



Education Resources **Resource Plan**

2016/2017

Section	Contents
1.0	Introduction
2.0	Context
3.0	The Council Plan - Connect
4.0	Performance and results
5.0	Resourcing the Plan
6.0	Action Plan
Annex 1	Education Resources Organisational Structure
Annex 2	Additional Performance Information

If you need this information in another language or format, please contact us to discuss how we can best meet your needs. Phone: 0303 123 1015 Email: equalities@southlanarkshire.gov.uk

Section One – Introduction

I am very pleased to introduce the Education Resources Plan for 2016-17. It outlines the objectives, actions and measures for services, Learning Communities and establishments over the next year and reflects the aspirations of the Council Plan - Connect, the Community Plan and the Single Outcome Agreement, as well as being complimented by the details of individual Service and Business Action Plans. The Plan demonstrates a clear understanding of the council's vision, partnership ambitions, priorities, objectives and improvement themes at all levels.

Connect sets out the council's vision to improve the quality of life for all within South Lanarkshire. The core values contained within Connect remain fundamental to how we operate.

Our vision is to:

'Work together to improve the quality of life of everyone in South Lanarkshire'.

For Education Resources this means delivering services of the highest quality which inspire learners, transform learning and strengthen communities. It is about a commitment to continually improving services for all at the same time as giving priority to children, young people, families and communities in most need. The Resources Plan further builds on the commitment to continually improve the experience for children, young people and adults as they participate in learning or make use of the wide range of services within Education Resources.

The context for Education Resources takes account of a number of major national and local developments. These include initiatives such as the continuing work related to delivering Curriculum for Excellence; the development of a range of requirements arising from Getting it Right for Every Child; taking forward recommendations from Developing Scotland's Young Workforce; introducing the National Improvement Framework; meeting the Scottish Attainment Challenge; enhancing professional learning opportunities signposted within Teaching Scotland's Future; significant developments in the world of Early Years services; emerging improvement methodologies developed by the Early Years Collaborative and Raising Attainment For All; and the ongoing commitment to improvement by Her Majesty's Inspectors of Education (HMIe), through the implementation of the fourth edition of How Good is our School? and the Journey to Excellence.

Section four of the plan highlights the major achievements of 2015-16. Improvements are highlighted across a wide range of areas of work including the attainment of young people particularly from backgrounds of disadvantage, the continuing implementation of Curriculum for Excellence, the extension of free nursery provision, the ongoing delivery of the school modernisation programme and the provision of a wide range of challenging and supportive activities to improve further outcomes for children, young people and their families.

The actions and measures for Education Resources for 2016-17 are clearly identified within section six, linking to the priorities and objectives within Connect. Specific actions are highlighted as Improvement Priorities (IPs), to be addressed by establishments and services within their improvement plans for 2016-17.

The Resources Plan ensures that there is a strategy within Education for:

- taking action to deliver on Partnership Ambitions, the Council Plan - Connect, the Community Plan and the Single Outcome Agreement;
- monitoring progress against clear measures;
- sustaining continuous improvement and addressing areas highlighted through self evaluation which inspire learners, transform learning and strengthen communities; and
- ensuring individual and local needs are met within the context of council priorities, objectives and values.

I hope you find our Resources Plan for 2016-17 informative and useful. The commitment of all of the staff who are part of Education Resources has enabled us to continue to take forward our aspirations. Our agenda for the future is focused on providing the best possible learning experiences for children, young people and adults. Experiences which:

- inspire learners to become successful, confident individuals, responsible citizens and effective contributors, meeting the needs of all with a clear focus on those with additional support needs;
- transform learning across all our services, Learning Communities and establishments; and
- strengthen communities, empowering the highest of expectations and aspirations for all while reducing inequalities.

We have tried to incorporate the many helpful suggestions and comments received during the consultations on our priorities for 2016-17. I would welcome any additional comments which will help us to further ensure the maximum impact of the Education Resources Plan for children, young people and families.

Best wishes,

Jim Gilhooly
Executive Director
Education Resources

Section Two – Context

2.0. Introduction

The challenges facing local government in Scotland have never been greater. The pace of change, the drive to improve service delivery, and the financial situation combine to place increasing demands on council resources and services.

The overview gives a brief outline of the extent of the services that we deliver, however these services will be significantly impacted in the coming year by social change, legislation and policies, the council's key plans and other statutory commitments.

The most significant issues likely to impact on the work of Education Resources in the coming year are shown below under the following headings:

- Resource overview;
- Social change, legislation and policies;
- The Council Plan, the Community Plan, the Single Outcome Agreement (SOA) and the Partnership Improvement Plan (PIP).

The context for the planning of services within Education Resources includes national priorities and developments, local priorities for South Lanarkshire identified through Connect - the Council Plan, the Community Plan, the Single Outcome Agreement, the Children's Services Plan – 'Getting it Right for South Lanarkshire's Children and Families' and the priorities agreed with Community Planning Partners in the Partnership Improvement Plan.

2.1. Resource overview

Education Resources in South Lanarkshire is responsible for the education of over 49,000 children and young people in schools and nurseries. There are:

- 123 primary schools, one of which provides Gaelic medium education;
- 17 secondary schools, one of which provides Gaelic medium education;
- 7 Additional Support Needs schools and 22 supported provisions;
- Pre-school education is provided in 71 early years establishments, including one nursery school, 59 nursery classes in schools, 12 community nurseries, and in partnership with 56 external providers; and
- 9 Universal Connections centres, which are managed by the Youth Learning Service and their partners, and provide a wide range of learning programmes for young people.

It is also responsible for:

- the work of centrally deployed staff, services in Inclusive Education Services, Integrated Children's Services, Psychological Services, the Curriculum and Quality Improvement Service, Community Learning and Youth Learning, Support Services, School Modernisation and Learning Community Teams.

2.2 Social change, Legislation and Policies

2.2.1. Getting it Right for Every Child (GIRFEC)

GIRFEC is the national approach to improving the wellbeing of children and young people in Scotland. Through implementation of policy and delivery of services at local level, the approach:

- puts the best interests of the child at the heart of decision making;
- takes a holistic approach to the wellbeing of a child;
- works with children, young people and their families on ways to improve wellbeing;
- advocates preventative work and early intervention to support children, young people and their families; and
- believes professionals must work together in the interests of the child.

The principles of GIRFEC underpin a range of systems, approaches and initiatives that impact on children and families including the Children's Hearings System, the Early and Effective Intervention (EEI) approach to Youth Justice, Family Nurse Partnership, Early Years Collaborative and Curriculum for Excellence.

2.2.2. Curriculum for Excellence

Learning begins at birth and continues throughout our lives. The Scottish Government's education strategy recognises that learning is lifelong, and aims to help learners develop the skills they need for learning, life and work.

Curriculum for Excellence aims to achieve a transformation in education in Scotland by providing a coherent, more flexible and enriched curriculum for children and young people aged from 3 to 18. The curriculum includes the totality of experiences which are planned for children and young people through their education, wherever they are being educated and aims to help every learner develop knowledge, skills and attributes, which are encapsulated in the four capacities to enable each child or young person to be a successful learner, a confident individual, a responsible citizen and an effective contributor.

A policy review of Curriculum for Excellence by the Organisation for Economic Co-operation and Development (OECD), commissioned by the Scottish Government, includes a number of recommendations intended to help the Scottish education system to be world leading. In the coming session Education Resources will use these recommendations and the implementation of the National Improvement Framework to build on our implementation of Curriculum for Excellence and to continue our focus on achieving excellence and equity within our education system.

2.2.3. The Scottish Attainment Challenge

In 2015, the Scottish Government announced a commitment to drive forward improvements on educational outcomes in Scotland's most disadvantaged communities. Funding is driven through an *Attainment Scotland Fund* and is initially targeted at schools in local authorities with the biggest concentrations of households in deprived areas. The challenge will focus on improving literacy, numeracy and health and wellbeing outcomes in primary schools in these areas.

The Attainment Challenge Schools' Programme in South Lanarkshire will focus on twelve schools where over 70% of pupils live within the most deprived areas. The significant number of South Lanarkshire schools working within the programme means that there is a need for a coordinated approach. For schools to gain maximum benefit from their participation a planned, meaningful collaboration is required and an Attainment Challenge Leadership Team has been established within Education Resources to support schools to deliver their priorities and ensure that appropriate governance and best value is achieved.

2.2.4. The National Improvement Framework

The National Improvement Framework for Scottish Education was published in January 2016 and sets out the Scottish Government's vision and priorities for children's progress in learning. The Framework is focussed on the work to continually improve Scottish education and close the attainment gap, delivering both 'excellence and equity'.

The vision is of an education system which delivers both **excellence** and **equity** in equal measure for all children in Scotland. It also aims to align collective improvement activities, across all partners in the education system, to address key priorities. Education Resources will provide direction for all services in supporting schools and establishments in the implementation of the National Improvement Framework and the National Implementation Plan.

2.2.5. Raising Attainment For All

It is attainment which is an individual's passport to personal, social, cultural and economic opportunities. Raising attainment means improving life chances. This does not mean just focusing on exam results, but instead looking at attainment in its widest sense. Over the next session Education Resources will continue to build on our strengths through continuous improvement with a focus on the link that exists between relative disadvantage and lower attainment.

The Scottish Government and Education Scotland produced guidance on raising attainment in Scotland in 2012. This advice, aimed at practitioners, establishments, Learning Communities, services and local authorities, on raising attainment builds on the foundations of the early years. The Early Years Collaborative (EYC) is a national approach to raising quality in services, by making changes to bring about improvement, with an early years focus. The EYC is based on a quality improvement method known as Improvement Science which involves practitioners working on small scale improvements as they develop evidence of what works. The Raising Attainment for All programme builds on this improvement methodology through focused implementation and intervention within the primary and secondary school sectors

2.2.6. Early Years Framework

The Early Years Framework details the steps the Scottish Government, local partners and practitioners in early years services need to take to begin the journey which gives all children the best start in life.

The document sets out a strategy for early intervention (pre-birth – 8 years) that supports positive outcomes for children. It provides the basis for a vision for early years that reflects the high ambitions that the Scottish Government and South Lanarkshire Council have for early years: that children should be valued and provided for within communities; the importance of strong, sensitive relationships with parents and carers; the right to a high quality of life and access to play; the need to put children at the centre of service delivery; to provide more support through universal services when children need it; and that children should be able to achieve positive outcomes irrespective of race, disability or social background. Parents and communities play a crucial role in outcomes for children and that role is supported by the community planning process. The vision also highlights the importance of high quality, flexible and engaging services delivered by a valued and appropriately qualified workforce in meeting the ambitions of this framework. In the coming year Education Resources will continue to implement key aspects outlined within the Early Years Framework.

