

EDUCATION & FAMILY SUPPORT – PERFORMANCE YEAR END 2020-21

Director comment

2020-2021 has been a challenging period. The impact of COVID-19 has been significant; both in terms of impact on children, young people and their families, but also on staff who have worked tirelessly to ensure services have been delivered safely and effectively. Supporting the mental health of learners and staff is going to be a central focus of the directorate going forward. Similarly, we will be placing significant emphasis on assisting pupils to 're-start' formal learning after the COVID-19 disruption to include end-of-year assessments and examinations. Allied to this, the implementation of local and national priorities and policies (eg curriculum and assessment reform, ALN reform and post-inspection action plan recommendations) will need to feature heavily in the forthcoming year's plans.

Commitments year ended 2020-21					RAG – current progress against commitment				All Indicators (incl. Finance and sickness performance indicators (PIs))				Corporate Plan Indicators																
Directorate Commitments to delivering Wellbeing Objectives					Total	Red	Amber	Green	Performance vs Target				Trend vs year end 2019-20 (excluding finance)		Performance vs Target		Trend vs year end 2019-20												
Wellbeing Objective One – Supporting a successful economy					7	0	4	3																					
Wellbeing Objective Two – Helping people to be more self-reliant					2	0	2	0																					
Wellbeing Objective Three – Smarter use of resources					4	0	1	3																					
Finance					Implications of financial reductions on service performance and other key Issues/challenges																								
Revenue Budget <ul style="list-style-type: none"> The net revenue budget for the Directorate for 2020-21 is £123.512m. The year-end outturn is £122.094m with an under spend of £1.418m. Capital Budget <ul style="list-style-type: none"> The capital budget for the Directorate for 2020-21 is £5.559m with a spend of £4.877m. The slippage is currently being worked on. Efficiency Savings <table border="1"> <thead> <tr> <th>Savings (£000)</th> <th>2020-21</th> <th>% 2020-21</th> </tr> </thead> <tbody> <tr> <td>Savings Target</td> <td>239</td> <td>100%</td> </tr> <tr> <td>Savings achieved</td> <td>164</td> <td>69%</td> </tr> <tr> <td>Variance</td> <td>75</td> <td>31%</td> </tr> </tbody> </table>					Savings (£000)	2020-21	% 2020-21	Savings Target	239	100%	Savings achieved	164	69%	Variance	75	31%	Implications of financial reductions on service performance <p>At this stage, it is difficult to determine the implications changes in funding/finance will have on service delivery or performance. The exact support required for children and young people because of their experience of COVID-19 is still fully unknown. Potentially, there could be significant impact including a rise in referrals for support from local authority teams and places in local specialist provisions.</p> <p>Key challenges facing the Directorate going forward</p> <p>The key challenges facing the Directorate going forward are:</p> <ul style="list-style-type: none"> Recover and renew issues associated with the pandemic. Implementing the key reforms such as (curriculum, assessment and ALN) with limited staffing is a risk. Increased numbers of care experienced children/unable to deliver early help and permanence strategy. Increase in numbers of children, young people and families on waiting lists to access early help services. Staff and management capacity to meet increased service demand/complexity of cases. Removal of Bridgend Youth Justice Service and two primary schools from 'special measures'. 												
Savings (£000)	2020-21	% 2020-21																											
Savings Target	239	100%																											
Savings achieved	164	69%																											
Variance	75	31%																											

Additional financial information is provided in the Revenue Budget Outturn 2020-21 report presented to Cabinet on 22 June 2021 and the Capital Programme Outturn 2020-21 on 20 July 2021.

Corporate risks

The Directorate's corporate risks focus on the impact of schools closures, in particular closures related to the COVID-19 pandemic. The impact of prolonged school closures is not yet fully understood but it is likely to impact standards, wellbeing and the safeguarding of learners. Closures can also inhibit progress of those schools in special measures/in need of significant improvement. These risks are not local to Bridgend but are being felt nationally. These are closely monitored with support from partners, in particular the Central South Consortium and Welsh Government.

Oversight of corporate risks are collectively undertaken and managed by CMB. The Corporate risks identified as being material (above a score of 10) can be found in the Overview Report that forms part of these documents.

