

The Highland Council

Agenda Item	5.
Report No	EDU/15/23

Committee:	Education
Date:	7 September 2023
Report Title:	Education & Learning Service Plan - Final
Report By:	ECO Education & Learning

1. Purpose/Executive Summary

- 1.1 This report introduces the Education & Learning Service Plan for 2023/24. The format and content of the Plan has been updated following approval of the Corporate Plan 2022-27 by Council on 09/03/23. This Plan sets out the Service's improvement priorities for the year including how this contributes to delivery of the Corporate Plan.

2. Recommendations

- 2.1 The Committee is invited to comment on and approve the Service Plan for 2023/24.

3. Implications

3.1 Resource

The Service Plan outlines the revenue budget associated with the Service, along with the high-level organisational structure. The Plan highlights how we are achieving Best Value and transforming the Service to achieve efficiency savings. The resources section at page 3 of the Plan provides a high-level summary of the budget for 2023/24. Quarterly budget monitoring reports are provided to Committee. Any material change which affects Service Plan delivery will be reported to the Committee to enable informed decisions on any amendments required.

3.2 Legal

Service Plans set out the planned objectives and measures which together form the framework for annual public performance reporting. National priorities for Education are also set out which are taken into account in service plans and school improvement plans.

3.3 Community (Equality, Poverty, Rural and Island)

Activities within the Plan are subject to screening for Equality Impact Assessment (EQIA). Screening will take place once the plan is finalised, and the results have been passed to the Council's Equalities Officer as part of the corporate monitoring systems for Equalities Legislation. Screening will also consider any policy, strategy and plans linked to the delivery of the Service Plan and their impact.

3.4 Climate Change / Carbon Clever

The Performance and Governance Service is responsible for ensuring there is a strong corporate focus on delivering as a whole organisation against the Council's ambitious targets. This will require active collaboration across all the Council's Services and prioritisation to accelerate change, capitalising on the ability to make connections across multiple council projects and workstreams. This remit will continue to be driven through the Climate Change Committee.

3.5 Risk

All risks will be identified, managed, and regularly reviewed with progress reported to the relevant Committee.

Service risks are recorded in their risk register, monitored quarterly by the Service Management Team and progress reported to this Committee.

Corporate risks are recorded in the Corporate Risk Register which is reviewed at least quarterly by the Executive Leadership Team (ELT). Updates are reported to every Audit & Scrutiny Committee meeting.

3.6 Health and Safety (risks arising from changes to plant, equipment, process, or people) – None

3.7 Gaelic

Once approved the Service Plan will have headings and sub-headings translated into Gaelic in keeping with Council policy.

The Highland Council has more Gaelic learners and children and young people enrolled in Gaelic Medium Education than any other local authority in Scotland and aims to sustain and increase the numbers on an annual basis. The Directorate contributes to all 6 of the strategic priorities in The Highland Council's Gaelic Language Plan 4. Most directly, the Education and Learning Directorate leads on delivering Gaelic Early Learning and Childcare and Gaelic in Education. The Education and Learning Directorate is ambitious for all of its learners which equally applies to Gaelic as they do for English medium education, with a focus on raising attainment and achievement for all, high quality learning and teaching and positive and sustained destinations.

4. Background

4.1 This Service Plan relates to the key functions, resources and strategic improvements for the Service. The Plan is structured around seven key sections:

- 1 Service Vision
- 2 Service Resources
- 3 Service Improvement Priorities: Actions and Measures
- 4 Responding to Strategies Through Actions and Measures
- 5 Service Responsibilities on the Corporate Plan
- 6 Risk Register
- 7 Planned Audits, External and Internal Assessments.

The focus of the Plan is on improving Service performance. A copy is provided at **Appendix 1**.

4.2 The Service Plan is an active document which will be reviewed and updated annually. Any review will take account of internal and external influences and actions arising from monitoring activity throughout the year. This will also take account of any future amendments to the Corporate Plan.