2.2.7. Developing Scotland's Young Workforce

The Scottish Government set out its ambition to improve youth employment levels in a report published in 2014. The report focuses on significantly enhancing Scotland's vocational education and training system. There is also a focus on the importance of business and industry working in partnership with schools and colleges as a key factor in ensuring young people are more prepared for employment and better informed in career choice. The report also contains a number of recommendations on advancing equalities within education and youth employment. Education Resources will continue to progress key recommendations preparing and equipping young people for the world of work.

2.2.8. The Journey to Excellence

The Journey to Excellence is a professional learning resource in five parts which provides professionals with the necessary support to deliver Curriculum for Excellence and enable every child and young person in Scotland to develop the capacities, attitudes, capabilities and skills which are the outcomes for all.

By taking action in the five broad areas of learning and teaching, vision and leadership, partnership, people and culture and ethos detailed in Journey to Excellence, establishments, learning communities and services can help children and young people make the most of their skills and abilities and achieve as well as they are able.

The self evaluation tools within Journey to Excellence support our improving establishments in thinking and planning strategically and collaboratively across our communities. This enables leaders to give a voice to different groups as establishments plan for improvement. Using these materials helps to ensure effective self evaluation processes are in place meaning establishments know where they are, what they need to do next and how to get there. This self evaluation underpins all strategic planning and enables the development of a clear vision, whilst establishments constantly develop improvement methodologies which reduce inequality, inequity and close the gap in education outcomes. The implementation of How Good Is Our School? (4th Edition) will ensure a continued focus on self evaluation across all establishments.

2.2.9. Teaching Scotland's Future; Report of a review of teacher education (2010)

An ongoing focus on continuous improvement in teacher education, professional learning and leadership development continues to evolve at national level, reflecting the demands and expectations placed upon practitioners in Education Resources. The Scottish Government, Local Authorities, Professional Associations and the General Teaching Council for Scotland have maintained an explicit commitment to the underlying themes of leadership and leadership for change as key drivers in attaining successful outcomes. Education Resources will continue to give the highest priority to further strengthening the quality of its teachers, practitioners and of its educational leadership, through a relentless focus on the importance of high quality learning and teaching and the provision of focussed professional learning opportunities. This will enable the profession to meet the needs of our young people, our workforce and our communities and underpins our work towards inspiring learners and transforming learning.

2.2.10. Building for our future: South Lanarkshire's school estate

The council is fully committed to addressing the national agenda to modernise the school estate. South Lanarkshire Council's ambitious schools modernisation programme continues to deliver school buildings that are:

- providing for the learning needs of not only school aged children but of the whole community;
- fully accessible by students, staff and parents regardless of disability;
- resourced with ICT equipment to transform learning;
- welcoming, safe and secure; and
- providing environments which promote multi-agency working in the interests of the school and its community.

2.2.11. Statutory Requirements

The legislation that will impact on the work of the Resource in 2016-17 includes:

Statutory Requirements – Education Resources	
Legislative Area	Impact
The Standards in Scotland's Schools etc Act 2000	This Act sets out the national agenda for education and provides an improvement framework for Scottish Education.

Statutory Requirements – Education Resources	
Legislative Area	Impact
The Education (Scotland) Act 2016	This Act makes provision in relation to: school education priorities and objectives, reducing pupils' inequalities of outcome, Gaelic medium education and training of persons to be appointed as head teachers; and extends the duty to provide early learning and childcare.
The Education (Additional Support for Learning) (Scotland) Act 2004	<p>The Act came into effect in 2005 and sets out a framework for supporting children who require additional support for learning, built around the concept of a process of staged intervention to support the identification, assessment and intervention for children and young people with additional support needs. This ensures a structured and inclusive approach to support children's learning.</p> <p>The Act specifies that children and young people with additional support needs are entitled to education which enables them to become well developed individuals, full members of, and contributors to, communities and society.</p> <p>Education Resources continues to take forward the requirements of this Act through headline priorities, and in doing so will provide environments which promote multi-agency working to support children's learning.</p> <p>The Education (Additional Support for Learning) (Scotland) Act 2009, which became law in October 2010, places additional responsibilities on authorities to take forward the given legislative requirements. In the coming year Education Resources will continue to implement the key requirements outlined within the Act.</p>
The Children and Young People (Scotland) Act 2014	<p>The Children and Young People (Scotland) Act 2014 sets out legislation which:</p> <ul style="list-style-type: none"> • ensures that children's rights influence the design and delivery of policies and services; • improves the way services work to support children, young people and families; • strengthens the role of early years support in children's and families' lives; and • ensures better permanence planning for looked after children. <p>The Act relates to the practical implementation of the Getting it Right for Every Child (GIRFEC) approach to improving outcomes through the delivery of services to support the wellbeing of children and young people. It provides the legislative impetus to affect transformational changes to working practices across a wide range of public bodies.</p>

Statutory Requirements – Education Resources	
Legislative Area	Impact
The Scottish Schools (Parental Involvement) Act 2006	The Act aims to provide parents and carers with every opportunity to become more involved in their children's education. Education Resources has developed, in partnership with a range of stakeholders, a Parental Involvement Strategy. This session priorities will continue to build on this work supporting parents and carers to be involved with their child's education and learning, welcoming them as active participants in the life of the school, and encouraging them to express their views on school education generally and work in partnership with the school.

Specific actions to address these legislative impacts are detailed in the Action Plan at Section Six.

2.3. The Council Plan, the Community Plan, the Single Outcome Agreement (SOA) and the Partnership Improvement Plan (PIP)

The South Lanarkshire **Community Plan** is currently structured around 5 aims:

- Improving health inequalities;
- Reducing crime and improving community safety;
- Promoting sustainable and inclusive communities and opportunities for all throughout life;
- Ensuring sustainable economic recovery and development; and
- Tackling poverty.

A new **Single Outcome Agreement** (SOA) was agreed by the Community Planning Partnership in September 2013 setting out the Partnership's priorities over the next 10 years.

The SOA priorities are:

- Tackling Poverty;
- Early Years and Early Intervention;
- Economic Growth and Recovery;
- Employment;
- Health Inequalities and Physical Activity;
- Outcomes for Older People; and
- Safer and Stronger Communities and Reducing Reoffending.

The SOA is accompanied by a Partnership Improvement Plan (PIP) which sets out how the Community Planning partners will deliver the SOA, focusing on where partnership working adds most value and can have the greatest impact. The PIP structure reflects the work of the "thematic" groups which lead on the SOA priorities.

The **Partnership Improvement Plan** is structured as follows:

Partnership Thematic group	SOA priorities
Community Safety	Safer and Stronger Communities and Reducing Reoffending
Economic Growth	Economic Growth and Recovery Employment
Getting it Right for South Lanarkshire's Children (GIRFSLC)	Early Years and Early Intervention
Health, Care and Wellbeing	Health Inequalities and Physical Activity Outcomes for Older People
Tackling Poverty and Inequalities	Tackling Poverty

The council works in partnership to achieve the aims of the Community Plan and the SOA, and reflects its commitment to Community Planning within the Council Plan.

The Council Plan is considered in more detail in Section 3.

2.4. Other Commitments

2.4.1. Education Resources Core Policy Framework

National and council priorities for Education are taken forward through Education Resources objectives. Education Resources has established a framework of six policies which supports the implementation of National and council priorities for Education. Services within Education Resources are aligned to the core policies in order to deliver services of the highest quality. The core policies are:

- Care and Wellbeing;
- Communication and Consultation;
- Inclusion and Equality;
- Leading Learning;
- Maximising the Use of Resources; and
- Quality Management.

The framework supports service managers, Heads of Education and Heads of Establishment to deliver services in line with council and government expectations.

Informing our priorities, actions and measures we have taken account of the following strategic plans:

- The Integrated Children's Services Plan;
- The Youth Strategy;
- The Community Learning and Development Strategy; and
- The Early Years Collaborative.

2.4.2. Partnership Working

The council's key partnership working arrangements are co-ordinated through the Community Planning Partnership which works to improve the quality of life for people in South Lanarkshire by improving service delivery. Within Education a wide range of partnerships complement provision to our establishments and services and help us to deliver our commitment to continually improving services for all at the same time as giving priority to children, young people, families and communities in most need.

2.4.3. Service Reviews

During 2015-16 Education Resources representatives participated in various council-wide reviews including Facilities, Grounds Maintenance and Fleet, which resulted in savings to be implemented in 2016-17. Where the approved savings impact on Education, we will assist with action plans and required changes to service delivery.

Similarly, other actions required to implement savings approved as a result of Education Resources own internal processes of review will be progressed.

2.4.4. Equality and Diversity

Equality is an integral part of achieving best value and is an underpinning value of the council's vision to improve the quality of life of everyone in South Lanarkshire. The council is committed to: eliminating discrimination, harassment and victimisation; promoting equality of opportunity; and fostering good relations in all that it does. In doing so it will reduce disadvantage and deprivation arising from its own activities and will work with others to do so in the South Lanarkshire area.

Education Resources has a key role to play in delivering the council's [equality outcomes](#), and will take forward the following actions:

- develop and implement council wide equality performance measures and publish results in accordance with Public Sector Equalities Duties;
- ensure the implementation of the GIRFEC Improvement plan to promote awareness of, and compliance with, the legislative requirements of the Children and Young People (Scotland) Act 2014; and
- ensure outcomes of consultation to meet the requirements outlined in The Children and Young People (Scotland) Act 2014 are reflected in service developments.

2.4.5. Sustainable Development

Sustainable development is an integral part of best value and is also a priority for the council. The council has a statutory requirement under the Public Sector Climate Change Duties to: reduce carbon emissions arising from its own activities and to work with others to reduce those of the South Lanarkshire area in general; adapt to current and future changes in climate to ensure continued service delivery; and promote the sustainable development of the council and our local communities.

The council also has a statutory requirement under the Biodiversity Duty to further the conservation of biodiversity.

Education Resources has a key role to play delivering aspects of the council's Sustainable Development Strategy; Climate Change Duties Improvement Action Plan; and the Biodiversity Duty Implementation Plan, and will take forward the following actions:

- continue to educate our young people about the local environment in which they live and encourage them to reduce the impacts they have upon it;
- continue to engage young people, pupils and the wider community in environmental education through Eco- Schools and similar programmes;
- develop and promote learning opportunities which increase young people's knowledge and understanding of sustainable development;
- deliver targets within the primary schools modernisation programme;
- deliver a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target; and
- implement the Climate Change Duties Compliance Improvement Action Plan.

2.4.6. Information Governance

Education Resources recognise that good information governance is necessary for the Resource and the council to carry out its functions efficiently and effectively.

