AGENDA ITEM No. 6

EAST RENFREWSHIRE COUNCIL

EDUCATION COMMITTEE

24 August 2017

Report by Director of Education

EDUCATION DEPARTMENT END-YEAR REPORT 2016 – 2017

PURPOSE OF REPORT

1.   The purpose of this report is to inform the Education Committee of the end year performance of the Education Department for 2016 - 2017. The report is based on performance indicators and activities in the Outcome Delivery Plan 2016-2019, approved by Cabinet in April 2016. Detailed performance results are attached in Appendix 1.

RECOMMENDATION

2.   It is recommended that elected members comment on and approve this report as a summary of the Education Department's end-year performance for 2016 – 2017.

BACKGROUND

3.   Progress against the performance indicators and activities in the Outcome Delivery Plan is reviewed on a 6-monthly basis through departmental reports that are considered by the Chief Executive, Directors and Heads of Service as part of a regular set of performance review meetings.

REPORT

4.   This report (see Appendix 1) sets out a high level summary of the performance of the Education Department (Schools and Department wide indicators) in 2016 – 2019 under the following organisers:

- Outcomes - the results which have been delivered to the benefit of service users and the local community

- Customers, Efficiency and People - activity and targets to improve the effectiveness of the organisation.

5.   The Education Department (Schools) continues to perform well at end-year 2016 – 2017. Key highlights include:

Outcomes
✓ An increase in the proportion of P1 children who have reached all of their milestones on entry to school and an increase in the P1 numeracy and literacy baseline results

- ✓ Improved reading, writing and mathematics attainment in the Broad General Education
- ✓ Best to date S4, S5 and S6 SQA results with all SQA ODP targets achieved
- ✓ No primary exclusions were recorded in 2015-16, the rate in our secondary schools remained very low
- ✓ Best to date percentage of young people leaving school to a positive destination (96.6%)

Customers
- ✓ All targets based on the time taken to respond to complaints were met
- ✓ Ongoing achievement of Customer Service Excellence standard
- ✓ Satisfaction levels as expressed through Citizens' Panel:
    - o 97% for Primary education
    - o 91% for secondary education

Efficiency
- ✓ Continued to deliver financial cash savings across all school sectors
- ✓ Efficient use of resources as evidenced by improved national ranking in terms of cost per pupil in prefive and primary sectors; secondary ranking maintained at previous year level and both primary and secondary below national average
- ✓ Progressed various school estate projects including major construction phase of new build Barrhead High School and new build Faith Schools' Joint Campus both of which on target to open for session 2017/18.
- ✓ Successfully rolled out the new online school payments system (ParentPay) to all establishments with positive feedback to date evidenced by an increase in the number of parents/carers choosing this as their preferred method of payment.
- ✓ Bring your own device (BYOD) deployed across all establishments with wireless connectivity with good uptake levels by staff and pupils to date.
- ✓ Under the governance of the department's MAP, developed a new admin and clerical staffing structure for the department and schools which will both deliver financial savings and modernise how we work.

People
- ✓ Reduction in the sickness absence days per employee for Local Government staff and teachers
- ✓ The workload review carried out by HMIe in August 2016 identified East Renfrewshire as being "*proactive in providing support and guidance that minimises workload demands for staff in their schools*"

6. Areas where further improvement / development is necessary include:

- ➢ Continuing to take forward Family Friendly approaches in primary schools
- ➢ Further improve the attainment of disadvantaged children and young people
- ➢ Increasing opportunities for achievement
- ➢ Further improve outcomes for looked after children
- ➢ The absence rate of Local Government employees
- ➢ Continue to progress ambitious department wide change programme to deliver financial savings and modernise how we work
- ➢ Continue to progress ambitious department wide change programme, fully embedding the new admin and clerical staffing structures and maximising digital opportunities in terms of our processes and procedures.

FINANCE & EFFICIENCY

7.   There are no specific financial implications arising from this report. Finance and efficiency implications are set out in Section 3 of Appendix 1.

CONSULTATION

8.   An education statutory consultation exercise to change the admissions arrangements for all East Renfrewshire denominational (Roman Catholic) and non-denominational primary and secondary schools was undertaken from August 2016 to October 2017 and reported to Education Committee in December 2017. Following approval the new arrangements came into effect from January 2017.