Corporate Director - Education & Family Support

Well-being Objective one - Supporting a successful sustainable economy

Commitments

Code	Commitment	Status	Comments
WBO1.1.1	Sustain the current good pupil performance at key stage 4	AMBER	Because of the pandemic although progression of associated activities continued, relevant measures were not applied in the 2019-2020 academic year, reflecting the national steer.
WBO1.1.2	Raise standards of literacy in primary schools	AMBER	All schools are fully aware of the Central South Consortium's Professional Learning Offer about literacy, and how to access the offer. Validation of the School Improvement Plans (SIP) and Self-Evaluation Reports (SER) in every primary school (these clearly show that the school has a strong understanding of the quality of literacy in the school and areas for development). Schools provide a consistent and effective approach to the development and delivery of oracy across all clusters. However, this work has been impacted by the pandemic and lockdown.
WBO1.1.3	Improve outcomes for post-16 learners in school sixth forms.	GREEN	The decision of Cabinet on 21 July 2020 was to retain sixth forms in all secondary schools represents a maintenance of the existing position. Schools will continue to work together to deliver on a range of associated provision improvements. As a result of the pandemic although progression of associated activities continued, relevant measures were not applied in the 2019-2020 academic year, reflecting the national steer. The evaluation of outcomes for post-16 learners has been impacted nationally by the pandemic but the strategy of the local authority is now clear.
WBO1.1.4	Assess the impact of the Covid-19 school closures on outcomes for learners and support schools to mitigate teaching and learning issues as a result of the pandemic	AMBER	This evaluation is likely to be ongoing for some time, as the real impact of school closures and the use of blended learning becomes more apparent. Although there will be some local assessment of the impact of Bridgend's strategy to support blended learning across schools, there is important regional work and at a national level ongoing. This agenda is important and there is corresponding activity in the Directorate's business plan for 2021-2022.
WBO1.1.5	Support schools to provide safe learning environments for all learners and staff in schools.	GREEN	A significant investment in support for schools has been progressed throughout the pandemic. Investment in personal protective equipment (PPE) in particular including facemasks for staff (Type IIR) and face covering for learners has been key. The support from the Corporate Health and Safety Unit (CHSU) has been held in high regard by schools. Risk assessments have been supported by the CHSU and delivered to each school. There are excellent working relationship with Shared Regulatory Services (SRS) and Public Health Wales and national strategy, operational guidance has been interpreted by officers and shared with school to ensure all pupils, staff, and visitors remain safe at this difficult time.
WBO1.1.6	Identify the impact of blended learning and further its development and implementation	GREEN	Learning and teaching has continued to be affected by the COVID-19 pandemic during the 2020-2021 school year. However, schools have worked hard to address the impact. The approaches taken by schools and settings will continue to evolve to provide learning both in school and at home. It will take some time to understand how blended learning affects the outcomes of learners both locally and nationally.
WBO1.1.7	Deliver the priorities in the Welsh in Education Strategic Plan (WESP) to promote Welsh-medium education	AMBER	Progress this year is as follows: Bridgend North East - Ysgol Gymraeg Bro Ogwr: There has been an issue regarding the lack of suitable land to develop within the Bridgend area. Local authority officers have raised these concerns on a number of occasions with Welsh Government while progressing the options

Code	Commitment	Status	Comments
	and increase the number of Welsh speakers to support Cymraeg 2050.		<p>appraisal work. In concluding the initial options stage, Cabinet determined to proceed with undertaking a feasibility study on the Brackla Hill site, which was identified as the preferred site for the replacement school, as it was within BCBC ownership. The timing of the study was impacted by the pandemic (ie there were delays to the transport assessment due to restricted travel movements). However, the outcome of the study was reported to Cabinet in February 2021. Cabinet determined not to proceed with a scheme at this location due to significant site abnormalities, combined with considerable local opposition and gave approval to explore alternative options for the replacement school. This work is ongoing. It is anticipated that the outcome will be reported to Cabinet in the autumn and formal consultation will commence during the next academic year. The planned opening date of the new school is September 2025.</p> <p>Bridgend West - Ysgol Y Ferch O'r Sgêr: The statutory process to formally enlarge Ysgol Y Ferch o'r Sgêr to a 2 form-entry school plus 60-place nursery has recently concluded. The outcome of the process will be reported to Cabinet on 22 June. Subject to Cabinet formally approving the proposal, an application will be submitted to WEPco (ie the private sector delivery partner and the subsidiary of The Investment Bank of Wales) in June, with the stage one submission. The planned opening date of the new school would be September 2024.</p> <p>Bridgend Town - Welsh-medium childcare The outcome of the options appraisal has been reported to Cabinet and Corporate Management Board. The recommendation is that the provision is co-located with the replacement Ysgol Gymraeg Bro Ogwr. This will require formal approval and will be reported to Cabinet when we are in a position to confirm the outcome of the work in relation to the site option for replacement school. Welsh Government has been advised accordingly.</p> <p>Ogmore Valley Welsh-medium childcare: The tender process has concluded, and a successful bidder is in the process of being appointed. Construction will commence in June and the building will be handed over the authority in December.</p> <p>Bettws Welsh-medium childcare: The tender process has concluded. However, the ecologist has identified nesting birds in the former school building, which is earmarked for demolition as part of the scheme. The ecologist has advised that there are no mitigation measures that can be put in place to deal with this issue and consequently the local authority is unable to undertake any works to the Bettws building during the nesting period, which runs until 31 August 2021. As a result, completion of the facility will now be later than was previously planned, albeit still within the next financial year (ie March 2022). As not all bidders are able to hold their tender prices until September, the scheme will be retendered at the end of May.</p> <p>Porthcawl Welsh-medium childcare and Welsh-medium seedling school proposal: The options appraisal process has concluded, and it is recommended that both provisions are co-located on one site. The outcome of the process has been reported to Corporate Management Board and will be reported to Cabinet/Corporate Management Board in June.</p>

Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
DEFS105 Local WBO1	The number of fixed-term exclusions during the academic year per 1,000 pupils from primary schools. Lower Preferred	16.80	13.80	13.80	22.20	19.60 ↓	Annual Indicator Target Setting: Target reflects the aim to improve on last year's performance. Performance: There were 223 fixed-term exclusions in the 2019-2020 academic year for the period September to 20 March 2021, when schools closed due to COVID. This compares with a total for the entire previous academic year of 198. The number of pupils to be included in this performance indicator (PI) in 2019-2020 was 10,027 compared to 10,095 in the previous year (as at PLASC). The position in the 2019-2020 academic year, therefore represents a significant deterioration on the previous year. Detailed exclusions data continued to be reported and assessed for the autumn and spring term, informing discussions between the Early Help teams and schools on appropriate strategies.
DEFS106 Local WBO1	The number of fixed-term exclusions during the academic year per 1,000 pupils from secondary schools. Lower Preferred	60.70	60.70	60.70	67.30	69.80 ↑	Annual Indicator Target Setting: Targets reflects the aim to improve on last year's performance. Performance: There were 528 fixed-term exclusions in secondary schools in the 2019-2020 academic for the period September to 20 March 2021. This compares with a total for the entire previous academic year of 542. The number of pupils to be included in the PI was 7846 compared to 7766 in the previous academic year (per PLASC). Accordingly, the data does not represent an improvement. Detailed exclusions data continued to be reported and assessed for the autumn and

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							spring terms, informing discussions between the Early Help teams and schools on appropriate strategies.
DEFS114 CP WBO1	The percentage of learners gaining 3 A*-C grades at Level 3. Higher Preferred	56.5%	Set baseline	55.6%	N/A	55.4%	Annual Indicator Target Setting: Target has been set to be in line with all-Wales averages. Performance: In the 2020-2021 PI year, we report the performance for the 2019-2020 academic year. Due to the COVID19 pandemic and the altered arrangements for the determination of grades, this measure has not been applied, reflecting the national steer.
DEFS136 CP WBO1	Percentage of pupils assessed at the end of key stage 2, in schools maintained by the local authority, achieving the expected outcome in English/Welsh first language, as determined by teacher assessment Higher Preferred	90.0%	90.0%	90.2%	N/A	N/A	Annual Indicator Target Setting: New PI for 2020-2021. Links to the local authority (LA) post-inspection action plan (PIAP) Recommendation 1 - Raise standards of literacy in primary schools. Performance: In the 2020-2021 PI year, we report the performance for the 2019-2020 year. Due to the COVID-19 pandemic, this measure was not applied, reflecting the national steer.
DEFS138 CP WBO1	Percentage of Year 1 learners taught through the medium of Welsh. Higher Preferred	8.7%	8.7%	8.7%	7.61%	7.58% ↑	Annual Indicator Target Setting: Reflects the local authority's ability to provide places in the timescale of the plan. Performance: Given the small numbers involved, any difference year on year needs to be interpreted cautiously because a small change can affect the proportions eg one family move in/out of the area (eg a new school opens). The figures related to Year 1 pupils in Welsh-medium education show a similar pattern over the years with little variation. As part of our aspiration to meet ambitious targets set by Welsh Government, there has been a significant amount of promotion work designed to encourage more families to consider Welsh-medium education for their children. Given that these are pitched at mothers from the birth of their child/ren, we anticipate that the increase in numbers should begin to feed through to Year 1 in three to four years' time. There have been a number of admission applications for places at Ysgol Gymraeg Bro Ogwr but the school has reached capacity in some year groups – hence the proposals for a new and larger school in that area. In each case, an alternative Welsh-medium school has been offered except where parents/carers have expressed a clear preference for an English-medium school closer to where they live.
DEFS139 Local WBO1	The additional number of early years Welsh-medium childcare settings. Higher Preferred	N/A	4	N/A	N/A	N/A	Annual Indicator Target Setting: Based on secured Welsh Government funding. Future targets are to be confirmed. Performance: For the Ogmores Valley and Bettws childcare settings, construction will now commence in Q2 2021-2022. Completion of both schemes is estimated prior to the end of the 2021-2022 financial year.
DEFS150 CP WBO1	The percentage of pupils, at end of Foundation Phase, achieving Outcome 5 or above in teacher assessments for LLC-E and LLC-W (Language Literacy and Communication in English and Welsh). Higher Preferred	84.67%	N/A	85.1%	N/A	N/A	Annual Indicator Target Setting: This is a new PI for 2020-2021. Links to the LA PIAP Recommendation 1 - 'Raise standards of literacy in primary schools'. Performance: In the 2020-2021 PI year, we report the performance for the 2019-2020 year. Due to the COVID-19 pandemic, this measure was not applied, reflecting the national steer.
EDU010a Local WBO1	The percentage of school days lost due to fixed-term exclusions during the academic year, in primary schools. Lower Preferred	0.020%	0.02%	0.02%	0.033%	0.021% ↓	Annual Indicator Target Setting: Target based on previous year's performance. Performance: For the period September 2019 to 20 March 2020, when schools closed due to the pandemic, 394 school days were lost due to fixed-term exclusions, of a total number of possible school days for the pupils included in this PI of 1,203,240.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
EDU010b Local WBO1	The percentage of school days lost due to fixed-term exclusions during the academic year, in secondary schools. Lower Preferred	0.077%	0.077%	0.077%	0.12%	0.08% ↓	Annual Indicator Target Setting: Target based on previous year's performance. Performance: In the period from September 2020 to 20 March 2021, when schools closed due to the pandemic, 1126.50 school days were lost due to fixed term exclusions, of a total number of possible school days for the pupils included in this PI of 941,520.
PAM032 CP, PAM WBO1	Average Capped 9 Score for pupils in Year 11. Higher Preferred	357.20	357.20	363.00	N/A	362	Annual Indicator Target Setting: Linked to national interim performance measures. Performance: In the 2020-2021 PI year, we report the performance for the 2019-2020 academic year. Due to the COVID19 pandemic and the altered arrangements for the determination of grades, this measure has not been applied, reflecting the national steer.