4.3 Progress against the Service Plan will be monitored on a quarterly basis. This will be reported to Committee as part of an integrated budget monitoring and performance report allowing for ongoing scrutiny of delivery by Members.

Designation: Executive Chief Officer, Education & Learning

Date: 1 August 2023

Author: Nicky Grant, ECO Education & Learning

Appendices: Appendix 1 – Service Plan

Education and Learning Service

Service Plan (2023/24)

(Updated August 2023)

Service Vision

Entitlement, Excellence & Equity: We will raise attainment and achievement for all, especially for children and young people from disadvantaged circumstances, including rural deprivation. We will focus relentlessly on improving standards and the quality of learning and teaching, to ensure that entitlement, equity and excellence are delivered across the system.

Empowerment & Leadership: We will develop leadership skills at all levels of the system, for now and the future, building a culture of empowerment and professional capital.

Opportunity: We will maximise opportunities for our children and young people, and for the wider Highland community and its visitors, through the provision of high-quality services.

Relationships: We will maximise health and wellbeing for all children and young people, to give them the best possible start in life. We will ensure every child and young person feels part of the community they live in.

“We want the best for all children and young people in the Highlands. Our driving ambition is to deliver the best outcomes for all our children, young people and their families. Our aim is to be the best, forward-thinking educators, championing innovation in education. We want all our children and young people to thrive and strive, learn and develop to become leaders of the future, within their own communities and beyond. We have the same expectations for every child and young person to make excellent progress in their learning; to achieve well; to have the same opportunities and an entitlement to a secure economic future. Every child deserves a happy, safe and nurturing childhood, where they can flourish and prosper, to develop healthy relationships and strong connections.

The Highland Council is the best place for children and young people to grow up safely, learn, develop and achieve. With these positive experiences, our children and young people will always see the Highlands as home.”

Nicky Grant
Executive Chief Officer Education

Service Resources

Budget

Revenue Budget

Function	Budget (2023/24)
Learning & Teaching	£216,470m
Lifelong Learning and Gaelic* Services	£0.527m *Gaelic included with L&T
Resources	£24,571m
Total Revenue Budget	£241.568m

Budget Savings

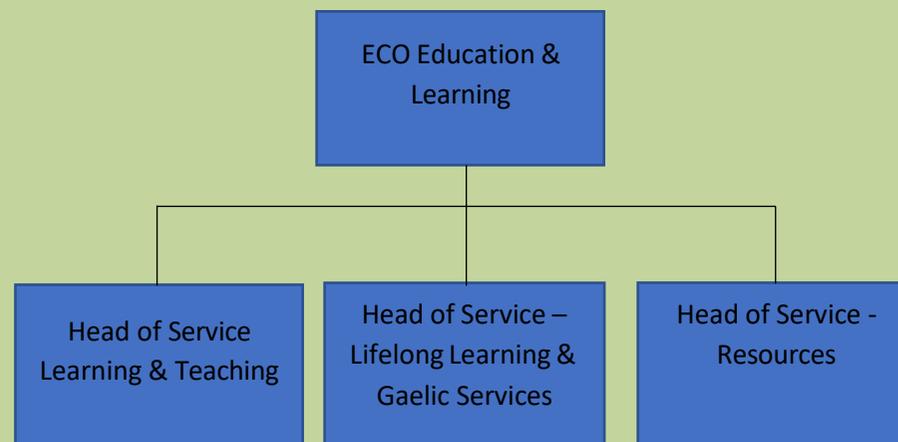
Budget Saving	Value (2023/24)
Education & Learning	£9.559m

Capital Budget

Function	Budget (2023/24)
Schools and E&L Estate Management	£49.383m*
Total Capital Budget	£49.383m*

*Please note that the total Capital Budget within the service is for schools and Education and Learning Estate Management

Staffing



Other Resources -

29 Secondary Schools	166 Primary Schools	3 Special Schools
20 Gaelic Medium Education (GME) settings within the overall primary provision		
2322.39 FTE Teaching Staff*	41,400 hours per week Non-Teaching Staff*	22 FTE Educational Psychologists*

*These figures are from the last census, there is a large turnover of staff in August and the staff FTE for the coming session will be available at the start of September.