9.   In addition, an education statutory consultation exercise to establish a new non-denominational primary school and nursery class at Maidenhill was undertaken from November 2016 to January 2017 and reported to Education Committee in March 2017. Following approval the start of the formal design consultation phase commenced in April 2017 with parents/carers, pupils, key groups and the local community to ensure all facilities best meet the needs of children, staff, parents and communities.

PARTNERSHIP WORKING

10.   This report focuses on the Education Department's contribution to the delivery of the Community Planning Partnership SOA, however many of the results could not have been achieved without excellent partnership working across the Council and with external partners.

IMPLICATIONS OF REPORT

11.   The department will continue to self-evaluate its performance and take the necessary steps to improve those areas identified for improvement above.

CONCLUSION

12.   This report summarises a high level overview of East Renfrewshire Council's Education Department's performance at end-year 2016 - 2017. The information presented here shows a positive picture and areas where we will continue to drive for further improvement.

RECOMMENDATION

13.   It is recommended that elected members consider and comment on this report as a summary of the Education Department's end-year performance for 2016 – 2017.

Mhairi Shaw
Director of Education
24 August 2017

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Local Government Access to Information Act 1985

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Background papers
1.   Outcome Delivery Plan 2016– 2019.
2.   Review of local authorities' actions to tackle unnecessary bureaucracy and undue workload in schools, September 2016.
http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=18748&p=0
3.   East Renfrewshire Citizens' Panel – 22nd Survey Report
http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=19395&p=0

Education End Year Performance Schools

Generated on: 24 May 2017

This report includes an update on the Education Department's indicators and activities in the SOA, ODP, LGBF indicators and Service Standards.
Note: Following the national approach, school attainment, attendance and exclusion data in the plan refers to the relevant academic year rather than the financial year.

PI Status of last available data:	
🔴	Off target
🔺	Target still to be achieved
✅	On Target
❓	Data or target not available
📈	For information only (no target set)

1. SOA Outcomes
SOA1 All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.
1.1 Parents provide a safe, healthy and nurturing environment for their families
1. Target interventions to increase the confidence of parents most in need of support.
2. Accessible and effective support for families to reduce the impact of financial pressures on their children.
3. Engaged communities and increased opportunities for involving parents.
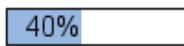
PI Description	2015/16 Value	2016/17 Value	2016/17 Target	Status	Notes and benchmark
% of primary schools being awarded the 'Family Friendly' accreditation	68%	87%	100%	✅	87% of Primary Schools have achieved Family Friendly bronze status, the remaining 13% are working towards this within their neighbourhoods and clusters and aim to be complete by the end of session 2016/17.
% of prefive establishments being awarded silver level 'Family Friendly' accreditation	81%	81%	100%	✅	81% of early years establishments have achieved silver 'Family Friendly' status and the remainder aim to be complete by the end of session 2016/17. A quality assurance framework which involves parents has been developed for those establishments going for gold and is being tested with the first two settings who have indicated that they are ready for validation at this level.

Activity	Progress Bar	Due Date	Latest Note
Develop and implement the early learning and childcare strategy	40%	30-Jun-2020	Following agreement at the Education Committee on 31 March 2016, the Early Learning and Childcare Strategy is

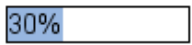| Activity	Progress Bar	Due Date	Latest Note
			being successfully implemented. Significant progress has been made in pedagogical leadership in Early Years, including work with Strathclyde University and Primary 1 staff. In addition a tracking tool for 0-5 years is being designed to support reporting on children's progress across the early years. The department has formed an Expansion Board. This board will have Governance responsibility for the implementation of Early Learning and Childcare Blueprint 2020: 1140 hours expansion.