Well-being Objective 2 - Helping people and communities to be more healthy and resilient

Commitments

Code	Commitment	Status	Comments
WBO2.1.2	Target the use of early intervention services to reduce demand on statutory services. (EFS)	AMBER	We are currently waiting for the Welsh Government (WG) indicative grant offer. This will inform whether we have sufficient grant to meet current early help service delivery arrangements moving forward. The percentage of completed Team Around the Family (TAF) support plans that closed in the half year to 30 September 2020 with a positive outcome was above target. The consultation with headteachers on the new graduated response to pupils with emotional, social and behavioural difficulties (ESBD) and autistic spectrum disorder (ASD) has been completed. The new graduated response for pupils with additional learning needs has been launched. Existing data collections in respect of pupils with a statement of special educational needs are continuing. An extended monitoring dashboard is planned. It was not possible to fully implement the Bridgend Youth Justice service post-inspection action plan due to a delay in the agreement of the funding to restructure the service and challenges presented by long-term sickness in the social work function. However, good governance and strong management oversight are delivery improvements. Currently, there are a number of barriers to delivering secondary school breakfast clubs across Wales by the deadline set by WG for the new daily allowance for Year 7 pupils of January 2021. It is anticipated that senior policy officers at WG may liaise with the Education and Family Support Directorate regarding the feasibility of achievement. A revised early help and permanence strategy has been developed to support the desired outcome. However, significant challenges remain both in terms of capacity and the current means of delivering many early help services in line with the pandemic. The latter has resulted in cases (generally) remaining open for longer periods to allow the delivery of the agreed support plan. Waiting lists are now in place for many services across the early help portfolio.
WBO2.3.3	Work with partners to develop a mental health strategy and action plan to support children, young people and all adults particularly with the added and often acute pressures from Covid-19 and lockdown. (EFS)	AMBER	The Education and Family Support Directorate has been unable to progress the joint development of this strategy as originally planned. Health colleagues are currently not supporting a local strategy and a regional approach is proposed by them instead.

Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
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DEFS29 CP WBO2	The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome. Higher Preferred	69.0%	72%	68%	69%	70% ↓	Quarterly Indicator Target Setting: There has been a marked drop in referrals during the Covid-19 pandemic period. An increase is expected in coming months with cases anticipated to be far more complex in nature, requiring longer-term interventions. Performance: TAF delivered against agreed target.
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Well-being objective three - Smarter use of resources

Commitments

Code	Commitment	Status	Comments
WBO3.1.2	Provide sufficient school places in the right areas by delivering 21st Century Schools' under the council's schools' modernisation programme. (EFS)	AMBER	Although much of the work to provide relevant information regarding admissions and capacity has concluded the review of catchment boundaries has been delayed by the pandemic. Nevertheless, catchments are now being considered in areas where new development are being progressed (eg Brackla North East). This will continue but a full review of all catchments is now both unlikely and unnecessary.
WBO3.2.3	Implement the planned budget reductions identified in the MTFS, in particular for the 2020-21 financial year, set annual balanced budgets and establish long term financially sustainable solutions. (EFS)	GREEN	The review of the Directorate's senior management structures has been completed and is now operational. All MTFS savings have been achieved other than the £75k efficiency saving in respect of the phased implementation of Learner Transport Policy regarding statutory distances. A budget pressure was approved by Council as part of the Medium-Term Financial Strategy 2021-22 to 2024-25 in February 2021. This is a one-off pressure while the outcome of Welsh Government's policy review of the statutory distances is known and the impact considered.
WBO3.2.4	Embrace and invest in innovation and technology including improvements in connectivity and new and replacement classroom-based, end-user devices in our schools. (EFS)	GREEN	Annual activity linked to supporting school with digital transformation via the EdTech funding and Hwb have been completed. Further significant work is ongoing in 2021-22 as the EdTech programme continues.
WBO3.2.5	Identify opportunities for new ways of working and for service delivery. (EFS)	GREEN	The Digital Transformation Board has approved the procurement of Capita One and this is being progressed via appropriate procurement processes for implementation in 2021-2022.