There are also Area and Central teams who provide support to Head Teachers across functional areas such as Learning and Teaching, Early Learning and Childcare, Gaelic, Lifelong Learning and Resources.

Service Priorities and Improvement Actions: Measures and Actions

Service Priority	Measures of Success – Performance Indicators	Improvement Actions
1. Entitlement, Excellence & Equity		
<p>1.1 Improve outcomes – attainment, achievement and positive destinations for all children and young people across The Highlands</p> <p>Corporate Plan Strategic Priority Outcome: Fair and Caring Highland: Work together to improve quality of life and opportunities for Highland people</p>	<ul style="list-style-type: none"> • Stretch Aims Targets: <ul style="list-style-type: none"> ➢ Revised and agreed annually with Education Scotland by October ➢ 3-year targets, reviewed once results received • Target: Revised details submitted for discussion end of September annually, to be implemented February • Stretch aims set for the Local Authority and individual schools, in line with the expectations outlined in the Scottish Attainment Challenge: framework for recovery and accelerating progress • Achievement of stretch aims for: Attainment for all and SIMD quintile 1 and 5, closing the poverty related attainment gap. <p>Indicators below, please note 2022/23 school leaver data provided in February 2024 by Local Government Benchmark Framework</p>	<ul style="list-style-type: none"> • Stretch Aim Actions: <ul style="list-style-type: none"> ➢ Set Targets based on previous data and benchmarked with other national data available ➢ Agree and share with all Head Teachers ➢ National and Local scrutiny sessions effectively carried out • Target: February 2024 (year 1 of 3 year Aims) • Local targets reviewed annually, monitored for poverty-related attainment gaps in schools, linked to Government Stretch Aims and targets – effective use of Pupil Equity and Strategic Equity Funding – support and challenge to schools and settings, to improve attainment and achievement for identified cohort, addressing learning gaps • Target: Ongoing annual review

Service Priority	Measures of Success – Performance Indicators	Improvement Actions
	<ul style="list-style-type: none"> ➤ CP1.01 Achievement of Curriculum for Excellence Levels (literacy combined P1,4 & 7) - Education Scotland Stretch Aims (Service Performance in AY 2021/22 = 59.28%) ➤ CP1.01 Achievement of Curriculum for Excellence Levels (numeracy combined P1,4 & 7) - Education Scotland Stretch Aims (Service Performance in AY 2021/22 = 68.80%) ➤ CP1.01 Attainment - % secondary school pupils achieved 5 plus awards at SCQF level 5 or higher - increase year-on-year (Service Performance in AY 2021/22 = 67%) ➤ CP1.01 Attainment - % secondary school pupils achieved 5 plus awards at SCQF level 6 or higher - increase year-on-year (Service Performance in AY 2021/22 = 33%) ➤ CP1.01 Attainment - Complementary average tariff score (Highest 20%; Middle 60%; Lowest 20% attaining) - Virtual Comparator (standard 	

Service Priority	Measures of Success – Performance Indicators	Improvement Actions
	<p>benchmarking measure based on sample group of Scottish pupils with similar characteristics/ social context) (Service Performance in AY 2021/22 = Lowest – 134, Middle – 618, Highest 1257)</p> <ul style="list-style-type: none"> ➤ SCQF Level 5 or above – 1 or more on leaving school - Education Scotland Stretch Aims (NEW) ➤ SCQF Level 6 or above – 1 or more on leaving school - Education Scotland Stretch Aims (NEW) ➤ Proportion of 16-19 olds participating in education, employment, or training (Service Performance in AY 2021/22 = 92.7%) ➤ CP1.01 School attendance (all pupils) - Scottish average (Service Performance in AY 2021/22 = 91.50% Bi-ennial) ➤ CP1.01 School attendance (Looked After Children) - Scottish average (Service Performance in AY 2021/22 = 86.92% Bi-ennial) • CP1.02 SCQF Level 5 attainment by children from deprived backgrounds - maintain ranking 	