1.2 Our children are healthy, active and included

1. Improved maternal health and wellbeing

2. Effective support to vulnerable children

3. Reduce the impact of homelessness on children

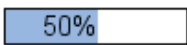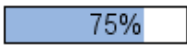| PI Description	2015/16 Value	2016/17 Value	2016/17 Target	Status	Notes and benchmark
Baseline Assessment Results of Primary 1 Pupils (% correct) - Literacy.	59.5%	61%	60%	✅	The 2016-17 performance is above target. Data has been shared with establishments to identify strengths and areas for development, including targeting specific equity groups.
Baseline Assessment Results of Primary 1 Pupils (% correct) - Numeracy.	55%	57%	56%	✅	This is the best performance to date and represents a 2% increase from last year. Data has been shared with establishments to identify strengths and areas for development, including targeting specific equity groups.
Proportion of P1 children who have reached all of the expected milestones on entry to school.	74%	82%		📈	The overall trend of results has shown an increase from 69% in 2014-15 and 74% in 2015-16. Data has been shared with establishments to identify strengths, areas where staff can be further supported to improve their practices and to ensure greater consistency across the authority. Schools also recorded 93% of pupils as having no developmental milestone concerns.
% of parents of prefive children reporting their child feels safe and cared for in nursery	98.7%		98%	✅	From 2012-2016 the department completed a four year questionnaire cycle. We have updated our new question sets to take account of local and national priorities and will provide a year 1 update of a new four year cycle (2017-2021) in October 2017.
2 year olds in Barrhead offered a nursery place from 2020.		100%	100%	✅	At present all eligible 2 year olds, as specified by the Scottish Government, have been offered a nursery place on application. Currently 19 eligible 2 year olds attend ELC in Barrhead.

Activity	Progress Bar	Due Date	Latest Note
Extending nursery places for all 2 years olds in Barrhead.	30%	30-Jun-2021	The Early Years Action plan includes specific activity about increasing the uptake of eligible two year old places. This includes the provision of parent & child places in the new Arthurlie Family Centre when it opens

Activity	Progress Bar	Due Date	Latest Note
			in Autumn 2017.

SOA2 East Renfrewshire residents are fit and active and have the skills for learning, life and work

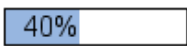## 2.1 Children and young people are cared for, protected and their wellbeing is safeguarded.

1. Full implementation of the Children and Young People Act (2014)

Activity	Progress Bar	Due Date	Latest Note
Identifying vulnerable children as early as possible through the Named Person service and introducing the Child's Plan, including for those involved in child protection	50%	30-Jun-2017	Schools have been provided with the most up to date information from Scottish Government relating to Named Person service and sharing of information. A bill relating to Part 4 &5 of C&YP Act (sharing information) is to be submitted to Parliament before summer 2017 with anticipated commencement August 2018.
Embedding the principles of GIRFEC in all schools and classrooms	100%	30-Jun-2017	All establishments are now using updated paperwork relating to GIRFEC and the new Child's Wellbeing Plans. Plans are more outcome focused and new guidance relating to good practice is being shared to support staff.
Supporting our staff to make plans for the care of children who require permanent arrangements.	75%	30-Jun-2017	The Corporate Parent Action Plan has been created with key action points for all services. Working groups have met with the Corporate Parent Champions to update on progress to date. An Education Development Officer (EDO) is in post now and working with all establishments to support the key aims of the plan and ensure staff are supported in making plans for vulnerable children and young people who may require permanent arrangements.

2. More opportunities to promote the rights and strengthen resilience of looked after children and young people.

Activity	Progress Bar	Due Date	Latest Note
Improving educational opportunities for looked after children.	40%	30-Jun-2018	An Education Development Officer (EDO) is in post now and working with HSCP and Health to ensure multi-agency approach to positive outcomes for children and young people. The EDO is working with all establishments to ensure accurate data is collated about looked after children in East Renfrewshire and those who attend establishments out with the Council area, with a particular focus on attainment and achievement

3. Effective promotion of health and well-being in schools and services to create a sense of belonging and identity within their local community.
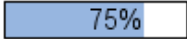
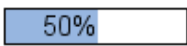| Activity	Progress Bar	Due Date	Latest Note
Strengthening the contribution that all staff make to the learning and development of health and wellbeing.	40%	30-Jun-2017	The Health and Wellbeing review of nine schools has identified good practice and improvement priorities. The PE Lead Officer has established primary and secondary networks and school level PE champions. The Muddy Movers programme has been implemented in Early Years settings. Staff have participated in CLPL delivered by GGCNHS (sexual health and relationships), Soil Association (food) and WOSDEC(global citizenship) with more than 150 staff participating in the highly evaluated Behavioural Support Strategies training. The new youth mental health counselling service has been introduced to schools.