Performance Indicators

PI Ref No	PI Description	Annual target 20-21 £'000	Performance as at year end						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
CP feeder WBO 3	Value of planned budget reductions achieved (Education and Family Support Directorate)	239	75	31.4%	0	%	164	68.6%	

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
DCH2.1.11.1 CP WBO3	The percentage surplus capacity in primary schools. Lower Preferred	4.89%	10%	10%	11.9%	9.36% ↓	Annual Indicator Target Setting: National guidance indicates a minimum 5% surplus for primary schools. Performance: Surplus places have increased due to a slight decline in the primary population and schools changing use of existing accommodation for teaching purposes.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
DCH2.1.11.2 CP WBO3	The percentage surplus capacity in secondary schools. Lower Preferred	22.01%	18%	18%	20.05%	20.65% ↑	Annual Indicator Target Setting: National guidance indicates a minimum 10% surplus for secondary schools. Performance: The reduction in surplus places is as a result of a slight increase in the secondary pupil population.
DEFS144 Local WBO3	The percentage of 'in-catchment' applicants in the reception year statutory school admission round who do not achieve their first preference primary school. Lower Preferred	New 20.21	New 20.21	0%	1%	New 20.21	Annual Indicator Target Setting: The local authority aspires to meet all expressed preferences for a place at the local (catchment) school. Performance: For the reception year admission round for September 2020, there were 1,186 applications received before the closing date to be included in the allocation of places on national offer day. Of these, only 809 applicants (68.2%) had expressed a first preference for their local (catchment) school. On national offer day, 1,174 (99%) were offered a place at the first preference school and 12 were refused their first preference school. Of the 12 refusals, a place was offered at the second preference school for 11 (0.9%). For the remaining 1 application, it was not possible to offer any school, as the applicant did not record a second preference school. These figures do not include: 1. The number of late applications received (ie those received after the closing date for the admission round but on or before 31 August 2020), and the outcomes for those applications; nor 2. Applications submitted to the voluntary aided primary schools, for which the local authority is not the admitting body.
DEFS145 Local WBO3	The percentage of 'in-catchment' applicants in the secondary (Year 7) statutory school admission round who do not achieve their first preference secondary school. Lower Preferred	New 20.21	New 20.21	0%	0.9%	New 20.21	Annual Indicator Target Setting: The local authority aspires to meet all expressed preferences for a place at the local (catchment) school. Performance: For the Year 7 secondary school admission round for September 2020, there were 1,334 applications received before the closing date to be included in the allocation of places on national offer day. Of these, 1,124 applicants (84.3%) had expressed a first preference for their local (catchment) school. On national offer day, 1,322 (99.1%) were offered a place at the first preference school and 12 were refused their first preference school. Of the 12 refusals, 5 were offered a place at the second preference school. For the remaining 7 it was not possible to offer any school, as the applicant did not record a second preference school. These figures do not include: 1. the number of late applications received (ie those received after the closing date for the admission round but on or before 31 August 2020), and the outcomes for those applications; nor 2. applications submitted to Archbishop McGrath Catholic High School, for which the local authority is not the admitting body.
DEFS146 Local WBO3	Percentage of schools committed to the enhanced ICT SLA(including Hwb element). Higher Preferred	New 20.21	New 20.21	100%	100%	New 20.21	Annual Indicator Target Setting: New PI for 2020-2021. Target takes account of the experience gained from developments implemented to date. Performance: No Performance Comments
DEFS147 Local WBO3	Percentage of in-year admission/school transfer applications submitted via the online system Higher Preferred	New 20.21	New 20.21	80%	0%	New 20.21	Annual Indicator Target Setting: New PI for 2020-2021. Target takes account of the experience gained from developments implemented to date. Performance: A new digital platform for the BCBC website and My Account was implemented in March 2021. As the new platform provides advanced functionality, it was determined that the implementation of this new online facility should be deferred until the new platform was operational. Accordingly, in-year admission/transfer applications should be deferred until 2021-2022. Additionally, the local authority has since confirmed the purchase of the Capita One system, which will change the delivery of all online school admission functions. As implementation of the system is currently planned for the next 12 months, the development of online facilities for in-year school admission applications and school admission appeals using the existing platform will not proceed.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
DEFS148 Local WBO3	Percentage of school admission appeal registrations submitted via the online system. Higher Preferred	New 20.21	New 20.21	80%	0%	New 20.21	Annual Indicator Target Setting: New PI for 2020-2021. Target takes account of the experience gained from developments implemented to date. Performance: A new digital platform for the BCBC website and My Account was implemented in March 2021. As the new platform provides advanced functionality, it was determined that the implementation of this new online facility should be deferred until the new platform was operational. Accordingly, in-year admission/transfer applications should be deferred until 2021-2022. Additionally, the local authority has since confirmed the purchase of the Capita One system, which will change the delivery of all online school admission functions. As implementation of the system is currently planned for the next 12 months, the development of online facilities for in-year school admission applications and school admission appeals using the existing platform will not proceed.
DEFS36 Local WBO3	The percentage of paperwork for formal/absence review sickness meetings not received. Lower Preferred	2.6%	3%	3%	N/A	N/A	Quarterly Indicator Target Setting: Reflects the significant improvement in the directorate's administrative sickness processes. Performance: Unfortunately, due to the sudden resignation of the senior data officer, the directorate has been unable to analyse the sickness data for 2019-2020 and 2020-2021 Q1 in accordance with this PI. A recruitment process has since appointed a replacement officer who withdrew a few days prior to their start date.