Service Priority	Measures of Success – Performance Indicators	Improvement Actions
	<p>(Service Performance in AY 2021/22 = 51%)</p> <ul style="list-style-type: none"> • CP1.02 SCQF Level 6 attainment by children from deprived backgrounds - maintain ranking (Service Performance in AY 2021/22 = 19% AY) • CP1.03 % pupils entering positive destinations – Education Scotland Stretch Aims (Service Performance in AY 2021/22 = 94.46%) <p>➤ Locally identified aim for health and wellbeing (students and staff) (NEW – Bi-ennial)</p>	
	<ul style="list-style-type: none"> • Collaborative Improvement framework embedded consistently across the Authority Target: 100%, by September 2024 (NEW) • Leadership of Learning Training for senior managers, all Head Teachers to complete training Target: 100%, by September 2023 (NEW) 	<ul style="list-style-type: none"> • Annual monitoring of quality and standards in schools, demonstrating positive impact via the implementation of a rigorous and integrated, agreed collaborative quality assurance system annual cycle Target: Ongoing until September 2025 • Asses the effectiveness and impact of the leadership of Learning Training and other service improvement actions to support

Service Priority	Measures of Success – Performance Indicators	Improvement Actions
	<ul style="list-style-type: none"> All Performance data analysed to determine next steps with monitoring and review meetings Target: 100% Review dates October & March (NEW) 	<p>Head Teachers to improve performance and learning and teaching outcomes Target: September 2025</p>
	<ul style="list-style-type: none"> All looked after children will be considered for a Coordinated Support Plan Target: 100% Ongoing (NEW) 	<ul style="list-style-type: none"> 3-Year ASL implementation plan delivered, in line with agreed timescale – working in partnership with school leaders and stakeholders Target: September 2026 Improvement in admissions procedures for special schools and enhanced provision, reviewed and updated Target: September 2024 Continue to review the structures, systems and services that underpin Highland’s approach to Additional Support for Learning Target: August 2024
	<ul style="list-style-type: none"> Performance and Achievement module used effectively in all Highland Primary Schools Target: 100%, by September 2024 – Phased roll out 	<ul style="list-style-type: none"> Establish the Performance and Achievement tracking system in Primary to ensure that all schools are tracking and monitoring attainment in line with authority standards Target: September 2024

Service Priority	Measures of Success – Performance Indicators	Improvement Actions
	<p>(NEW)</p> <p>Success in this priority will be measured by the completion of Improvement Actions</p>	<ul style="list-style-type: none"> Local collaborative networks established to support delivery of service priorities Target: October 2024 Improved Head Teacher/Officer collaboration in-order to continue joint engagement and decision making Target: September 2024
<p>1.2 Improve the consistency and quality of provision – focus on learning, teaching and assessment</p> <p>Corporate Plan Strategic Priority Outcome: Fair and Caring Highland: Work together to improve quality of life and opportunities for Highland people</p>	<ul style="list-style-type: none"> Improved Leadership of Learning and Teaching Target: 100%, by September 2026 (NEW) <p>Success in this priority will be measured by the completion of Improvement Actions</p>	<ul style="list-style-type: none"> Develop a Learning and Teaching Policy for all sectors based on best practice and inclusive approaches – support schools & settings to improve consistency and quality of learning, teaching and assessment Target: August 2024 Improve the quality of ELC provision: Work in partnership with headteachers to ensure a greater understanding of quality. Children will progress in all areas of the early level curriculum with a focus on literacy, numeracy and health and wellbeing. Headteachers of schools with ELC provision engage with best practice and apply it to their setting to improve quality and standards, embed Quality framework for ELC services Target: September 2024