PI Description	2015/16	2016/17	2016/17	Status	Notes and benchmark

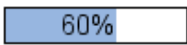|	Value	Value	Target		
Percentage of pupils reporting that their school is helping them to become more confident. (Target of 93% by 2017-18)	90%			[?]	From 2012-2016 the department completed a four year questionnaire cycle. We have updated our new question sets to take account of local and national priorities and will provide a year 1 update of a new four year cycle (2017-2021) in October.
Number of exclusions per 1,000 pupils - Primary. (3 year average target 2016-2018 of 0.3 per 1000 pupils) (A).	0			✓	In 2015-16 there were no temporary exclusions within the primary sector. This compares very favourably with the national figure of 9 incidents per 1000 pupils (latest published data 2014-15). The Council has a three year average target of 0.3 incidents per 1000 pupils for 2016-18 and is on track to achieve this target.
Number of exclusions per 1,000 pupils - Secondary. (3 year average target 2016-2018 of 3.3) (B)	4			✓	The number of incidents of exclusion has decreased significantly since 2010-11 to the lowest recorded rate in 2014-15 of 2.3 incidents per 1000 pupils. This session, there has been a small increase to 4.0 incidents per 1000 pupils. This equates to 31 incidents of temporary exclusion in 2015-16. The 2015-16 result compares very well to the national figure of 49.6 per 1000 pupils (latest available data for 2014-15). The Council has set a challenging 3-year average target of 3.3 incidents per 1000 pupils for 2016-18; and is currently slightly above target.
Percentage attendance for Looked After Pupils (Primary and Secondary). 3-year (2015-17) target of 91%	90.6%		91%	✓	The percentage attendance for Looked After pupils (Primary & Secondary) decreased slightly in 2015-16 by 0.8% from 91.4% in 2014-15. The Council is currently on target to achieve its 3-year average target (2015-17) of 91%.
Percentage of Primary and Secondary Schools with Level 1 Rights Respecting Status	66%		65%	✓	Seventeen schools have achieved level 1 of the Rights Respecting School Award, an increase of one on last year. Eight of those have also achieved level 2 – an increase of two.

2.2 Children and young people raise their education attainment and achievement, developing the skills they need during their school years and into adulthood

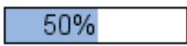### 1. Improved attainment in the broad general education and senior phase

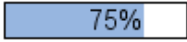| Activity	Progress Bar	Due Date	Latest Note
Investing in school improvement partnerships and the use of collaborative enquiry to raise attainment for key underperforming groups e.g. gender, ethnicity, socio-economic disadvantage and lowest performing pupils.	75%	30-Jun-2017	Some partnerships have shared their research and the impact with colleagues. This is helping build knowledge of effective practice and interventions. The groups are well supported by the Educational Psychology service and there are plans for some of the secondary schools to become involved in these partnerships to allow them to effectively use collaborative enquiry to raise attainment.

Activity	Progress Bar	Due Date	Latest Note
			Some partnerships have shared research and impact with colleagues; established collaborative networks that support teachers' learning and teaching; and developed staff capacity and capability to integrate research and enquiry to assess progress and inform developments.
Implementing the Numeracy and Mathematics and Literacy and English action plans.	50%	30-Jun-2017	All Nursery teachers have been provided with high quality training relating to developing mathematical thinking in the early years (January and April). This training has also been provided to all Primary 1 practitioners. Child Development Officers have also been provided with training relating to numeracy and maths in the early years. Evaluations indicated that this has been well received and impacted positively on the children's experiences. The Department has been involved in an inter-authority group focused on raising the public profile of maths and transforming attitudes of those delivering this area of the curriculum. Work has begun on reviewing numeracy and maths skills framework in light of the publication of the national benchmarks. This will be carried out with colleagues from all sectors in 2017-18. The Literacy Strategy was launched in March 17. To support this, a programme of CLPL for staff on improving Literacy with a particular focus on reading is planned for session 17-18. In addition, two staff will be trained in Reading Recovery to support this intervention across all schools. Further reading guidance has also been produced to support staff.

