some Slippage	Q4 22/23	Some Slippage		due to complete Q1 23/24
Targeted support and intervention for schools re attendance - WEST	Q3 22/23	Some Slippage	Q4 22/23	Some Slippage		due to complete Q1 23/24



### Opportunities - Implement Service-wide MIS Q4 22/23

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Target Date
Ensure mothballed schools are kept under regular review	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q4 22/23 and annually
GME School catchment areas established and any consultations complete	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q4 23/24
SEEMIS EYMIS - live and operational by target dates	Q3 22/23	Some Slippage	Q4 22/23	On Target		due to complete Q2 23/24
SEEMIS EYMIS - Project benefits realised	Q3 22/23	Some Slippage	Q4 22/23	On Target		due to complete Q2 23/24
SEEMIS EYMIS - user training and support delivered	Q3 22/23	Some Slippage	Q4 22/23	On Target		due to complete Q2 23/24

### Opportunities & Relationships - Stakeholder Engagement Q4 22/23

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Target Date
CP1.10 Develop & implement new SLA with Eden Court Highlands	Q3 22/23	Some Slippage	Q4 22/23	Some Slippage		due to complete Q2 23/24
CP1.10 HLH contract review completed	Q3 22/23	Some Slippage	Q4 22/23	Some Slippage		due to complete Q3 23/24
New DSM scheme agreed	Q3 22/23	Some Slippage	Q4 22/23	On Target		due to complete Q1 23/24
New Parental Involvement and Engagement Strategy and Action Plan created	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q2 23/24
Parental Engagement Strategy & Action Plan - Reference Group established	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q2 23/24
Review existing SLAs/implement recommendations [exc. HLH & Eden Court]	Q3 22/23	Some Slippage	Q4 22/23	Some Slippage		due to complete Q2 23/24

Relationships - Ensure Service Delivery Meets Need Q4 22/23						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Target Date
Children's Rights & Impact Assessment and Equalities Assessment for Psychological Services plans/policies	Q3 22/23	On Target	Q4 22/23	Completed		due to complete Q2 24/25
Establish Promoting Positive Relationships Network	Q3 22/23	Some Slippage	Q4 22/23	Some Slippage		due to complete Q4 23/24
Identify the support and training that can align with key themes	Q3 22/23	On Target	Q4 22/23	Completed		due to complete Q2 23/24
New plan for the Psychological Services finalised	Q3 22/23		Q4 22/23			due to complete Q2 22/23
Psychological Services Plan implemented by team	Q3 22/23	On Target	Q4 22/23	Completed		due to complete Q4 22/23
Trauma informed policy and practice implemented across schools/settings	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q2 23/24
Use of Implementation Science to implement local approach to support	Q3 22/23	On Target	Q4 22/23	On Target		Due to complete Q2 23/24

Relationships - Progress Community Initiatives Q4 22/23						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Target Date
CLD Plan - progress against Improvement Priority 1: Mental Health & Welbeing	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q3 23/24
CLD Plan - progress against Improvement Priority 2: Voice, Inclusion & Participation	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q1 23/24
CLD Plan - progress against Improvement Priority 3: Digital Inclusion	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q2 24/25
CLD Plan - progress against Improvement Priority 5: Community Development & Resilience	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q2 24/25
CLD Plan - progress against Improvement Priority 4: Employment, Volunteering & Training	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q2 24/25
CLD Plan - progress against Improvement Priority 6: Workforce Development	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q1 24/25
Community mental health and wellbeing frameworks developed and implemented	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q2 24/25
Feedback from key stakeholders from designated child protection coordinators	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q1 23/24
Positive feedback from Child Protection Training	AY 20/21		AY 21/22			
Stakeholder engagement feedback received through CPP events	Q3 22/23	On Target	Q4 22/23	Completed		due to complete Q4 22/23
Training for new guidance delivered to all staff re Child Protection Guidance	Q3 22/23	On Target	Q4 22/23	On Target		due to complete Q1 23/24

**Current areas of slippage:**

<b>Action / Performance Indicator:</b>	<b>Update:</b>
Develop a Learning and Teaching Policy – Secondary	Work has begun but requires wider consultation with Head Teachers and Classroom Teachers. Education and Learning Directorate will focus next session on the leadership of learning and teacher, this has been outlined and agreed with Head Teachers.
Targeted support and intervention for schools re attendance - NORTH	Monitoring is taking place including attendance meetings being held with individual schools.
Targeted support and intervention for schools re attendance - SOUTH	Monitoring is taking place including attendance meetings being held with individual schools.
Targeted support and intervention for schools re attendance - WEST	Monitoring is taking place including attendance meetings being held with individual schools.
Develop & implement new SLA with Eden Court Highlands	Eden Court reviewing their Business Plan, follow-up conversation in the diary to identify next steps – extended to August 2023 in-line with budget review.
High Life Highland contract review completed	Scope and purpose of contract review agreed, and officer board established extended to January 2024.
Review existing SLAs and implement recommendations [excluding HLH and Eden Court]	Works is on-going – extended to August 2023.