The Information Governance Board, which has representation from all Resources, oversees the council's information management activities driving forward improvements and developing policies, procedures and guidance. The framework for information governance is provided by the Information Strategy 2014-17. This strategy outlines a number of key actions which will ensure that all Resources will progress improvement in the management of information throughout the council.

The council is currently preparing its first Records Management Plan for submission to the Keeper of the Records during 2016. The submission of a Records Management Plan is a statutory requirement of the Public Records (Scotland) Act 2011.

The preparation work for this has included a comprehensive review of policies and procedures concerning the management of information and records which is ongoing.

2.4.7. Top Risks

To successfully manage risk, council and resource plan objectives must inform the council's risk management arrangements. The council reviews its top risks each year and common themes are identified.

The top risks identified for the council are:

- Reduction in funding; income generated by the council; and savings difficulties;
- Failure by the council to effectively manage the processes and practices to reduce the impact of welfare reform;
- Failure to maintain the pupil/teacher ratio;
- Information management is not subject to adequate control;
- Fraud, theft and organised crime;
- Failure of the council to prepare effectively for the Integration of Health and Social Care;
- Failure to effectively plan and manage strategic change; and difficulties demonstrating continuous improvement;
- Climate change and adverse weather;
- Failure to address fuel poverty; and
- Implementation of Self Directed Support.

In the coming year, Education Resources will take forward all reasonable necessary actions, where appropriate to mitigate or reduce the Resources' exposure to these key risks.

2.4.8 Benchmarking

Best value, a concept first introduced into the public sector through the Local Government (Scotland) Act 2003, seeks to drive continuous improvement in public service delivery. Best value has entered a new era which is intended to bring about more proportionate and risk-based external scrutiny of councils by national inspection bodies; placing greater emphasis on the use of self-assessment, benchmarking and public performance reporting to promote continuous improvement.

With the support of the Accounts Commission, the Society of Local Authority Chief Executives (SOLACE) has been working with the Improvement Service and Cosla and established a Local Government Benchmarking Framework (LGBF) and indicators for council services in Scotland.

The move away from league tables to benchmarking is to enable comparisons to be made on spending and performance between similar councils; to share areas of good practice and innovative ideas, with a long term aim to improve performance.

The LGBF indicators are included in this Resource Plan and, along with many other indicators and measures will be monitored throughout the year. Performance against these indicators can be found in our [Performance at a glance Reports](#).

Section Three: The Council Plan

3.0. The Council Plan - Connect

The Council Plan, Connect, sets out what the council aims to achieve in the period 2012-2017. In terms of the council's partnership working, there are six partnership ambitions which are represented by each coloured block in the diagram below. The **connect objectives** are grouped under the relevant partnership ambition.



3.1. Resource Objectives

Education Resources has established the following Resource objectives and priorities to support the delivery of Connect objectives in 2016-17.

3.2. Partnership ambition – Get it right for children and young people

3.2.1. Raise educational achievement and attainment (priority)

By working towards this objective the council aims to achieve effective outcomes as a result of working with community planning partners and national bodies including Education Scotland, HMIE and the Care Inspectorate.

To support the delivery of this council objective, Education Resources has developed the following priority Resource objectives:

- Progress approaches in respect of National Education Priorities;
- Raise standards of educational achievement and attainment for all (ER **IPs** 1and3);
- Implement the ambitions and aims of Raising Attainment for All and the Early Years Collaborative, developing improvement methodologies to reduce inequality, inequity and close the gap in educational outcomes;
- Progress recommendations to develop Scotland's young workforce;
- Take forward the principles, values and purposes of Curriculum for Excellence (ER **IP** 2);
- Implement the Primary Schools Modernisation programme; and
- Ensure the highest possible quality of education provision for children, young people and communities (ER **IP** 6).

The main actions in this area will include:

- A targeted approach to reduce exclusion and absence. Education Resources will focus on ensuring the highest quality of experiences for all learners through, for example, the implementation of the literacy and numeracy strategies. A programme of professional learning opportunities will be provided to meet the needs of practitioners in the implementation of Curriculum for Excellence. There will be an emphasis on providing a range of support to schools and establishments to take forward the development of the National Improvement Framework;
- Education Resources will continue to prioritise raising attainment, recognising the achievement of all children and young people within South Lanarkshire Council, to ensure they are best prepared for life beyond school. Specialist learning opportunities will be delivered for young people that contribute to the four capacities within Curriculum for Excellence, including the Senior Phase. A range of supports will be provided to schools and establishments to continue to progress the development of national qualifications. A strategic review of approaches to address the ambitions of "Closing the Attainment Gap" will be undertaken, emphasising equity. Support will be given to the delivery of key aspects of How Good is our Early Learning and Childcare;
- Support will be provided to Scottish Attainment Challenge schools to achieve or exceed their annual targets;
- Recommendations to develop Scotland's young workforce will be progressed and strategic partnerships with local authorities, establishments, colleges and universities and business partners will be reviewed to widen the offer to young people in the Senior Phase;
- Targets within the primary schools modernisation programme will be delivered to transform learning environments;
- Education Resources will aspire to deliver the highest quality of educational provision for children and young people, families and communities through progressing the key themes of self evaluation and leadership in all establishments and services. A range of approaches will be used to implement and gather evidence of improvements and, increasingly, establishments will use innovative ways of delivering improvements, including using partners within the community or adopting improvement methodologies used in the Early Years Collaborative and the Raising Attainment for All programme; and
- Continuing to implementing the new General Teaching Council for Scotland's paperwork and processes for Professional Review and Development and Professional Update to develop the necessary skills in the workforce to take forward developments within an ever-changing environment.

3.2.2. Increase involvement in lifelong learning

By working towards this objective the council aims to achieve effective outcomes as a result of working with the Community Learning and Development Partnership.

To support the delivery of this council objective, Education Resources has developed the following priority Resource objectives:

- Deliver Services and programmes through the Community Learning Partnership to further improve literacy and numeracy skills among young people and adults (ER IP 5);
- Increase levels of achievement through community capacity building; and
- Increase levels of achievement through learning for young people and adults.

The main actions in this area will include:

- Increasing the involvement of young people and adults through the delivery of services and programmes to further improve literacy and numeracy skills;
- Provide improved life chances and improve skills for learners, young people and adults;
- Develop stronger, more resilient, supportive, influential and inclusive communities; and
- Provide targeted support and training to communities to improve community engagement and involvement.

3.2.3. Get it Right for Every Child

By working towards this objective the council aims to achieve effective outcomes as a result of working with community planning partnerships, other local authorities and government agencies.

To support the delivery of this council objective, Education Resources has developed the following priority Resource objectives:

- Improve outcomes for individual children and families in South Lanarkshire (ER IP 4).

The main actions in this area will include:

- Providing project management support for the Realigning Children's Services programme; and
- Ensure the implementation of the GIRFEC Improvement Plan to promote awareness of, and compliance with, the legislative requirements of the Children and Young People (Scotland) Act 2014.

3.3. Partnership ambition – Improve health, care and wellbeing

3.3.1. Protect vulnerable children, young people and adults (priority)

By working towards this objective the council aims to achieve effective outcomes as a result of working with appropriate partners across the community planning partnerships including the Getting It Right For South Lanarkshire's Children Board.

To support the delivery of this council objective, Education Resources has developed the following priority Resource objectives:

- Ensure current national and local priorities for vulnerable children and families are addressed.

The main actions in this area will include:

- Review the primary and secondary estates to meet the developing needs of ASN pupils; and
- Support vulnerable young people and improve life chances through learning, personal development and active citizenship.

3.3.2. Improve and maintain health and increase physical activity

By working towards this objective the council aims to achieve effective outcomes as a result of working with Education Scotland, Sport Scotland and community planning partnerships.

To support the delivery of this council objective, Education Resources has developed the following priority Resource objectives:

- Improve Health and Wellbeing outcomes for all children and young people.

The main actions in this area will include:

- Continuing to develop new approaches to ensure high quality Physical Education in establishments; and
- Deliver and evaluate training on the Autistic Spectrum Disorder Consultation protocol.

3.4. Partnership ambition – Tackle poverty disadvantage and deprivation

3.4.1. Tackle disadvantage and deprivation (priority)

By working towards this objective the council aims to achieve effective outcomes as a result of working with community partnership boards and community learning development partners.

To support the delivery of this council objective, Education Resources has developed the following priority Resource objectives:

- Improve the life chances of children and families.

The main actions in this area will include:

- Further embedding the use of the Framework of Assessment and Intervention for Resilience (FAIR) for 9-14 year olds;
- Provide a range of targeted family learning provision for vulnerable families; and
- Support parents through Community Learning/Home School Partnership programmes to help improve their financial circumstances.

3.5. Partnership ambition – Promote recovery and sustainable economic growth

3.5.1. Develop a sustainable Council and communities (priority)

By working towards this objective the council aims to achieve effective outcomes as a result of working with community planning partnerships, Education Scotland and national bodies.

To support the delivery of this council objective, Education Resources has developed the following priority Resource objectives:

- Ensure an effective contribution to the council's Sustainable Development Strategy.

The main actions in this area will include:

- Continuing to engage young people, pupils and the wider community in environmental education through Eco-Schools and similar programmes;
- Continue to educate our young people about the local environment in which they live and encourage them to reduce the impacts they have upon it; and
- Develop and promote learning opportunities which increase young people's knowledge and understanding of sustainable development.

3.5.2. Support the local economy by providing the right conditions for growth, improving skills and employability (priority)

It should be noted that our contribution to this sits within the Connect Objective 'Raise Educational Achievement and Attainment' for example: School Leaver destinations.

3.6. Partnership ambition – Make communities safer and stronger

3.6.1. Improve community safety

By working towards this objective the council aims to achieve effective outcomes as a result of working with community planning partners.

To support the delivery of this council objective, Education Resources has developed the following priority Resource objectives:

- Improve the safety of our young people and their families.

The main action in this area is:

- Provide a range of diversionary activities to improve the safety of young people.

3.6.2. Promote participation in cultural activities and provide quality facilities to support communities

By working towards this objective the council aims to achieve effective outcomes as a result of working with community planning partners, Education Scotland and national bodies such as Creative Scotland.

To support the delivery of this council objective, Education Resources has developed the following priority Resource objectives:

- Engage children and young people in physical, cultural and social activities.

The main action in this area is:

- Provide a range of cultural and creative experiences for children and families.

3.7. Partnership ambition – Achieve results through leadership, good governance and organisational effectiveness

3.7.1. Strengthen partnership working, community leadership and engagement (priority)

By working towards this objective the council aims to achieve effective outcomes as a result of working with a range of partners including parents/carers and associated local and national bodies, relevant partners who assist in shaping and delivering services and young people and other stakeholders.