Service Priority	Measures of Success – Performance Indicators	Improvement Actions
<p>1.3 Work towards net zero carbon targets by investing in the development of the curriculum rationale and design to improve children and young people's understanding of the benefits of acting on climate change</p> <p>Corporate Plan Strategic Priority Outcome: A Sustainable Highland Environment and Global Centre for Renewable Energy: Accelerate our response to the climate and ecological emergency. Make the most of the financial and environmental opportunities arising from the huge renewable energy potential in the Highlands</p>	<p>Success in this priority will be measured by the completion of Improvement Actions</p>	<ul style="list-style-type: none"> • Develop promotional plan to support the Learning for Sustainability agenda in the context of the school curriculum, connecting with the Council's Net Zero Strategy Target: September 2026 • Research funding resource to recruit a development officer to focus on designing a curriculum to meet the context of net zero carbon targets Target: December 2023
<p>2. Values-based Leadership</p>		
<p>2.1 Improve the quality of leadership at all levels</p> <p>Corporate Plan Strategic Priority Outcome: A Resilient and Sustainable Council: Work with partners to address service delivery challenges with a positive approach to change</p>	<ul style="list-style-type: none"> • CP5.01 Improve recording of ERD's from 34%, non-teaching staff; and PRD's teaching staff (as reported in 2022 Employee Survey) Target: 90%, by March 2025 (NEW) 	<ul style="list-style-type: none"> • Present options for development of a Highland Professional Learning and Leadership Academy – benchmark with other organisations, and consult and establish in co-construction with Head Teacher colleagues Target: June 2024

Service Priority	Measures of Success – Performance Indicators	Improvement Actions
	<ul style="list-style-type: none"> New Headteacher feedback from staff survey indicates they feel supported and effective in their role following completion of Highland Induction Programme Target: 90% agree, by August 2024 	<ul style="list-style-type: none"> Options presented and Highland Professional Learning and Leadership Academy established Target: March 25 Design and deliver a Head Teacher induction programme supporting operational and values-based leadership Target: June 2024
3. Opportunities:		
<p>3.1 Implement service-wide management information systems, to generate accurate, timely data to inform planning and improve performance</p> <p>Corporate Plan Strategic Priority Outcome: A Resilient and Sustainable Council: Work with partners to address service delivery challenges with a positive approach to change</p>	<p>No quantitative data due to nature of actions, qualitative results only – success in this priority will be measured by the completion of Improvement Actions</p>	<ul style="list-style-type: none"> Cross-service asset rationalisation board linked to corporate priorities meet quarterly Target: Quarterly/ongoing Mothballed schools are kept under regular review in line with statutory guidance – continue ongoing review of mothballed school provision, and progress School Statutory Consultations as appropriate Target: Ongoing annually/benchmarking GME School catchment areas established and any consultations complete – for all 20 Gaelic Medium Education (GME) school provisions, statutory consultations

Service Priority	Measures of Success – Performance Indicators	Improvement Actions
		<p>completed in line with legislation for any changes to GME catchments Target: September 2025</p> <p><i>NOTE: All SEEMIS EYMIS actions are linked to an external Scotland-wide project and targets are subject to change</i></p> <ul style="list-style-type: none"> • SEEMIS EYMIS - user training and support delivery successfully completed as part of implementation of new SEEMIS Early Years Management Information Systems Target: March 2024 • SEEMIS EYMIS - New systems live and operational for new SEEMIS Early Years Management Information Systems Target: August 2024 • SEEMIS EYMIS - Project benefits realised, including opportunities for process and administrative efficiencies within schools and across the education system Target: March 2025

