

**WEST DUNBARTONSHIRE COUNCIL****Report by Chief Education Officer****Committee: Educational Services Committee 2 December 2020**

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**Subject: 2019/20 Education, Learning & Attainment (ELA) Delivery Plan Year-end Progress & 2020/21 Delivery Plan****1 Purpose**

- 1.1** This report provides members with the final position against the 2019/20 Delivery Plan and presents the 2020/21 Delivery Plan.

**2 Recommendations**

- 2.1** It is recommended that Committee notes both the year-end position for 2019/20 and the plan for 2020/21.

**3 Background**

- 3.1** Each Strategic Lead develops an annual delivery plan. This sets out actions to help meet the Council's priorities and address the key service challenges identified through the planning process. The plan outlines performance indicators to measure progress, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.
- 3.2** The ELA Delivery Plan is traditionally presented to this committee in June with a mid-year progress report submitted mid-way through the academic year in March. However, as a result of the COVID-19 pandemic, work to finalise delivery plans for reporting in the May/June committee cycle was paused. This reflected the need to focus on the immediate resilience response for our communities. It also gave Strategic Leads the time to analyse the COVID-19 impact and the likely recovery position for the remainder of the 2020/21 year, and factor this in to drafted delivery plans.

**4 Main Issues**2019/20 Year-end Performance

- 4.1** The 2019/20 Delivery plan was presented to Educational Services Committee on [5 June 2019](#), with mid-year progress reported on [11 March 2020](#).
- 4.2** Full details of year-end progress are set out at Appendix 1.
- 4.3** Of the 15 actions due to be completed, 8 (53.3%) were completed as planned with 7 (46.6%) outstanding. These are:

- Deliver the Scotland's Young Workforce Programme. As a result of the COVID-19 pandemic, challenges were faced for young people attending placements for Foundation Apprenticeships, and for the engagement programme with local businesses. This has been carried over into session 2020/21.
- Deliver Improvement in Young People's Health and Wellbeing. As a result of the COVID-19 pandemic, most of the face to face work with young people relating to health and wellbeing ceased, with the notable exception of work that took place for our most vulnerable in our support hubs throughout the lockdown. This action has been carried forward into sessions 2020/21 and re-scoped as a result of the ongoing affects of the pandemic.
- Development of Parental Engagement Strategy. As a result of the COVID-19 pandemic, engagement with parents changed in focus. This action has been carried forward into session 2020/21.
- Analysis and Publication of Performance Information. As a result of the COVID-19 pandemic, there was a delay to the publication of establishment Standards and Quality Reports and their subsequent analysis. This has been carried over into session 2020/21.
- Deliver Professional Development for the Service. As a result of the COVID-19 pandemic, only digital online elements of the programme continued, with other aspects delayed until session 2020/21.
- Deliver Service Modernisation Programme. As a result of the COVID-19 pandemic, work to modernise processes was overtaken by other priorities. This has been re-scoped for session 2020/21.
- Develop the Schools Estate in Line with Local Regeneration. As a result of the COVID-19 pandemic, consultation on the placing request and admissions criteria was placed on hold, and there was a delay to the building programme at Renton Campus. These have been carried over into session 2020/21.

**4.4** Of the 33 performance indicators included in the plan, it is not possible to report on 26 (78%) of them, due to data not being published or at the time of reporting not being available. 2 (6%) achieved their year end targets, 1 (3%) just missed their target, and 2 (6%) were adrift of targets. Details of the latter are provided below with the outturn of all performance indicators set out in Appendix 1:

- Secondary attendance was 87.1%, 3.9% below the target of 91%.
- Primary attendance was 93.2%, 1.8% below the target of 95%.

A programme of attendance monitoring has been introduced, with regular discussion between central officers and head teachers to address concerns and improve attendance.

#### Complaints: 2019/20 Year-end and 2020/21 Mid-year

**4.5** A key focus in the development of delivery plans is ensuring that

feedback from stakeholders informs learning and improvement. One of the key sources of robust feedback is complaints data.