To support the delivery of this council objective, Education Resources has developed the following priority Resource objectives:

- Ensure effective partnership working with parents, carers, learners and other stakeholders in order to provide leadership and engagement that enables a clear focus on learning and participation.

The main actions in this area will include:

- Improve partnership working with young people and other stakeholders in order to promote a consistent focus on local and national democratic learning; and
- Review the Parental Involvement Strategy.

3.8. Additional objectives

Education Resources will continue to progress key actions and measures related to the following Connect Objectives. Specific actions and measures in support of the delivery of the objectives are illustrated within section five of the plan:-

- Provide vision and strategic direction;
- Promote performance management and improvement;
- Embed governance and accountability; and
- Achieve efficient and effective use of resources.

Section Four – Performance and results

4.0. Introduction

In this section we report our main achievements and key performance results for the financial year 2015-16.

4.1. Performance against Resource Plan Objectives (2015-16)

The Education Resources' Resource Plan for 2015-16 had 173 measures set against 14 of the council Objectives. Performance against these measures was as follows:

Council Plan Objective/Theme	Green	Amber	Red	To be reported later	Total
Protect vulnerable children, young people and adults	5				5
Tackle disadvantage and deprivation	9				9
Develop a sustainable council and communities	8			1	9
Raise educational attainment and achievement	70	4		2	76
Increase involvement in lifelong learning	11			1	12
Get it right for every child	6				6
Improve community safety	1				1
Improve and maintain health and increase physical activity	3				3
Promote participation in cultural activities and provide quality facilities to support communities	2			1	3
Strengthen partnership working, community leadership and engagement	4				4
Provide vision and strategic direction	9				9
Promote performance management and improvement	13				13
Embed governance and accountability	11	2			13
Efficient and Effective use of resources	10				10
Total	162	6	0	5	173
Percentage	93.6	3.5	0.0	2.9	100.0

Key to performance monitoring system:

Green	The timescale or target has been met as per expectations
Amber	There has been minor slippage against timescale or minor shortfall against target
Red	There has been major slippage against timescale or major shortfall against target
To be reported later	For some measures, the statistics are not yet available to allow us to say whether the target has been reached or not. These will be reported when available

4.2. Key Achievements

The following table highlights achievements during session 2015-16. Additional achievements are listed in Annex 2 of this plan.

Partnership ambition: Get it right for children and young people	
Council Objective: Raise Educational Achievement and Attainment	
Resource Objective	Achievement
Raise educational achievement and attainment	The percentage of pupils gaining 5 or more awards at SCQF Level 6 or better, by the end of S6, increased to 29% and is the highest level recorded in the last 5 years.
	Twelve South Lanarkshire Council primary schools were identified by the Scottish Government, on the basis of the Scottish Index of Multiple Deprivation, to participate in the Scottish Attainment Challenge. The schools are working in a partnership that focuses to raise attainment levels in literacy and numeracy for all pupils but particularly those from backgrounds of disadvantage.
	The Languages 1+2 Strategy was launched in May 2015 contributing guidance on providing curricular experiences which enable children and young people to make connections with different people and their cultures.
Progress approached in respect of national education priorities	The Outdoor Learning Strategy was launched in May 2015 to all establishments, providing comprehensive guidance to practitioners in providing appropriate learning experiences.
Implement the ambitions and aims of Raising Attainment for All and the Early Years Collaborative, developing improvement methodologies to reduce inequality, inequity and close the gap in educational outcomes	Nursery capacity for two year-olds has been increased to meet new Scottish Government legislative requirements.
Progress recommendations to develop Scotland's young workforce	1,058 young people have engaged in over 100 programmes that improve life chances and wellbeing developing skills for learning, work and life and 'Opportunities for All'.
Implement the primary schools modernisation programme	Ten primary schools (Auchengray, Bankhead, Biggar, Braidwood, Carnwath, Gilmourton, Libberton, Machanhill, Muiredge and New Lanark) opened to pupils in 2015-16 taking the total number of modernised primary schools to 114 with 90% of primary aged pupils now being taught in a vibrant, modern and stimulating environment.

Partnership ambition: Improve health, care and wellbeing	
Council Objective: Protect vulnerable children, young people and adults	
Resource Objective	Achievement
Ensure the current national priorities for vulnerable children and families are addressed	4,537 young people have benefitted from participation in nearly 200 targeted group work sessions and programmes. These programmes are targeted towards those most in need in our communities.

Partnership ambition: Tackle poverty, disadvantage and deprivation	
Council Objective: Tackle disadvantage and deprivation	
Resource Objective	Achievement
Improve the life chances of children and families	93% of school leavers entered and sustained a positive destination. This is the highest level recorded for South Lanarkshire and is in line with the national average.
	A range of new programmes and projects have been delivered by Community Learning/Home School Partnership to support families, tackle disadvantage and deprivation, providing access to groups and clubs which improve employability options.

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness	
Council Objective: Promote performance management and improvement	
Resource Objective	Achievement
Promote performance management and improvement	A programme of 40 VSE visits was concluded underpinning a strengthened approach to self evaluation.

4.3. Key measures not achieved

No key measures were recorded as 'not achieved' in the Education Resources Quarter 4 Resource Plan Progress report 2015-16.

4.4. Benchmarking

A full progress report on the Resource Plan 2015-16 is available from the performance management system IMPROVe – all Quarter 4 Progress Reports are available on the performance pages of the website where you will also find further performance and benchmarking information, including South Lanarkshire Council's [Annual Performance Report](#) and [Performance at a glance reports](#).

Percentage of pupils gaining 5 or more awards at level 6 or better (Local Government Benchmarking Framework – Children's Services Measure 5)			
Year	2012-13	2013-14	2014-15
SLC	25.5	27.9	28.8
Scotland	25.7	28.1	29.3
Our performance has increased in each of the last 3 years in line with the national average.			

Percentage of adults satisfied with local schools (Local Government Benchmarking Framework – Children’s Services Measure 10)			
Year	2012-13	2013-14	2014-15
SLC	76	79	82
Scotland	83	81	79
Our performance has increased in each of the last 3 years and is above the national average.			

Proportion of Pupils Entering Positive Destinations (Local Government Benchmarking Framework – Children’s Services Measure 11)			
Year	2012-13	2013-14	2014-15
SLC	88.6	92.3	93.0
Scotland	91.4	92.3	92.9
Our performance has increased in each of the last 3 years in line with the national average.			

4.5. Customer views

4.5.1 South Lanarkshire Residents’ Household Survey 2014

The council conducted its latest Household Survey in spring 2014. Feedback from residents was generally positive. 84% of those who responded were satisfied with the overall service provided by the council. Residents were asked to assess the ‘general service’ provided by the council, key ‘council services’ and recommend areas for improvement. As a result of this feedback Education Resources will take forward all reasonable actions, where appropriate to improve resident satisfaction with the services that we deliver. The actions being progressed can be found in the action plan at section 6.

Education Scotland includes the results of consultations with parents and pupils as part of any report published following a school inspection. Education Resources uses the results of these consultations on satisfaction levels to help to ensure the highest possible quality of education provision for children, young people, families and communities.

4.6. Areas for improvement

Education Resources is committed to continuous improvement. As part of this process, we monitor our performance; participate in benchmarking activities; acknowledge the results of consultations; and feedback from complaints. We use this information to develop and improve the services we provide.

Section Five – Resourcing the Plan

5.0 Introduction

In this section we consider the resources needed to implement our plan, including funding and staffing.

5.1 Revenue and Capital Resources 2016-17

The Financial Strategy, approved by councillors in June 2015, provides details on the funding assumptions for the years 2017-18 and 2019-20.

South Lanarkshire Council has a medium-term Revenue Budget strategy covering 2016-17 to 2018-19. We also have a longer term strategy covering 2019-20 to 2025-26 which identifies issues likely to impact on the budget as we move into this period. The medium-term strategy details the council's proposals for managing its finances and also the principles and assumptions used in preparing the Revenue budgets. The council has a Capital Programme for the period ending 2016-17.

5.2. Revenue Budget 2016-17

The Resource has a Net Revenue Budget of £311.458 million for 2016-17. The table below allocates this budget across the operational services within the Resource:

2016-17 NET Budget by Service		2016-17	
Detail	£ million	%	
Central Admin	2.103	0.7%	
Curriculum & Quality Improvement Service	1.288	0.4%	
Directorate	0.504	0.2%	
Early Years	22.936	7.4%	
Finance	0.337	0.1%	
Inclusion	0.811	0.3%	
Integrated Children's Services	3.289	1.1%	
Learning Community	3.303	1.1%	
Operations	0.176	0.1%	
Primary Schools	108.920	35.0%	
Psychological Services	1.580	0.5%	
School Modernisation	31.614	10.2%	
Secondary Schools	93.185	29.9%	
Special School	15.838	5.1%	
Support Services	22.826	7.3%	
Youth Learning	2.748	0.9%	
Total	311.458	100.0	

5.3. Capital Budget 2016-17

The following capital budget is allocated to the Resource for 2016-17:

Capital Programme 2016-17	
Project	£ million
Primary Schools Modernisation Programme	£45.058
ICT	£1.880
Early Years	£1.708
Total	£48.646m

5.4. Resource Employees

The Resource has 6,052 employees across 9 services and educational establishments as follows:

Employee Type	Number of employees
Teaching staff	3,594
Local Government staff	2,458
Total	6,052

Section Six – Action Plan

6.0 Resource actions for 2016-17

This Action Plan identifies the Resource objectives and associated actions for 2016-17. The Lead Officer responsible for each action and the related measures are identified. Connect objectives are listed by Partnership Ambition in the order in which they appear in the Council Plan progress reports and the reference numbers link directly to the connect measures of success which are reported against the Council Plan at Quarter 2 and Quarter 4 each year.

Key to Links: used where appropriate	
ADM	All Directors Measure
Connect (reference number)	Connect – The Council Plan – Connect 2012-17
LGBF	Local Government Benchmarking Framework
SDS	Sustainable Development Strategy
SOA	Single Outcome Agreement

The Education Resources' Action Plan for 2016-17 includes objectives, actions and measures, which support the achievement of each of the Council Plan priorities, the Community Plan, the Single Outcome Agreement (SOA), Partnership Improvement Plan Themes (PIPs) and Education Resources' objectives. The programme is presented under each of the Council Plan objectives and includes actions and measures that have a timescale of one, two or three years.

Where an action/measure requires to be included in a relevant establishment improvement plan or service improvement action plan this is indicated as an improvement planning priority by the letters **IP** appearing against the target. Guidance on the implementation of an **IP** is provided to all establishments/services.