Service Priority	Measures of Success – Performance Indicators	Improvement Actions
<p>3.2 Review and develop stakeholder engagement practices to improve partner voice and opportunities for feedback, improving our collaborative approaches and outcomes for learners and communities</p> <p>Corporate Plan Strategic Priority Outcome: Fair and Caring Highland: Work together to improve quality of life and opportunities for Highland people</p>	<p>Success in this priority will be measured by the completion of Improvement Actions</p>	<ul style="list-style-type: none"> Working in partnership with NHS, HLH and sportscotland to produce an Active Highland strategic plan Target: Ongoing, due to partnership working Develop a Sport Facilities Strategy focusing on improving outcomes for the communities across Highland linked to the Council Capital programme and Corporate Plan Target: June 2024
	<p>CP1.05 % High Life Highland (HLH) card holders – maintain or increase % from previous year</p>	<ul style="list-style-type: none"> CP1.10 High Life Highland contract review to be completed – review the existing Service Delivery Contract with High Life Highland Target: February 2024
	<p>Success in this priority will be measured by the completion of Improvement Actions</p>	<ul style="list-style-type: none"> CP1.10 Develop & implement new SLA with Eden Court Highlands Work with Eden Court Highlands to develop and implement a new Service Level Agreement Target: February 2024 Review existing Service Level Agreements (SLAs) and implement recommendations [exc. HLH & Eden Court] – review of SLAs

Service Priority	Measures of Success – Performance Indicators	Improvement Actions
		<p>with all other funded 3rd Sector and key external partners Target: February 2025</p> <ul style="list-style-type: none"> • Parental Engagement Strategy and Action Plan for 2022 -2025 created following consultation with key stakeholders, to support family learning and parental involvement Targets: Consultation on draft strategy to commence October 2023 • Parental Engagement Strategy & Action Plan - Reference Group established to monitor and assess the implementation of the Parental Engagement Strategy and Action Plan Target: February 2024
4. Relationships		
<p>4.1 Ensure service delivery meets needs and all policy and guidance documents meet current requirements</p> <p>Corporate Plan Strategic Priority Outcome:</p>	<p>Success in this priority will be measured by the completion of Improvement Actions</p>	<ul style="list-style-type: none"> • Right Respecting Schools – Collaborative Lead Officer support for schools undertaking Right Respecting Schools award with advice, resources, assessment, and accreditation Target: ongoing from August 23

Service Priority	Measures of Success – Performance Indicators	Improvement Actions
<p>Fair and Caring Highland: Work together to improve quality of life and opportunities for Highland people</p>		<ul style="list-style-type: none"> • Use of Implementation Science to implement local approach to support for all as a priority in all schools across Highland – ensure all staff are familiar with a range of approaches and have refreshed training, ensuring consistency of knowledge and skills within the services, particularly under the key themes relating to mental health, wellbeing, and children's rights Target: September 2024
<p>4.2 Progress community initiatives to support improved outcomes for families and communities</p> <p>Corporate Plan Strategic Priority Outcome: Fair and Caring Highland: Work together to improve quality of life and opportunities for Highland people</p>	<p>Success in this priority will be measured by the completion of Improvement Actions</p>	<ul style="list-style-type: none"> • Strategic delivery of CLD Plan 2021-24 Target: September 2024 • Evaluate and review the impact of existing CLD plan to inform development of the next CLD plan Target: Ongoing to September 2024



Responding to Strategies

(commit to working in partnership to achieve desired outcomes, negotiating and agreeing any direct input cross-service)