- 4.6** Between 1 April 2019 and 31 March 2020, ELA received a total of 94 complaints, comprising 89 Stage 1 and 5 Stage 2 complaints. During the same period, 69 complaints were closed, 65 at Stage 1 and 4 at Stage 2.
- 4.7** Of the 65 complaints closed at Stage 1, 37 (57%) met the 5 working days target set for resolving Stage 1 complaints, with an average of 9 working days to resolve all complaints closed at this stage. Of the 4 complaints closed at Stage 2, all met the 20 working days target, with an average of 14 days.
- 4.8** 38 (58%) of the complaints closed at Stage 1 were upheld and 1 (25%) at Stage 2. These are shown in the tables 1 and 2 below by service area and complaint category.
- 4.9** In the first half of this year (1 April to 30 September), ELA received a total of 54 complaints, comprising 51 Stage 1 and 3 Stage 2 complaints. During the same period, 47 complaints were closed, 45 at Stage 1 and 2 at Stage 2.
- 4.10** Of the 45 complaints closed at Stage 1, 37 (82%) met the 5 working days target set for resolving Stage 1 complaints, with an average of 7 working days to resolve all complaints closed at this stage. Of the 2 complaints closed at Stage 2, both met the 20 working days target, with an average of 7 days.
- 4.11** 23 (51%) of the complaints closed at Stage 1 were upheld and none at Stage 2. These are shown in Tables 1 and 2 below by service area and complaint category.

Table 1: Upheld complaints by service area

Service Area	1 April 2019- 31 March 2020		1 April 2020 - 30 Sept 2020
	Upheld Stage 1	Upheld Stage 2	Upheld Stage 1
Early Education & Child Care Services	7	0	5
Education Maintenance Allowance	2	0	0
Primary Schools	12	0	13
Secondary Schools	16	1	5
School transport	1	0	0
<b>Total</b>	<b>38</b>	<b>1</b>	<b>23</b>

Table 2: Upheld complaints by complaint category

Complaint Category	1 April 2019- 31 March 2020		1 April 2020 - 30 Sept 2020
	Upheld Stage 1	Upheld Stage 2	Upheld Stage 1
Citizen expectation not met - quality of service	32	1	20
Citizen expectation not met – timescales	0	0	1
Council policy – level of service provision	1	0	0
Employee behaviour	1	0	1

Error in Service Delivery	3	0	1
Contractor	1	0	0
<b>Total</b>	<b>38</b>	<b>1</b>	<b>23</b>

**4.12** Each service area also developed a suite of quality standards which set out the level of service that users and stakeholders can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Performance against these standards is set out at Appendix 2.

#### Delivery Plan 2020/21

**4.13** The ELA Delivery Plan for 2020/21 is attached to this report as Appendix 3 and includes a detailed action plan for delivery as well as a workforce plan. The Plan reflects the immediate and longer term impact that COVID-19 will have on service delivery.

**4.14** The Plan reflects the priorities and actions that will be delivered over the remainder of the year. These include:

- delivering the raising attainment agenda;
- delivering service wide self-evaluation and educational improvement;
- narrowing the poverty related attainment gap;
- developing Scotland's Young Workforce programme;
- developing, reviewing and improving Getting It Right for Every Child (GIRFEC) processes;
- delivering improvement in young people's health and wellbeing;
- developing the Parental Engagement Strategy;
- developing and promoting approaches to sustainability;
- ensuring equitable access to educational opportunities;
- publishing performance information;
- delivering the Early Years Strategy;
- developing the schools estate in line with local regeneration;
- delivering professional development for the service; and
- delivering the service modernisation programme.

**4.15** Progress against the action plan will be monitored monthly by the management team and scrutinised through quarterly performance updates to the Performance Monitoring & Review Group. Year-end progress will be reported to committee in autumn 2021.

#### Workforce Planning

**4.16** The Plan includes an annual workforce plan which details the key workforce issues which will or may arise over the year and the actions planned to address these in order to fully support delivery of the plan.

**4.17** These workforce issues are anticipated to have implications in terms of organisational change, resource planning, resource profiling, skills mix,

training and development and restructuring. The workforce plan sits within the appendices of the 2020/21 Delivery Plan.

## **5 People Implications**

**5.1** There are no direct people implications arising from this report.

## **6 Financial & Procurement Implications**

**6.1** There are no direct financial or procurement implications arising from this report.

## **7 Risk Analysis**

**7.1** Failure to deliver on the actions assigned to ELA may have a direct impact on the delivery of the Council's Strategic Plan. It is essential that remedial action is taken to ensure strategic delivery plans achieve the commitments detailed and approved.

## **8 Equalities Impact Assessment**

**8.1** Screening and impact assessments will be carried out on specific activities as required.

## **9 Consultation**

**9.1** The delivery plans were developed through consultation with officers from the strategic service areas.

## **10 Strategic Assessment**

**10.1** The delivery plans set out actions to support the successful delivery of the strategic priorities of the Council.

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**Service Area:** Education, Learning & Attainment  
**Date:** 16 October 2020

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**Appendix:** Appendix 1: ELA Delivery Plan 2019/20 - Year End Progress  
Appendix 2: Quality Standards - 2019/20 Performance  
Appendix 3: ELA Delivery Plan 2020/21

**Background Papers:** None

**Wards Affected:** All