Unless otherwise stated all measures are anticipated to be achieved by the end of March 2017.

The current position and target position of measures are referenced through the Improve reporting mechanism. This enables Education Resources to produce reporting summary reports where detailed descriptions of measures are captured.

Partnership ambition: Get it right for children and young people			
Connect objective: Raise educational achievement and attainment (priority)			
Resource objective: Progress approaches in respect of national education priorities			
Action	Measures and timescales	Connect reference / links	Responsibility
1. Progress approaches in respect of national education priorities	Exclusion incidents per 1,000 pupils in primary schools	7.C	Head of Education (Curriculum and Quality Improvement)
	Exclusion incidents per 1,000 pupils in secondary schools	7.C	
	Reduction in the overall number of days lost through exclusion in secondary schools	7.C SOA	
	Reduction in the overall number of days lost through exclusion in primary schools	7.C SOA	
	Reduction in the average number of half days absence per pupil in primary schools	7.C	
	Reduction in the average number of half days absence per pupil in secondary schools	7.C and 4.F	
	% of pupils staying on to S5 (post Christmas)	7.C and 4.F	
	% of pupils entering further or higher education	4.F	
	% of pupils entering employment or training	4.F	
	Proportion of Pupils Entering Positive Destinations	4.F LGBF	
	Ensure the highest quality of experiences for all learners through implementation of learning and teaching approaches and strategies		
	Provide a programme of high quality professional learning opportunities to meet the needs of staff in the implementation of Curriculum for Excellence	7.B	
	Continue to provide a range of supports to all establishments to progress assessment, monitoring and tracking which confirms learners' achievement of levels	7.B	

Partnership ambition: Get it right for children and young people			
Connect objective: Raise educational achievement and attainment (priority)			
Resource objective: Progress approaches in respect of national education priorities			
Action	Measures and timescales	Connect reference / links	Responsibility
	Provide high quality support and guidance for establishments to support the implementation of the SLC Literacy Strategy	7.B	
	Provide support for establishments to implement new national assessments and guidance on how to interrogate the data they provide and use it to inform improvements in core areas		
	Provide, monitor and evaluate the range of supports available to schools and establishments to take forward SLC Outdoor Learning Strategy	7.B	
	Provide a range of support, the primary aim of which is to consistently refresh learning and teaching skills in literacy resulting in high quality experiences for learners		
	Continue to provide a range of supports to all establishments and to work with Education Scotland to progress assessment, monitoring and tracking which confirms learners' achievement of levels in Mathematics and Science		
	Build on existing good practice in moderation and understanding standards activities within establishments to enable all staff to have confidence in assessments within the Broad General Education and Senior Phase courses		
2. Ensure outcomes of consultation to meet the requirements outlined in The Children and Young People (Scotland) Act 2014 are reflected in service developments (IP3)	Report to Education Resources Committee to outline proposed future flexible service delivery by the end of April 2016		Head of Education (Curriculum and Quality Improvement)
	Lead a range of consultation events to evaluate current uptake and impact on learning of 600 hours Early Learning And Childcare provision, identify gaps in flexible provision and plan for future implementation		

Partnership ambition: Get it right for children and young people			
Connect objective: Raise educational achievement and attainment (priority)			
Resource objective: Progress approaches in respect of national education priorities			
Action	Measures and timescales	Connect reference / links	Responsibility
3. Ensure the delivery of the national How Good is our Early Learning and Childcare across all Early Learning and Childcare establishments	Develop and deliver a professional learning programme to support the key aspects of How Good is our Early learning and Childcare for Heads/Owners and facilitators across all Early Learning And Childcare establishments		Head of Education (Curriculum and Quality Improvement)
	Support the delivery of key aspects of How Good is our Early learning and Childcare		

Partnership ambition: Get it right for children and young people			
Connect objective: Raise educational achievement and attainment (priority)			
Resource objective: Raise standards of educational achievement and attainment			
Action	Measures and Timescales	Connect Reference/ Links	Responsibility
4. Improve achievement and attainment outcomes in all establishments (IP1)	Increase the overall percentage of pupils gaining nationally recognised qualifications	7.B	Head of Education (Curriculum and Quality Improvement)
	Percentage of Secondary pupils in S6 achieving 5 or more awards at Level 6	LGBF	
	Percentage of pupils from deprived areas gaining 5 or more awards at level 6 (SIMD)	LGBF	
	Undertake a strategic review of approaches across establishments to address the ambitions of "Closing the Attainment Gap"	7.C	
5. Raise standards of educational achievement and attainment	Provide a range of supports to schools and establishments to take forward the development of national qualifications		Head of Education (Curriculum and Quality Improvement)
	Provide professional learning activities which support the learning and teaching of Numeracy,		

Partnership ambition: Get it right for children and young people			
Connect objective: Raise educational achievement and attainment (priority)			
Resource objective: Raise standards of educational achievement and attainment			
	Mathematics and the Sciences for all children and young people		
	Provide a range of support to establishments in order to take forward the implementation of the SLC Languages 1+2 Strategy	7.C	
	Increase participation and achievement in instrumental music tuition through the Youth Music Initiative		
	Increase opportunities for children and young people to showcase their achievement in instrumental music		
6. NGLS 2 RM ICT Managed Service Contract Deliverables	Manage planning, delivery and performance of projects defined with the Education ICT Managed Services Contract		Head of Education (Curriculum and Quality Improvement)
	Maintain, enhance and continue to develop a modern ICT environment in line with national and local priorities to ensure that the ICT environment can continue to meet learning and teaching needs		
7. Promote and celebrate the achievements of young people	Organise the annual achievement award ceremony to celebrate children's success by June 2016		Head of Education (Curriculum and Quality Improvement)
8. Implement the duties of the Designated Managers / Named Persons with regard to Part 9 of the Children and Young People (Scotland) Act 2014 (IP3)	Provide guidance to Designated Managers/Named Persons for Looked After Children to ensure Education Resources meets Corporate Parenting duties		Head of Education (Inclusion)
9. Lead the Literacy Strategy Implementation Group	Report on the progress of the implementation of the strategy and recommend next steps in agreement to the Education Management Team		Head of Education (Inclusion)

Partnership ambition: Get it right for children and young people			
Connect objective: Raise educational achievement and attainment (priority)			
Resource objective: Raise standards of educational achievement and attainment			
10. Embed the use of Getting Ready to Read approaches in Early Years and in the nursery to primary transition	Arrange a multi agency awareness raising session for managers and practitioners on Getting Ready to Read approaches and resources, including information on how to engage vulnerable children and families at key transition points		Head of Education (Inclusion)
	Develop and pilot systems to measure impact of Getting Ready to Read		
11. Develop and deliver specialist learning opportunities for young people that contribute to the National Youth Work Outcomes and the four capacities within Curriculum for Excellence, including the Senior Phase	Deliver a range of locally negotiated, Youth Learning, one-to-one and group work programmes to improve young peoples' skills for learning, life and work	7.E	Head of Education (Inclusion)

Partnership ambition: Get it right for children and young people			
Connect objective: Raise educational achievement and attainment (priority)			
Resource objective: Implement the ambitions and aims of Raising Attainment for All and the Early Years Collaborative, developing improvement methodologies to reduce inequality, inequity and close the gap in educational outcomes			
Action	Measures and Timescales(s)	Connect Reference/ Links	Responsibility
12. Provide support to South Lanarkshire Council's 12 Scottish Attainment Challenge schools, to achieve or exceed their annual targets set out in their Scottish Attainment Challenge plans	Provide training and support for staff in Scottish Attainment Challenge schools to assist meeting commitment in Scottish Attainment Challenge plans	7.C	Head of Education (Curriculum and Quality Improvement)
	Percentage of schools involved in Scottish Attainment Challenge achieving or exceeding targets set out in their plan	7.C	
13. Continue to provide support to non Scottish Attainment Challenge schools using improvement methodology	Support non Scottish Attainment Challenge schools involved in improvement activity, using the methodology to demonstrate impact on pupil attainment		Head of Education (Curriculum and Quality Improvement)
14. Increase 2 year old nursery capacity to meet new, Scottish Government legislative requirements (IP3)	Provide sufficient space to accommodate all eligible 2 year old children applying for nursery places	7.D	Head of Education (Support Services and Schools Modernisation)
15. Identify the accommodation requirements to meet the Scottish Government's commitment to increase the hours of Free Early Learning And Childcare provision to 1140 hours statutory provision by August 2020	Develop and implement a strategy and action plan to provide appropriate Early Learning and Childcare facilities for young children and to support families in allowing parents to work, train or study		Head of Education (Support Services and Schools Modernisation)

Partnership ambition: Get it right for children and young people			
Connect objective: Raise educational achievement and attainment (priority)			
Resource objective: Progress recommendations to develop Scotland's young workforce			
Action	Measures and Timescales	Connect reference / Links	Responsibility
16. Progress recommendations to develop Scotland's young workforce (DSYW)	Continue to develop and Implement a range of supports to establishments to take forward Developing Scotland's Young Workforce	7.B	Head of Education (Curriculum and Quality Improvement)
	Review and build new strategic partnerships with local authorities, establishments, colleges and universities and business partners to widen the offer to young people in the Senior Phase		
	Carry out a strategic review of work experience models and implementation of the Standard for Work Experience		
17. Work with key partners to ensure that young people enter a positive and sustained destination	Maintain the percentage of young people entering and sustaining a positive destination	4.F SOA	Head of Education (Inclusion)
	Maintain the percentage of children who are looked after, entering and sustaining a positive destination	4.F SOA	
18. Improve life chances for young people of all ages, through learning, personal development and active citizenship	Provide a range of positive opportunities that improve life chances and outcomes for young people		Head of Education (Inclusion)
	Provide a range of youth work programmes that impact positively on the inequalities young people experience when moving into the labour market		
19. Continue to develop and deliver specialist additional learning opportunities which contribute to young people entering and sustaining positive destinations	Offer up to 96 H2O+ places during 2016-2017		Head of Education (Inclusion)

Partnership ambition: Get it right for children and young people			
Connect objective: Raise educational achievement and attainment (priority)			
Resource objective: Take forward the principles, values and purposes of A Curriculum for Excellence			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
20. Take forward key aspects of Curriculum for Excellence in all schools and establishments as appropriate annually (IP2)	Increase the percentage of pupils at key stages meeting or exceeding the appropriate level for their stage in literacy and numeracy	7.B	Head of Education (Curriculum and Quality Improvement)
	Ensure effective systems and processes are in place to gather appropriate evidence in support of the key priorities of the National Improvement Framework		
	Increase knowledge and confidence amongst practitioners of the wellbeing indicators and their role in underpinning Health and Wellbeing		
	Provide a range of supports to establishments which enhance professional learning for professionals to support children and young people on issues around domestic abuse		
	Provide a range of supports to establishments to enable delivery of Relationship, Sexual Health and Parenthood Education		
	Implement South Lanarkshire Council's Outdoor Learning Strategy	7.B	