Other

Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
CHR002iv PAM feeder Local Other priority	Number of working days per full time equivalent lost due to sickness absence (Education and Family Support Directorate, excluding schools). Lower Preferred	13.40 Days	13.39 Days	13.12 Days	10.32 Days	13.13 Days ↑	Quarterly Indicator Target Setting: Directorate sickness targets are set corporately. Performance: The cumulative figure for the year is 10.32, which represents a marked improvement on last year, and is better than target. There were reductions for both long and short-term sickness across the year.
DCH5.6.2 Local Other priority	Number of working days lost per FTE due to industrial injury (Education and Family Support Directorate staff, excluding schools) Lower Preferred	0.03 Days	0 Days	0 Days	0.01 Days	0.04 Days ↑	Quarterly Indicator Target Setting: Annual targets set at Corporate Steering H&S Group for all directorates. Performance: No days lost this period.
DEFS23 Local Other priority	The number of industrial injury incidences (Education and Family Support Directorate staff, excluding schools) that result in an absence. Lower Preferred	5	0	0	1	3 ↑	Quarterly Indicator Target Setting: Annual targets set at Corporate Steering H&S Group for all directorates. Performance: Annual targets set at Corporate Steering H&S Group for all directorates.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
DEFS128 Local Other priority	Percentage of appraisals completed within required timescales. Higher Preferred	N/A	80.0%	80.0%	N/A	N/A	Annual Indicator Target Setting: Corporate target. Performance:
DEFS132 PAM feeder Local Other priority	Number of working days per full time equivalent lost due to sickness absence (schools). Lower Preferred	9.35 Days	9.34 Days	9.46 Days	6.78 Days	9.47 Days ↑	Quarterly Indicator Target Setting: Directorate sickness targets are set corporately. Performance: The cumulative figure for the year is lower than last year and the target has to be considered against the background of the altered arrangements for education and schools in the year, due to the pandemic. Individual schools are responsible for managing staff sickness. Each school has its own policy, based on the BCBC corporate policy and sickness triggers. However, for those schools where the staff are employed by the church board, the sickness triggers may be different to the BCBC policy triggers. Schools have service level agreements with the BCBC Employee Relations Business Team, in HR, for the provision of assistance and support in managing staff sickness. HR collates the sickness data for schools and provides termly reports to schools.
DEFS134 Local Other priority	Number of working days lost per FTE due to industrial injury (schools) Lower Preferred	0.08 Days	0 Days	0 Days	0.12 Days	0.18 Days ↑	Quarterly Indicator Target Setting: Annual target set at Corporate Health and Safety (H&S) Steering Group. Performance: A reduction in the number of absences due to industrial injuries is noted. This must be viewed in the context of reduced school operations over the period due to the COVID-19 pandemic.
DEFS135 Local Other priority	The number of industrial injury incidents that result in an absence (schools). Lower Preferred	16	0	0	11	19 ↑	Quarterly Indicator Target Setting: Annual target set at Corporate H&S Steering Group. Performance: One absence due to industrial injury in Q4. The cumulative position for the half year is 11, therefore. This must be considered in context of the reduction in school operations during the period due to the COVID-19 pandemic. All industrial injury accidents are investigated within the school and reported to Corporate Management Board in a monthly health and safety update.
DEFS149 Local Other priority	The percentage of audit reports that have been subject to structured follow-up by the Corporate Health and Safety Team. Higher Preferred	New 20.21	New 20.21	40.0%	N/A	New 20.21	Annual Indicator Target Setting: New PI for 2020-2021. Target reflects the ability of the team to deliver in light of recent recruitment issues. Performance: Due to recent changes to a number of staff leaving and recruitment issues, as well as the team supporting the response to the pandemic, it has not been possible to follow a structured audit plan this year.
DEFS151 Local Other priority	The number of industrial injury incidents relating to contractors. Lower Preferred	N/A	N/A	N/A	N/A	N/A	Quarterly Indicator Target Setting: New PI for 2021-2022, requested by CPA in Q4 2020-2021. No target has been set. Contractors have responsibility for H&S matters in respect of contract works. Performance: It is unlikely that monitoring of industrial injury data for contractors is able to be reliably collected until there is significant investment in supporting processes and procedures. Further investigation will take place in 2021-2022.