Corporate Strategy	Corporate Indicators	Target
Corporate Business Intelligence	Service Complaints – responded to within 5 days (Financial Quarter) (Service Performance in Q4 2022/23 = 82%)	80% or more responded to within the timescale
	Service Complaints - Investigation – responded to within 20 days (Financial Quarter) (Service Performance in Q4 2022/23= 65%)	80% or more responded to within the time scale
	Service FOI Legislative requirement (20 days) (Financial Quarter) ((Service Performance in Q4 2022/23 = 65%)	90% or more responded to within the time scale
People Strategy	Service Absence rate (Financial Quarter) (Service Performance in Q4 2022/23 = Teachers 2.66 & Non-Teaching 2.66)	Keep below Highland Council Average
	% of staff ERDs completed (annual) for non-teaching staff % staff PRD completed (annual) for teaching staff (NEW)	Annual target is 90% and progress towards this will be reported on a quarterly basis Annual target is 100%, as per General Teaching Council for Scotland & Scottish Negotiating Committee for Teachers guidance, reported annually
Sustainable Business Travel Strategy	Reduce Business Travel Mileage Service Performance: Grey Fleet, in Q4 2022/23 = 104,098 miles Car Club, in Q4 2022/23 = 28,149 miles	Target to be determined by each service for Miles travelled by Grey Fleet & Car Club
	Reduce Carbon Emissions from Business Travel (NEW)	Currently tracked, reduction based on reduction of miles
Digital Strategy	Council’s Digital Maturity reaches Level 5 by 2027	Digital is an integral part of Service Planning and delivery

Service Responsibilities in the Corporate Plan

Strategic Priority Outcome	Commitment	Measures and Actions
Strategic Priority Outcomes from the Corporate Plan		
<p>Fair and Caring Highland: Work together to improve quality of life and opportunities for Highland people.</p>	<p>Improve outcomes including attainment, achievement, positive destinations for all children and young people with a particular focus on literacy, numeracy, and our most vulnerable learners.</p>	<p>CP1.01 Achievement of Curriculum for Excellence Levels (literacy combined P1,4 & 7) - Education Scotland Stretch Aims</p> <p>CP1.01 Achievement of Curriculum for Excellence Levels (numeracy combined P1,4 & 7) - Education Scotland Stretch Aims</p> <p>CP1.01 Attainment - % secondary school pupils achieved 5 plus awards at SCQF level 5 or higher - increase year-on-year</p> <p>CP1.01 Attainment - % secondary school pupils achieved 5 plus awards at SCQF level 6 or higher - increase year-on-year</p> <p>CP1.01 Attainment - Complementary average tariff score (Highest 20%; Middle 60%; Lowest 20% attaining) - Virtual Comparator (standard benchmarking measure based on sample group of Scottish pupils with similar characteristics/ social context)</p> <p>CP1.01 School attendance (all pupils) - Scottish average</p> <p>CP1.01 School attendance (Looked After Children) - Scottish average</p>
	<p>Tackle child poverty including promoting access to welfare support</p>	<p>CP1.02 SCQF Level 5 attainment by children from deprived backgrounds - maintain ranking</p> <p>CP1.02 SCQF Level 6 attainment by children from deprived backgrounds - maintain ranking</p>

Strategic Priority Outcome	Commitment	Measures and Actions
	Secure positive destinations including Modern Apprenticeships.	CP1.03 % pupils entering positive destinations – Education Scotland Stretch Aims
	Encourage a diverse range of traditional and emerging sporting activities and active lifestyles	CP1.05 % High Life Highland (HLH) card holders – maintain or increase % from previous year
	Facilitate strategic sports and cultural planning across the Highlands	CP1.10 Review Service Level Agreements for High Life Highland and Eden Court by September 2023
A Resilient and Sustainable Council: Work with partners to address service delivery challenges with a positive approach to change	Grow and retain our own talent within the Council	CP5.01 Improve recording of ERD's from 34% (as reported in 2022 Employee Survey) to 90% by March 2025