Partnership ambition: Get it right for children and young people			
Connect objective: Raise educational achievement and attainment (priority)			
Resource objective: Implement the primary schools modernisation programme			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
21. Deliver targets within the primary schools modernisation programme	Overall target is to deliver 129 new or refurbished primary schools by 2018	7.A	Head of Education (Support Services and Schools Modernisation)
	Number of primary schools and stand alone nursery centres designed	7.A	
22. Modernise nursery facilities	Number of nursery classes modernised in session 2016-17		Head of Education (Support Services and Schools Modernisation)

Partnership ambition: Get it right for children and young people			
Connect objective: Raise educational achievement and attainment (priority)			
Resource objective: Ensure the highest possible quality of educational provision for children, young people, families and communities			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
23. Progress the key themes of self-evaluation and leadership in all establishments and services (IP6)	Increase the proportion of schools receiving positive inspection reports	7.D	Head of Education (Curriculum and Quality Improvement)
24. Ensure the highest possible quality of educational provision for children, young people, families and communities	Percentage of primary pupils consulted as part of HMIE process who express satisfaction with school	7.D	Head of Education (Curriculum and Quality Improvement)
	Percentage of secondary pupils consulted as part of HMIE process who express satisfaction with school	7.D	
	Percentage of parents of pre-school pupils, consulted as part of HMIE or Care Commission process, who express satisfaction with service provision	7.D	

Partnership ambition: Get it right for children and young people			
Connect objective: Raise educational achievement and attainment (priority)			
Resource objective: Ensure the highest possible quality of educational provision for children, young people, families and communities			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
	Percentage of Adults satisfied with local schools	7.D LGBF	
	Provide a range of statistical analysis to schools, establishments and Quality Link Officers to support improvement		
	Implement an updated Child Protection Operating Procedure, including guidance on record keeping to reflect the Children and Young People (Scotland) Act 2014		Head of Education (Inclusion)
	Implement an updated Operating Procedure on Additional Support for Learning, to reflect the Children and Young People (Scotland) Act 2014		
25. Implement the requirements of General Teaching Council for Scotland's, Professional Review and Development and Professional Update	Continue to implement the new General Teaching Council for Scotland's paperwork and processes for Professional Review and Development and Professional Update		Head of Education (Curriculum and Quality Improvement)
	Develop quality assurance systems for new Professional Review and Development and Professional Update		
26. Provide high quality professional learning activities for practitioners based on the needs identified in the CQIS annual audit	Increase the overall percentage of staff participating in additional qualification opportunities		Head of Education (Curriculum and Quality Improvement)
	Audit professional learning needs of practitioners and ensure the needs of establishments have been addressed by June 2017		

Partnership ambition: Get it right for children and young people			
Connect objective: Raise educational achievement and attainment (priority)			
Resource objective: Ensure the highest possible quality of educational provision for children, young people, families and communities			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
27. Deliver the implementation of flexible 600 hours early learning and childcare for 2 – 3 year olds from families seeking work	Pilot, Monitor and evaluate the effectiveness of the delivery of a range of flexible models of 600 hours Early Learning and Childcare for 2-3 year olds from families seeking work		Head of Education (Curriculum and Quality Improvement)
28. Deliver curriculum guidance for establishments providing early learning and childcare	Develop and deliver learning and teaching guidance to Early Years establishments		Head of Education (Curriculum and Quality Improvement)
29. Maintain Education Resources commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	Ensure Education Resources remains compliant with the Investors In People principles, to enable positive assessment outcomes		Head of Education (Support Services and Schools Modernisation)
	Maintain or improve performance in relation to national performance measures: The number and percentage of Head and Deputy Head teachers who are women compared with the percentage of all teachers that are women in: Secondary schools, Primary schools, Additional Support Needs schools		
	Ensure the Corporate Standards for People Connect are met by Education Resources within agreed timescales		

Partnership ambition: Get it right for children and young people			
Connect objective: Increase involvement in lifelong learning			
Resource objective: Deliver services and programmes through the Community Learning and Development Partnership to further improve literacy and numeracy skills among young people and adults			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
30. Increase involvement in lifelong learning for young people and adults (IP5)	Deliver Services and programmes through the Community Learning and Development Partnership to further improve literacy and numeracy skills among young people, increasing resilience and personal development	10.A	Head of Education (Inclusion)
31. Provide improved life chances and improve skills for learners, young people and adults	Maintain the number of English for Speakers of Other Languages learners participating in learning opportunities	10.D	Head of Education (Inclusion)
	Maintain the number of English for Speakers of Other Languages learners reporting increased confidence in applying skills to daily life		

Partnership ambition: Get it right for children and young people			
Connect objective: Increase involvement in lifelong learning			
Resource objective: Increase levels of achievement through learning for young people and adults			
Action	Measure	Connect Reference / Links	Responsibility
32. Maintain the number of awards available to young people through Youth Learning Services	Maintain the number of awards available and celebrate the number achieved through Youth Learning activity	10.B	Head of Education (Inclusion)
33. Deliver a range of opportunities for people of all ages through Community Learning/Home School Partnership programmes	Maintain the number of adults achieving at least one learning outcome	10.C	Head of Education (Inclusion)

Partnership ambition: Get it right for children and young people			
Connect objective: Increase involvement in lifelong learning			
Resource objective: Increase levels of achievement through community capacity building			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
34. Develop stronger, more resilient, supportive, influential and inclusive communities to improve our service and asset planning and share these responsibilities as defined within the Youth Strategy	Increase the annual percentage of young people involved in decision making processes affecting their community through Youth Learning activities	10.D	Head of Education (Inclusion)
	Improve Youth Partnership Survey satisfaction ratings of universal services (biennial measure)		
35. Promote and encourage volunteering opportunities for young people and support volunteers to become active within their community	Increase the number of young people actively involved in individual volunteering activities of 12 hours or more, through Youth Learning activities		Head of Education (Inclusion)
36. Recognise and celebrate young people's progress and achievement	Organise a minimum of 20 Youth Learning events and awards ceremonies	10.E	Head of Education (Inclusion)
37. Provide targeted support and training to communities to improve community engagement and involvement	Maintain the number of Community Learning / Home School Partnership volunteers progressing onto other learning and training		Head of Education (Inclusion)
	Maintain the number of people engaged in decision making in their communities		

Partnership ambition: Improve health, care and wellbeing			
Connect Objective: Protect vulnerable children, young people and adults (priority)			
Resource objective: Ensure current national priorities for vulnerable children and families are addressed			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
38. Further embed the <i>Give us a break!</i> training for trainers programme	Deliver the training for trainers programme at a local authority and national level		Head of Education (Inclusion)
39. Develop a pilot <i>Give us a break!</i> programme that is accessible to children and young people	Produce a pilot differentiated version of <i>Give us a break!</i> for children and young people, including those on the autistic spectrum and those at an early developmental stage		Head of Education (Inclusion)
40. Review primary estate to meet developing needs of Additional Support Needs pupils	Undertake a programme of adaptations of current accommodation to meet pupil needs, as determined by ongoing review		Head of Education (Support Services and Schools Modernisation)
41. Review secondary estate to meet developing needs of Additional Support Needs pupils	Undertake a programme of adaptations of current secondary accommodation to meet pupil needs, as determined by ongoing review		Head of Education (Support Services and Schools Modernisation)
42. Support vulnerable young people and improve life chances through learning, personal development and active citizenship	Develop and deliver a range of targeted one-to-one and group work sessions, guidance and programmes to improve vulnerable young peoples' skills for learning, life and work, and health and wellbeing	5.F	Head of Education (Inclusion)

Partnership ambition: Tackle poverty, disadvantage and deprivation			
Connect Objective: Tackle disadvantage and deprivation (priority)			
Resource Objective: Improve the life chances of children and families			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
43. Further embed the use of the Framework of Assessment and Intervention for Resilience for 9-14 year olds	Gather users views on the impact of the Framework of Assessment and Intervention for Resilience to inform enhancements of the programme		Head of Education (Inclusion)
44. Improve the life chances of children and families	Develop and implement Early Years to Primary mainstream transition materials to ensure that children with additional support needs will have successful transitions		Head of Education (Inclusion)
45. Provide a range of targeted family learning provision for vulnerable families within Learning Communities	Increase the number of males participating in family learning activity		Head of Education (Inclusion)
46. Support parents through Community Learning / Home School Partnership programmes to help improve their financial circumstances	Deliver a range of programmes designed to support families address poverty related issues	5.F	Head of Education (Inclusion)
47. Take forward key aspects of health and wellbeing of young people as defined within the Youth Strategy	Increase the percentage of young people stating their health as very good		Head of Education (Inclusion)
48. Continue to further develop strategies to support and include young people, tackling local and national disadvantage and deprivation	Provide supportive opportunities to young people regarding issues such as housing, financial literacy, life skills and accessing services	5.F	Head of Education (Inclusion)

Partnership ambition: Promote recovery and sustainable economic growth			
Connect Objective: Develop a sustainable council and communities (priority)			
Resource Objective: Ensure an effective contribution to the council's Sustainable Development Strategy			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
49. Continue to engage young people, pupils and the wider community in environmental education through Eco- Schools and similar programmes	Maintain 100% Eco Schools Scotland registration and increase percentage of establishments with bronze, silver and green flag awards	6.A SDS	Head of Education (Curriculum and Quality Improvement)
	Support continued involvement in programmes and initiatives that help whole-school action on climate change including Eco-schools programme; Earth Hour and Globally Aware Schools	SDS	
	Further embed climate change awareness and sustainability in Curriculum for Excellence	SDS	
50. Develop and promote learning opportunities which increase young people's knowledge and understanding of sustainable development	Encourage innovation and creativity in developing sustainable development activities within Youth Learning establishments	SDS	Head of Education (Inclusion)
51. Continue to educate our young people about the local environment in which they live and encourage them to reduce the impacts they have upon it	Provide a communication pack to Head Teachers to help raise the awareness of pupils and parents of cycle routes available for new school transport arrangements	6.A SDS	Head of Education (Support Services and Schools Modernisation)
52. Deliver targets within the primary schools modernisation programme	Increase the number of primary school buildings built to modern, sustainable standards with improved technologies	6.B SDS	Head of Education (Support Services and Schools Modernisation)
53. Reduce the overall annual electrical consumption within	Implement electricity saving measures within the Secondary School Estate to achieve a reduction		Head of Education (Support