2. Increased opportunities for achievement

Activity	Progress Bar	Due Date	Latest Note
Ensuring and supporting all schools and services to offer a range of opportunities which will help learners develop skills and celebrate achievements.	60%	30-Jun-2017	Young people across schools continue to have a range of opportunities which support their skills development. High numbers of pupils are participating in after school clubs and say that they enjoy learning new skills and making new friends. Increasingly they are able to articulate the benefits of these activities such as increased confidence, resilience and interpersonal skills. Schools are ensuring that they are tracking pupil achievements in and out of school and are regularly celebrating these.

3. A curriculum which enables all learners to be successful, confident, responsible and effective.

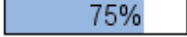| Activity	Progress Bar	Due Date	Latest Note
Providing professional learning for staff which meets the emerging developments in the curriculum	50%	30-Jun-2017	A range of CLPL was delivered to early years staff to improve children's experiences and attainment in literacy and numeracy. Staff from Strathclyde University are working intensively with P1 teachers from almost every primary school to develop playful pedagogy and improve continuity and progression for children in their learning as they move from our early years establishments into our primary schools. This has had a positive impact on the learning environments and experiences of young learners and will continue next session. To support digital literacy, sessions delivered by CALL Scotland continue to be rolled out across a number of secondary schools to ensure best practice in supporting

Activity	Progress Bar	Due Date	Latest Note
			pupils in SQA exams. Following changes to National Qualifications, SQA have consulted our Senior Leadership Teams and provided online support for teaching staff.
Ensuring schools and services promote and sustain a sense of equality and equity through the curriculum and service delivery.	75%	30-Jun-2017	School Equalities co-ordinators meet regularly and are being supported to ensure that equality and equity are priorities in terms of school improvement and provision for all learners. All school improvement plans reflect a commitment to equity and increasingly schools can evidence improved outcomes for all learners. Further support and challenge will be offered to schools regarding best use of the Pupil Equity Funding.

PI Description	2015/16 Value	2016/17 Value	2016/17 Target	Status	Notes and benchmark
Primary Attainment: Reading - Percentage Attaining or Exceeding Expected Levels. (3 year average target 2016-2018 of 88%)(A)	88.4%			✅	In 2015-16 the Council achieved its highest percentage of primary pupils achieving/exceeding expected CfE levels in reading with a Council average of 88.4%; this was an increase of 0.2% on 2014-15. The Council has a new 3-year target for 2016-18 of 88% and is on target to achieve this.
Primary Attainment: Writing - Percentage Attaining or Exceeding Expected levels. (3 year average target 2016-2018) of 85.5% (B)	85.5%			✅	In 2015-16 the Council achieved its highest percentage of primary pupils achieving/exceeding expected CfE levels in writing, with a Council average of 85.5%; this was an increase of 1.2% on 2014-15. The Council has a new 3-year average target for 2016-18 of 85.5% and is on target to achieve this.
Primary Attainment: Mathematics - Percentage Attaining or Exceeding Expected levels. (3 year average target 2016-2018) of 88% (C)	88.6%			✅	In 2015-16 the Council achieved its highest percentage of primary pupils achieving/exceeding expected CfE levels in mathematics with a Council average of 88.6%; this was an increase of 0.1% on 2014-15. The Council has a new 3-year average target for 2016-18 of 88% and is on target to achieve this.
Percentage of pupils in P6-S6 taking part in volunteering activities	58%	62%	58%	✅	An increasing number of young people are undertaking volunteering activities in school and/or within their local community. These youngsters are able to describe the benefits of these activities, including increased confidence and communication skills. Schools are tracking pupil involvement, and its impact, to ensure that there is a range of opportunities for all.
Percentage of pupils achieving Literacy and Numeracy at Level 5 or better by the end of S6. 3-year average (2015-2017) target of 83.5%	85%			✅	The proportion of pupils achieving Literacy and Numeracy remains at 85.0%. Currently on target to achieve the 3-year average target of 83.5%.
S4: Average cumulative	456		420	✅	The average Insight points for S4