Additional Sickness Information by Service Area – Education

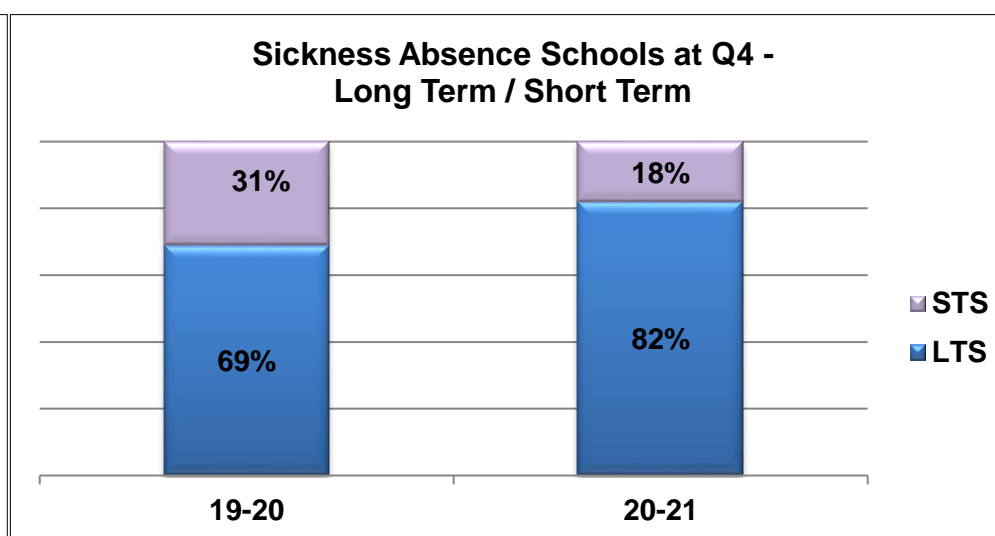
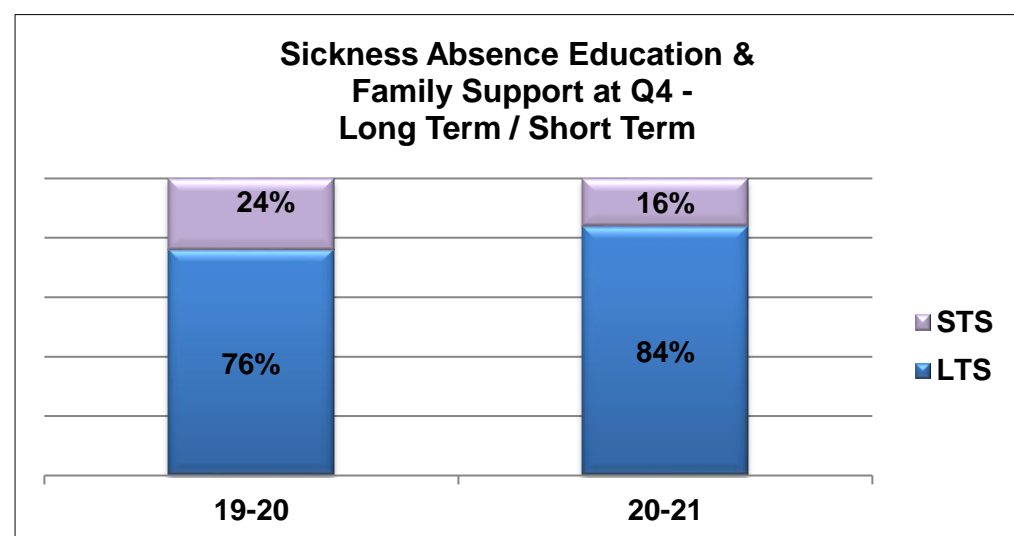
Unit	FTE 31.03.2021	QTR4 2019/20			QTR4 2020/21			Cum Days per FTE 2019/20	Cum Days per FTE 2020/21	Target 2020/21
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Catering Services (CAT)	109.08	381.37	167	3.32	417.87	86	3.83	10.59	13.00	13.12
Business Support	22.68	52.59	8	1.92	49.00	2	2.16	41.19	11.20	
Learner Support	135.09	492.52	76	3.73	523.99	33	3.88	57.79	17.29	
Family Support	181.62	723.55	77	3.91	442.25	31	2.44	50.99	28.90	
School Modernisation	4.00	2.00	1	0.50	0.00	0	0.00	3.90	0.00	
School Support	16.17	15.00	1	0.93	0.00	0	0.00	10.86	0.00	
Education & Family Support Directorate Total	470.64	1764.53	338	3.39	1433.11	152	3.05	13.13	10.32	

Additional Sickness Information by Service Area – Schools

Unit	FTE 31.03.2021	QTR4 2019/20			QTR4 2020/21			Cum Days per FTE 2019/20	Cum Days per FTE 2020/21	Target 2020/21
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Primary Schools	1051.71	3232.16	484	2.98	2835.26	272	2.70	9.65	7.32	9.46
Secondary Schools	867.91	2493.20	370	2.94	1445.13	128	1.67	7.86	5.27	
Special Schools	232.45	1063.72	145	4.49	770.65	79	3.32	14.57	9.87	
Schools Total	2152.07	6789.08	999	3.13	5051.04	479	2.35	9.47	6.78	