Partnership ambition: Promote recovery and sustainable economic growth			
Connect Objective: Develop a sustainable council and communities (priority)			
Resource Objective: Ensure an effective contribution to the council's Sustainable Development Strategy			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
Education Resources' Secondary School Estate	of 5% when measured against the Public Private Partnership contractual benchmark period		Services and Schools Modernisation)
54. Reduce the overall annual gas consumption within Education Resources' Secondary School Estate	Implement gas saving measures within the Secondary School Estate to achieve a reduction of 10% when measured against the Public Private Partnership contractual benchmark period		Head of Education (Support Services and Schools Modernisation)
55. Reduce the overall annual water consumption within Education Resources' Secondary School Estate	Implement water saving measures within the Secondary School Estate to achieve a reduction of 5% when measured against the Public Private Partnership contractual benchmark period		Head of Education (Support Services and Schools Modernisation)
56. Deliver a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Implement fuel efficiency measures to achieve a 2% reduction in vehicle emissions by March 2017 (relative to baseline year of 2014/15)	ADM	Head of Education (Support Services and Schools Modernisation)
57. Implement the Climate Change Duties Compliance Improvement Action Plan	Implement actions within the Climate Change Duties Compliance Improvement Action Plan within the agreed timescales	ADM	Head of Education (Support Services and Schools Modernisation)

Partnership ambition: Get it right for children and young people			
Connect Objective: Get it right for every child			
Resource Objective: Improve outcomes for individual children and families in South Lanarkshire			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
58. Provide project management support for the Realigning Children's Services programme	Realigning Children's Services Partnership Plan to be prepared for approval by the Education Management Team	11.B	Head of Education (Inclusion)
59. Support improvement activity to improve outcomes for individual children and families across priority themes for the Partnership	Percentage of priority tests of change, which demonstrate improvements in learning		Head of Education (Curriculum and Quality Improvement)
60. Ensure the implementation of the GIRFEC Improvement plan to promote awareness of, and compliance with, the legislative requirements of the Children and Young People (Scotland) Act 2014 (IP3 & IP4)	Develop and implement the structures required to inaugurate the Named Person Service within Education Resources	11.A	Head of Education (Inclusion)
	Train and equip school staff with skills necessary to use the Wellbeing Application within SEEMIS		
	Train and equip school staff to use the Child's Plan as part of a response to wellbeing needs		
61. Improve outcomes for individual children and families in South Lanarkshire	Finalise, implement and raise awareness of the Framework for Inclusion and Equality	11.A	Head of Education (Inclusion)
	Develop, implement and raise awareness of new guidance for Staged Intervention based on wellbeing and on the requirements of GIRFEC		

Partnership ambition: Get it right for children and young people			
Connect Objective: Get it right for every child			
Resource Objective: Improve outcomes for individual children and families in South Lanarkshire			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
62. Progress key aspects of Getting It Right For Every Child (GIRFEC) for Youth Learning Service (IP4)	Support and provide access to a range of learning opportunities to paid/voluntary staff through the Youth Learning Development Plan		Head of Education (Inclusion)

Partnership ambition: Make communities safer and stronger			
Connect Objective: Improve community safety			
Resource Objective: Improve the safety of our young people and their families			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
63. Provide a range of diversionary activities to improve the safety of young people	Sustain the number of young people participating in Youth Learning Service diversionary activities	12.G	Head of Education (Inclusion)

Partnership ambition: Improve health, care and wellbeing			
Connect objective: Improve and maintain health and increase physical activity			
Resource objective: Improve Health and Well Being outcomes for all children and young people			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
64. Continue to develop new approaches to ensure high quality Physical Education in establishments	Continue to deliver a range of professional programmes for practitioners, with partners, focused on the quality of provision of Physical Education	13.B	Head of Education (Curriculum and Quality Improvement)
	Monitor the percentage of establishments undertaking 2 hours of Physical Education through the Healthy Living Survey	13.B	

Partnership ambition: Improve health, care and wellbeing			
Connect objective: Improve and maintain health and increase physical activity			
Resource objective: Improve Health and Well Being outcomes for all children and young people			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
65. Deliver and evaluate training on the Autistic Spectrum Disorder Consultation protocol	Deliver training sessions across Learning Communities on the Autistic Spectrum Disorder Consultation protocol		Head of Education (Inclusion)
	Measure and report on the impact of the Autistic Spectrum Disorder Consultation protocol training		

Partnership ambition: Make communities safer and stronger			
Connect Objective: Promote participation in cultural activities and provide quality facilities to support communities			
Resource Objective: Engage children and young people in physical, cultural and social activities			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
66. Provide a range of cultural and creative experiences for children and families	Deliver a range of cultural and creative programmes to children and young people in our Learning Communities to increase skills and confidence through the Cultural Coordinator Team		Head of Education (Inclusion)
67. Develop stronger, more resilient, supportive, influential and inclusive communities to improve our service and asset planning and share these responsibilities as defined within the Youth Strategy	Increase the overall percentage of young people's satisfaction rating of local cultural opportunities provided as part of Youth Learning services work biennially till March 2017		Head of Education (Inclusion)

Partnership ambition: Make communities safer and stronger			
Connect Objective: Promote participation in cultural activities and provide quality facilities to support communities			
Resource Objective: Engage children and young people in physical, cultural and social activities			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
68. Encourage participation in National and International citizenship activities through the Confucius Hub and Scottish Dragons programme	Increase access to learning opportunities for individuals and communities through innovative ways of learning of Chinese language and culture through youth services activities		Head of Education (Inclusion)

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness			
Connect Objective: Strengthen partnership working, community leadership and engagement (priority)			
Resource Objective: Ensure effective partnership working with parents, carers, learners and other stakeholders in order to provide leadership and engagement that enables a clear focus on learning and participation			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
69. Improve partnership working with young people and other stakeholders in order to promote a consistent focus on local and national democratic learning	Increase awareness of the democratic decision making process and a deeper understanding of how young people can participate in, and affect change in their communities, through participation in local and national youth democracy		Head of Education (Inclusion)
	Ensure members of Pupil Councils are active within the Council's Youth Participation Network and participants are contributing effectively and confidently		
70. Strengthen partnership working to promote a consistent focus on learning when shaping and delivering services	Maintain and update annually a register of Education Resource partnerships		Head of Education (Curriculum and Quality Improvement)

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness			
Connect Objective: Strengthen partnership working, community leadership and engagement (priority)			
Resource Objective: Ensure effective partnership working with parents, carers, learners and other stakeholders in order to provide leadership and engagement that enables a clear focus on learning and participation			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
71. Review the Education Resources Parental Involvement Strategy	Review Parent Involvement Strategy		Head of Education (Curriculum and Quality Improvement)
72. Consult with Staff, Pupils, Parent Councils and Communities on the Primary Schools Modernisation Programme	Ensure stakeholders contribute effectively and confidently in the consultation exercises as part of the Primary Schools Modernisation Programme		Head of Education (Support Services and Schools Modernisation)
	Ensure stakeholders contribute effectively and confidently in discussions as part of any adaptations within the Secondary School Estate		

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness			
Connect Objective: Provide vision and strategic direction			
Resource Objective: Provide vision and strategic direction			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
73. Develop and deliver professional learning opportunities that contribute to the capacity for improvement of all establishments	Monitor and evaluate the Education Resources Learning and Development Plan professional learning activities across 5 key themes and report to Education Management Team		Head of Education (Curriculum and Quality Improvement)
	Provide support to establishments to adopt a revised model of improvement planning which leads to focused delivery of key priorities		
	Provide support for establishments to engage in rigorous and robust self evaluation, using How Good is our School (4 th Edition), which results in improved outcomes for learners		

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness

Connect Objective: Provide vision and strategic direction

Resource Objective: Provide vision and strategic direction

Action	Measures and Timescales	Connect Reference / Links	Responsibility
	Provide advice and guidance for establishments preparing for HMLe inspection		
74. Merge the Curriculum and Quality Improvement Service and Early Years Service	Develop and implement an effective model for service delivery and planning for the merged team		Head of Education (Curriculum and Quality Improvement)
75. Deliver the objectives of the Council Plan Connect	Deliver annual Resource Plan and review suite of measures for coverage and relevance	ADM	Head of Education (Curriculum and Quality Improvement)
76. Develop and implement council wide equality performance measures and publish results in accordance with Public Sector Equalities Duties (PSED)	Number of policies recommended, not recommended or piloted as a result of Equality Impact Assessments undertaken for all relevant policies, strategies and procedures	ADM	Head of Education (Inclusion)
	Provide annual report to the Equal Opportunities Forum on uptake of service, based on the agreed equality outcomes	ADM	

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness

Connect Objective: Promote performance management and improvement

Resource Objective: Promote performance management and improvement

Action	Measures and Timescales	Connect Reference / Links	Responsibility
77. Implement the Validated Self Evaluation programme within Education Resources	Increase the overall percentage of establishments engaged in the Validated Self Evaluation process		Head of Education (Curriculum and Quality Improvement)
78. Take forward key census activity for Education Resources	Ensure the completion and presentation of all appropriate Scottish Government census information		Head of Education (Curriculum and Quality Improvement)
79. Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Engage in self evaluation activity and take forward any improvement actions	ADM	Head of Education (Curriculum and Quality Improvement)
	Use the results of benchmarking activity (including the Local Government Benchmarking Framework) to inform and improve service delivery	ADM	
	Cost per primary school pupil	LGBF	
	Cost per secondary school pupil	LGBF	
	Cost per pre-school education registration	LGBF	
80. Ensure the review of Together We Can, Pre-Birth to Three, Curriculum for Excellence and Building the Ambition to produce new curriculum guidance for early learning and childcare	Review curriculum guidance for children aged 0-5 years and devise a professional learning programme for practitioners and establishments		Head of Education (Curriculum and Quality Improvement)
81. Undertake Post Occupancy Evaluations for completed schools	Measure the levels of user satisfaction to allow modifications or design improvements for future schools or retrospective adaptation		Head of Education (Support Services and Schools Modernisation)

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness

Connect Objective: Embed governance and accountability

Resource Objective: Embed governance and accountability

Action	Measures and Timescales	Connect Reference / Links	Responsibility
82. Compliance with statutory response timescales for information in terms of the EI(S)Rs and FOISA and for subject access requests under the DPA	90% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances	ADM	Head of Education (Curriculum and Quality Improvement)
	90% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	ADM	Head of Education (Curriculum and Quality Improvement)
	90% of Data Protection Act (DPA) requests to be processed within 40 calendar days	ADM	Head of Education (Curriculum and Quality Improvement)
83. Promote high standards of information governance	Information governance self assessment audit checklist to be completed annually and all relevant actions to be implemented	ADM	Head of Education (Curriculum and Quality Improvement)
84. Ensure that high standards of governance are being exercised	Complete Resource Governance self assessment by due date and develop actions to address non compliant areas	ADM	Head of Education (Support Services and Schools Modernisation)
	75% of risk control actions completed by due date	ADM	
	90% of audit actions completed by due date	ADM	
85. Advise, implement and monitor Risk Management activity within Education Resources	Prepare an updated Education Resources Risk Register and Control Plan for approval by Education Committee		Head of Education (Support Services and Schools Modernisation)
	Prepare an updated Education Resources Security Action Plan by September 2016		