PI Description	2015/16 Value	2016/17 Value	2016/17 Target	Status	Notes and benchmark
Insight points for most deprived 30%. 3-year average (2015-2017) target of 420 points					SIMD 1-3 pupils in 2015-16 increased by 17 points. In 2015-16 the average insight points for S4 pupils in SIMD 1-3 was 36 points above the three year average (2015-17) target of 420.
Percentage of S4 roll with Insight points of 263 or fewer. 3-year average (2015-2017) target of 12%	5.4%		12%	✅	The Council has reduced the proportion of young people achieving 263 points or less in each of the last three years. The 3-year average target for 2015-17 is 12% and the Council is on target to achieve this.
Percentage of pupils reporting that they had opportunities to celebrate their personal achievements (F)	86%		87%	❓	From 2012-2016 the department completed a four year questionnaire cycle. We have updated our new question sets to take account of local and national priorities and will provide a year 1 update of a new four year cycle (2017-2021) in October.

2.3 Residents have the skills to maximise employment opportunities

1. Better opportunities for residents to be work ready and take advantage of planned employment opportunities such as City Deal projects and our Strategic Development Opportunities.

2. A qualified, flexible, available workforce with improved skills.

Activity	Progress Bar	Due Date	Latest Note
Continue to develop the curriculum 3 – 18 to reflect the Developing the Young Workforce Implementation Plan	75%	30-Jun-2017	The DYW co-ordinator continues to provide ongoing support to schools and has completed a review of practice regarding Work Placements taking cognisance of the national Work Placement Standard. In 2016-17, the Vocational Co-ordinator has been providing CLPL to secondary school pastoral staff to improve their knowledge and understanding of progression pathways in the senior phase, including Foundation Apprenticeships. There is a broadening range of courses available within the senior phase in schools and in colleges which continues to include courses from SCQF level 1 to level 8 ensuring that young people have the best possible chance of securing and sustaining positive destinations beyond leaving school.

PI Description	2015/16 Value	2016/17 Value	2016/17 Target	Status	Notes and benchmark
Percentage of adults completing learning programmes through Culture & Sport, reporting that the learning has improved their ability to obtain, improve or sustain their employment.	96%	98%	95%	✅	Target Achieved.

2.4 Residents are active and optimise their health and wellbeing.

1. Increased levels of residents' participation in culture and sport.

2. Improved access to good quality information to increase Resident's awareness of health and wellbeing

3. Improved resident participation in activities that enable them to make positive life choices and improve their health.

PI Description	2015/16 Value	2016/17 Value	2016/17 Target	Status	Notes and benchmark
National examination results: 5+ @ L5 by end of S4. 3-year average (2015-17) target of 71.5%	77%		71.5%	✅	In 2015-16 the Council achieved its best performance to date with 77.0% of S4 achieving 5+ at L5; this is an increase of 5.1% on 2014-15 and is considerably higher (22.3%) than the Council's virtual comparator (54.7%). The Council is currently on course to achieve the 3-year average target (2015-17) of 71.5%.
National examination results: 5+ @ L6 by end of S5. 3-year average (2015-17) target of 39%	43.4%		39%	✅	The proportion of S5 pupils achieving 5+ awards at level 6 or better has increased by 1.8%, the highest recorded. The Council's performance compares very favourably against the virtual comparator (27.8%) of S5 achieving 5+ at level 6. The Council is currently on target to achieve its 3-year target (2015-17) of 39%.
SCHN11: Proportion of Pupils Entering Positive Destinations (subject to change to align with new measure from Senior Phase Benchmarking Tool)	96.6%			📈	The 2015/16 result was the best-to-date and remains above the national average of 93.3%. ERC was ranked 2nd in 2014/15 and 3rd in 2015/16.

SOA3 East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents

3.1 East Renfrewshire is recognised as a place to invest and a place to visit with the right economic foundations for investment, tourism and business growth.