Risk Register

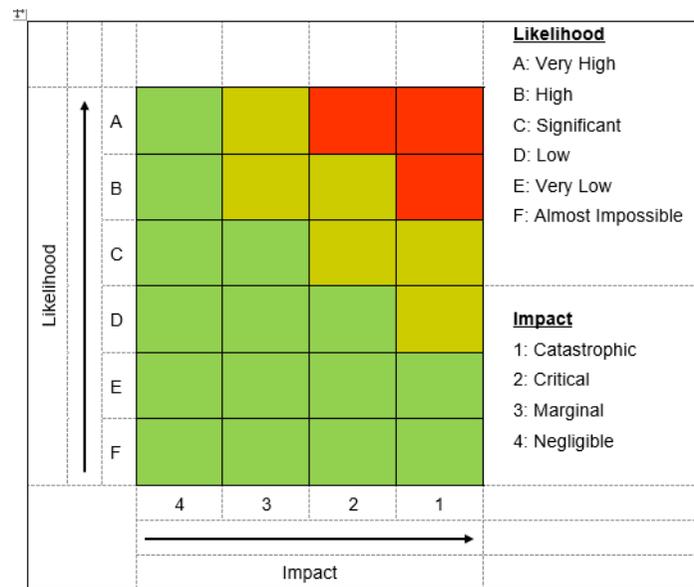
Corporate Risk:

Risk No.	Risk Rating	Risk Name
		N/A – Education and Learning do not own any Corporate Risks

Service Risk:

Risk No.	Risk Rating	Risk Name
EDL06	C2	Impact to successfully deliver consistent improved outcomes – in attainment, achievement, and positive destinations for learners
EDL07	C2	Ability to influence future-proofing of school estate
EDL08	B2	Recruitment and retention of Head Teachers

The Performance and Risk Management System (PRMS) contains all identified Service risks and any corporate risks that the Service owns and is used to monitor mitigating actions quarterly.



Service Statutory Performance Indicator (SPI) Set

SPI Category	Indicator
Children's Services	* SCQF Level 5 attainment by all children (CP 1.01)
	* SCQF Level 6 attainment by all children (CP 1.01)
	SCQF Level 5 attainment by children from deprived backgrounds (CP 1.02)
	SCQF Level 6 attainment by children from deprived backgrounds (CP 1.02)
	* Pupils entering positive destinations (CP 1.03)
	* % P1/4/7 Pupils Achieving in Literacy (CP 1.01)
	* % P1/4/7 Pupils Achieving in Numeracy (CP 1.01)
	* School attendance rates % Bi-ennial (CP 1.01)
	* School attendance rates (Care Experienced) % Bi-ennial (CP 1.01)
	* School Leavers - Highest attaining 20% - Complementary Tariff Score (CP 1.01)
	* School Leavers - Middle attaining 60% - Complementary Tariff Score (CP 1.01)
	* School Leavers - Lowest attaining 20% - Complementary Tariff Score (CP 1.01)
	Cultural & Leisure Services
* NET cost per visit to libraries	
NET cost per museum visit	

* This is also a Key Performance Indicator (KPI)

Planned Audits, External and Internal Assessments

Title of Assessment	Brief Description	Timeframe
Public Sector Improvement Framework (PSIF) – Internal Self-Assessment	<p>Self-assessment in the Education and Learning service is mainly conducted using Education Scotland’s self-assessment methodology for Learning and Teaching.</p> <p>A mapping exercise and gap analysis has been undertaken, comparing the Education Scotland framework and Public Sector Improvement Framework, to identify any service team functions outside a school setting that would benefit from PSIF.</p>	September – details of pilot PSIF project will be provided
Education Scotland External Self-Assessment Frameworks	<p>Education Scotland’s ‘A Framework for Evaluating the Quality of Services and Organisations’ is the overarching framework for Education Scotland’s contextualised ‘How good is our...?’ frameworks:</p> <ul style="list-style-type: none"> • Early learning and childcare • Schools – Primary and Secondary • Community Learning and Development <p>Care Inspectorate – Quality framework for ELC services</p>	Ongoing
Internal audit – Review of financial arrangements in Schools	Review to ensure that the financial arrangements are in accordance with the requirements of Council policies and procedures, including Financial Regulations.	November 23
Internal audit – ICT arrangements in schools	Review of printing arrangements in schools. Also, the allocation of Chromebooks and processes for dealing with damages.	November 23