Additional Sickness Absence by Reason

Absence Reason	Education & Family Support Directorate						Schools					
	Q1 No FTE days lost	Q2 No FTE days lost	Q3 No FTE days lost	Q4 No FTE days lost	Total No FTE Days Lost	% of Cum days lost	Q1 No FTE days lost	Q2 No FTE days lost	Q3 No FTE days lost	Q4 No FTE days lost	Total No FTE Days Lost	% of Cum days lost
Cancer	15.81	0.00	25.95	51.89	93.65	1.92%	84.05	45.14	102.45	55.16	286.80	1.97%
Chest & Respiratory	49.72	9.39	21.52	3.31	83.94	1.72%	29.68	102.39	158.91	74.07	365.05	2.50%
Coronavirus COVID - 19	0.00	11.19	182.59	242.86	436.64	8.94%	0.00	11.58	217.65	872.01	1101.24	7.55%
Eye/Ear/Throat/Nose/Mouth/Dental	28.11	4.38	31.12	31.03	94.64	1.94%	96.00	60.66	170.88	56.54	384.08	2.63%
Genitourinary / Gynaecological	1.11	21.29	63.86	67.00	153.26	3.14%	19.49	17.22	35.49	0.00	72.20	0.49%
Heart / Blood Pressure / Circulation	51.79	10.68	21.55	7.23	91.25	1.87%	2.09	0.14	84.32	90.67	177.22	1.21%
Infections	91.18	45.48	139.34	45.68	321.68	6.59%	58.97	158.10	570.14	343.57	1130.78	7.75%
Injury	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00%
MSD including Back & Neck	156.55	91.83	170.87	221.15	640.40	13.12%	287.35	352.73	1112.57	842.59	2595.24	17.79%
Neurological	36.38	11.22	46.32	41.95	135.87	2.78%	96.53	66.25	230.17	133.44	526.39	3.61%
Other / Medical Certificate	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	4.64	2.13	6.77	0.05%
Pregnancy related	51.00	3.10	40.57	48.19	142.86	2.93%	35.91	17.14	151.91	68.41	273.37	1.87%
Return to Work Form Not Received	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00%
Stomach / Liver / Kidney / Digestion	72.77	79.88	181.41	28.23	362.29	7.42%	177.19	103.69	503.67	297.27	1081.82	7.42%
Stress / Anxiety / Depression / Mental Health	474.95	532.00	673.69	644.59	2325.23	47.63%	950.25	914.78	2505.75	2215.16	6585.94	45.15%
Tests / Treatment / Operation	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00%
TOTALS	1029.38	820.44	1598.78	1433.12	4881.71		1837.51	1849.80	5848.54	5051.04	14586.89	



KEY:

Commitments		Action	
Red	<p>A RED status usually means one or more of the following:</p> <ul style="list-style-type: none"> • A significant negative variance against the budget or savings of more than 10%. • Delays against key milestone/s of more than 10% of the total length of the planned action. • Problems with quality that lead to significant additional costs/work. • Significant lack of resources that cannot be resolved by the directorate. • PIs identified to measure success of the commitment are mostly red. • Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed all the benefits not achieved. 	CPA/Scrutiny committee should ask the pertinent chief officer/s to provide an explanation or conduct a review to identify the root causes of the red status and put in place an action plan to prevent further deterioration and minimise the damage caused to the overall organisation.	
		Performance Indicators (RAG)	
		Red (alert)	Performance is worse than target by 10% or more
Amber	<p>An AMBER status usually means one or more of the following:</p> <ul style="list-style-type: none"> • A negative variance against the budget or savings of less than 10%. • Delays against critical milestones less than 10% of the total length of the planned action. • Problems with quality but not causing delay. • Lack of resources which can be resolved by the pertinent chief officer/s (e.g. via virement within the budget or managing vacancies). • PIs identified to measure success of the commitment are a mixture of red, amber and green. • Dissatisfaction or resistance from stakeholders addressed by the pertinent chief officer/s. 	CPA/Scrutiny Committee should maintain a watching brief over Amber projects/commitments but not necessarily intervening. They may ask chief officers to provide mitigation actions to prevent amber from moving into the red.	
		Performance Indicators (RAG)	
		Amber (caution)	Performance is worse than target by under 10%
Green	<p>A GREEN status usually means one or more of the following:</p> <ul style="list-style-type: none"> • The forecast expenditure is on budget. • Milestone/s on track to complete on time. • Quality at expected levels. • No resource problems. • PIs identified to measure success of the commitment are mostly green. • Stakeholders satisfied with the outcome. 	CPA/Scrutiny Committee can let officers progress with the delivery of the planned actions. Assurance from the underlying data should indicate that the milestone is truly green.	
		Performance Indicators (RAG)	
		Green (clear)	Performance is equal to or better than target
Performance Indicators (Trend)		Performance Indicator types	
↑	Performance improved vs same quarter of previous year	CP	Corporate Plan indicator
↔	No change in performance vs same quarter of previous year	PAM	Public Accountability Measure (National Indicator)
↓	Performance declined vs same quarter of previous year		