3.3 The Council and its residents' environmental impact is minimised.

1. Improved recycling rates in order to minimise waste disposal.

2. A reduction in the Council's energy consumption.

3. Effective planning policies in relation to the built environment and greenspace.

PI Description	2015/16 Value	2016/17 Value	2016/17 Target	Status	Notes and benchmark
Number of schools maintaining Eco-schools Green Flag status	31	33	33	✅	On target.

Customer

Satisfied customers access high quality, modern, responsive services and are involved in how services are designed.

1. Better use of customer data to modernise services

2. A range of services that get it right first time for customers

PI Description	2015/16	2016/17	2016/17	Status	Notes and benchmark
	Value	Value	Target		
% of parents reporting they are happy with their child's school	97%		97%	✅	From 2012-2016 the department completed a four year questionnaire cycle. We have updated our new question sets to take account of local and national priorities and will provide a year 1 update of a new four year cycle (2017-2021) in October.

Activity	Progress Bar	Due Date	Latest Note
Complaint Improvement Work - EDU	100%	31-Mar-2017	Education services received 23 stage one and 4 stage two complaints in the third quarter; average response times for front line complaints was 3.7 and 17.8 working days respectively. All complaints were handled within the agreed timescales. The small number of complaints received by the education department cover a very wide range of issues that require direct response from individual establishments. No specific patterns are noted from the data.

PI Description	2015/16	2016/17	2016/17	Status	Notes and benchmark
	Value	Value	Target		
Average time in working days to respond to complaints at stage one (EDU)	2.8	3.7	5	✅	Note this falls to 3.5 when excluding extensions. Target achieved.
Average time in working days to respond to complaints at stage two (EDU)	10.8	17.8	20	✅	We perform on average well within timescale for responding to stage 2 complaints. The 2016-17 data is only based on nine complaints. Target achieved. Drops to 16.4 when extensions are excluded.
Average time in working days to respond to complaints after escalation (EDU)	17.3	20.2	20	✅	Remains 20 excluding extensions
Number of complaints received per 1,000 population - EDU	1.5	1.0		📊	There were 96 complaints received in 2016-17, down from 141 in 2015-16.

Efficiency

Our assets are efficiently managed; our processes are lean, digitised wherever possible and based on sound financial management, intelligent use of data and modern working practices.

1. ICT technologies which are secure, best value and user friendly

2. More services which are digital by design, making intelligent use of data

3. Efficient buildings that are cost effective, user friendly and support new ways of working

4. Better access to accurate, real time financial information to manage budgets effectively.

PI Description	2015/16	2016/17	2016/17	Status	Notes and benchmark
	Value	Value	Target		

PI Description	2015/16	2016/17	2016/17	Status	Notes and benchmark
	Value	Value	Target		
SCHN01: Cost per primary school pupil £	£4,518.44				ERC is ranked 10th in Cost per Primary School pupil for 15/16, moving from 13th in 14/15 and continues to remain below the national average (£4733.06 for 14/15)
SCHN02: Cost per secondary school pupil £	£6,490.30				ERC is ranked 11th in Cost per Secondary School pupil for 15/16, no change from 14/15 and still remains below national average of £6735.84.
SCHN03: Cost per pre-school place £	£4,596.44				ERC is ranked 23rd for Cost per pre-school place for 15/16, from 24th in 14/15. National average in 14/15 was £3853.71

Activity	Progress Bar	Due Date	Latest Note
Roll out bring your own device (BYOD) for staff and pupils in those educational establishments which have wifi connectivity enabled	98%	30-Jun-2017	All educational establishments with the exception of one now have wireless connectivity installed. All those establishments have this connectivity switched on with the capability of accessing wifi via mobile "managed devices". BYOD, the end point, has been deployed across all educational establishments with wireless connectivity. There are 5306 devices registered for BYOD across all education establishments, of which 3133 are pupil devices.
Following pilot exercise, roll out the ParentPay online payment solution to all education establishments.	100%	31-Mar-2017	A ParentPay site has been created for all educational establishments including the 11 nursery classes and the Carlibar Communication Centre (CCC). The high schools, primary schools and the CCC are using the new services really well. This approach is new for ELC establishments and Isobel Mair School and as such we will be running various pilots over the coming months to test if the new service has the functionality required and to gauge appetite from parents/carers.

People
We have engaged employees who are well supported and motivated to deliver our outcomes.
1. Effective leadership at all levels of the organisation
2. Increased opportunities for our workforce to contribute and engage effectively.
3. A skilled, flexible workforce to deliver a modern ambitious council

PI Description	2015/16	2016/17	2016/17	Status	Notes and benchmark
	Value	Value	Target		
Sickness absence days per employee - Education Department (All Local Government Employees)	12.13	11.5	11.5		Continued efforts from the department in conjunction with Head Teachers, HRBP team and Maximising Attendance project team have continued to show positive results in tackling absence within the Department. With continued focus the aim would be to sustain and further improve upon this good performance next year.

Additional Information - LGBF and Service Standards

PI Description	2015/16 Value	2016/17 Value	2016/17 Target	Status	Notes and benchmark
SCHN05: Attainment of all children at S6 (subject to change to align with new measure from Senior Phase Benchmarking Tool)	62%				ERC remain ranked 1st for % of Pupils gaining 5+ awards at level 6 in 15/16. This compares very favourably with the national figure of 33%.
SCHN07: Attainment at S6 of children who live in deprived areas. (subject to change to align with new measure from Senior Phase Benchmarking Tool)	24%				ERC ranked 2nd in % pupils in 20% most deprived areas getting 5+ awards at level 6 in 15/16, no change from 14/15. National value for this measure is 15%
SCHN10: % of Adults Satisfied with local schools	84%				ERC ranks 13th in % of Adults Satisfied with local schools in 15/16, compared with 12th in 14/15
SCHN12a: Overall Average Total Tariff	1,313.5				ERC remains ranked 1st in 2015/16, against a Scottish average of 860.04
SCHN12b: Average Total Tariff SIMD Quintile 1	796				ERC ranked 2nd in 2015/16, down from 1st in 14/15. Against a Scottish average of 600
SCHN12c: Average Total Tariff SIMD Quintile 2	1,157				ERC ranked 2nd in 2015/16, down from 1st in 14/15. Against a Scottish average of 739
SCHN12d: Average Total Tariff SIMD Quintile 3	1,238				ERC remained ranked 1st in 2015/16, against a Scottish average of 862
SCHN12e: Average Total Tariff SIMD Quintile 4	1,331				ERC remained ranked 1st in 2015/16, against a Scottish average of 997
SCHN12f: Average Total Tariff SIMD Quintile 5	1,448				ERC remained ranked 1st in 2015/16, against a Scottish average of 1195
Percentage of pupils achieving expected levels in Reading P1	90.8%				New LGBF indicator. ERC is ranked 3rd in Scotland.
Percentage of pupils achieving expected levels in Reading P4	88.8%				New LGBF indicator. ERC is ranked 3rd in Scotland.
Percentage of pupils achieving expected levels in Reading P7	85.6%				New LGBF indicator. ERC is ranked 2nd in Scotland.
Percentage of pupils achieving expected levels in Writing P1	88.8%				New LGBF indicator. ERC is ranked 3rd in Scotland.
Percentage of pupils achieving expected levels in Writing P4	86.9%				New LGBF indicator. ERC is ranked 2nd in Scotland.
Percentage of pupils achieving expected levels in Writing P7	80.9%				New LGBF indicator. ERC is ranked 2nd in Scotland.
Percentage of pupils achieving expected levels in Listening and Responding P1	92.3%				New LGBF indicator. ERC is ranked 4th in Scotland.

Percentage of pupils achieving expected levels in Listening and Responding P4	92.7%				New LGBF indicator. ERC is ranked 2nd in Scotland.
Percentage of pupils achieving expected levels in Listening and Responding P7	86.7%				New LGBF indicator. ERC is ranked 6th in Scotland.
Percentage of pupils achieving expected levels in Numeracy P1	92.1%				New LGBF indicator. ERC is ranked 3rd in Scotland.
Percentage of pupils achieving expected levels in Numeracy P4	89.9%				New LGBF indicator. ERC is ranked 3rd in Scotland.
Percentage of pupils achieving expected levels in Numeracy P7	84%				New LGBF indicator. ERC is ranked 3rd in Scotland.