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness

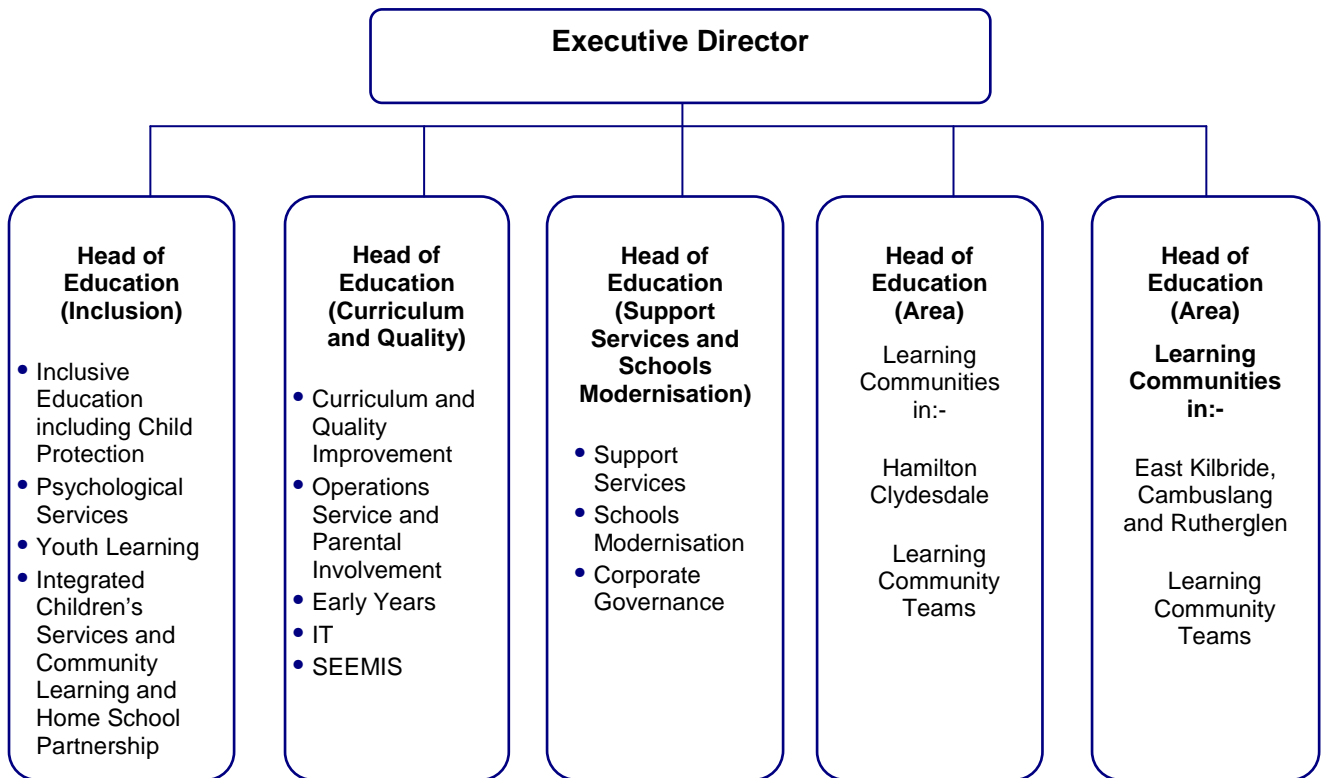
Connect Objective: Achieve efficient and effective use of resources

Resource Objective: Achieve efficient and effective use of resources

Action	Measures and Timescales	Connect Reference / Links	Responsibility
86. Monitor secondary school Public Private Partnership contract to ensure effective financial management	Ensure monthly contract compliance in relation to performance and availability standards delivered by the Public Private Partnership provider		Head of Education (Support Services and Schools Modernisation)
	In conjunction with the Public Private Partnership provider ensure continuity of service delivery across the secondary school estate		
	Deliver best value for the council, in relation to the monthly Public Private Partnership charges		
87. Maximise Developer Contributions to mitigate the impacts of housing developments on education accommodation (Early Years, Primary and Secondary estate)	Work collaboratively with Planning Services to negotiate the maximum external funding contributions via developers using Education Resources' agreed methodology		Head of Education (Support Services and Schools Modernisation)
88. Ensure the effective financial management of the primary school project	Ensure that the Primary Schools Modernisation Programme can be completed within the agreed budget		Head of Education (Support Services and Schools Modernisation)
89. Monitor the efficient use of the primary school estate to meet developing needs	Ensure school estate capacity is managed effectively, to ensure best value by ongoing review		Head of Education (Support Services and Schools Modernisation)

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness			
Connect Objective: Achieve efficient and effective use of resources			
Resource Objective: Achieve efficient and effective use of resources			
Action	Measures and Timescales	Connect Reference / Links	Responsibility
90. Ensure commitment to employees through the development and implementation of personnel policies and employment learning and development opportunities	Absence rate less than 4.5%	ADM	Head of Education (Support Services and Schools Modernisation)
	Labour turnover rate less than 5%	ADM	
	100% coverage of Performance Development Reviews (PDR's) of employees in scope	ADM	
91. Implement the council workforce strategy toolkit and continue the cyclical reporting framework	Complete review of workforce plan and develop actions to respond to workforce changes and meet future needs	ADM	Head of Education (Support Services and Schools Modernisation)

Annex 1 Education Resource Organisational Structure



Annex 2

Additional Performance Information

Achievement highlights during session 2015-16 are detailed in section 4.2. Additional achievements are listed in the table below.

Partnership ambition: Get it right for children and young people	
Council Objective: Raise Educational Achievement and Attainment	
Resource Action	Achievement
Raise Educational Achievement and Attainment	There is strong evidence through the gathering of Insight data that professional learning provided for the implementation of National Qualifications has led to increased practitioner confidence in delivery of course.
Ensure the highest quality of experiences for all learners through implementation of learning and teaching approaches and strategies	There is an increased focus on professional learning opportunities which focus on learning and teaching methodologies and approaches, enhancing the toolkit of approaches practitioners apply to developing high quality learning experiences. This has been a major theme of the menu of learning opportunities offered to practitioners for 2015/2016.
Provide a programme of high quality professional learning opportunities to meet the needs of staff in the implementation of Curriculum for Excellence	A programme of professional learning opportunities to meet the needs of staff in the implementation of Curriculum for Excellence has been completed and issued to practitioners.
Increase the overall percentage of staff participating in additional qualification opportunities	A further 79 practitioners are participating in opportunities that lead to enhanced teacher qualifications.
Progress recommendations to develop Scotland's young workforce	Schools have been supported to increase the range of vocational opportunities available to pupils in the Senior Phase. This includes expanding the portfolio of SQA qualifications and Youth Learning Awards, extending opportunities for Foundation Apprenticeships in partnership with South Lanarkshire College and access to an increasing number of college based activities.
	1205 pupils have been placed within the schools work experience programme and 64 extended or flexible placements have been made available taking forward key recommendations of Developing Scotland's Young Workforce.
Develop an SLC Action Plan to deliver numeracy and mathematics professional learning activities, through support by Numeracy Hub Champions	Numeracy Hub Champion has delivered training on strategies to raise attainment in numeracy to 120 practitioners. Over 2,000 pupils will experience a research backed, internationally respected, approach to mathematics.

Partnership ambition: Get it right for children and young people	
Council Objective: Raise Educational Achievement and Attainment	
Resource Action	Achievement
Train up to 50 teachers in Primary Language Learning	An additional 297 practitioners are being trained in Primary Language Learning during session 2015/16. 100 teachers being trained.
Increase opportunities for children and young people to showcase their achievement in instrumental music	The Instrumental Music Service has engaged with schools, community partners and other stakeholders to produce events that have featured the musical skills of over 1,000 young people.
Progress approaches to Rights Based Learning	56 establishments are involved in the Rights Respecting Schools Award Route and over 70 are involved in, or are planning to participate in, the 'Making Rights Real' SLC resource on rights based learning.
Promote and celebrate the achievements of young people	300 young people received an achievement award at the annual ceremony in June 2015, evaluations from young people demonstrate positive impact on their sense of pride, achievement and feeling valued.
Develop and deliver specialist learning opportunities for young people that contribute to the four capacities within CfE, including the senior phase	Over 390 group and one to one youth learning opportunities have been accessed.
Provide a range of supports to establishments which enhance professional learning for professionals to support children and young people on issues around domestic abuse	Pupil support leaders in secondary schools have received training from Doorway enabling establishments to meet the needs of vulnerable pupils as appropriate.

Partnership ambition: Get it right for children and young people	
Council Objective: Increase involvement in lifelong learning	
Resource Action	Achievement
Increase involvement in lifelong learning for young people and adults	Over 1,500 young people participated in 120 programmes delivered through the Community Learning and Development Partnership to further improve literacy and numeracy skills. The programmes provide innovative learning opportunities in a range of settings including Universal Connections, area based clubs and schools. Participation means that young people are better equipped to engage with their learning and improves their confidence and self-esteem.

Partnership ambition: Get it right for children and young people	
Council Objective: Increase involvement in lifelong learning	
Resource Action	Achievement
Promote and encourage volunteering opportunities for young people and support volunteers to become active within their community	2,332 young people volunteered to support the work of the Youth Learning Service and strengthen their communities. Activities volunteers are involved in include: drama, peer education, fund raising and the Duke of Edinburgh Awards scheme. Young people benefit greatly from this experience and improve their knowledge, skills and enhance their confidence.
Maintain the number of awards available to young people through Youth Learning Services	During 2015/16 a total 1,061 young people received or are working towards awards through their participation in Youth Learning Service activity.
Deliver a programme of targeted adult literacy and numeracy activities within data zones	Adult literacy and numeracy work targets learners within data zones. A number of new initiatives were offered including functional literacy classes, community drop-ins, mental health writing programmes and writing for employability. Learners reported improved capabilities to participate in family, community, work and private life.

Partnership ambition: Get it right for children and young people	
Council Objective: Get it right for every child	
Resource Action	Achievement
Support improvement activity to improve outcomes for individual children and families in establishments	The merging of the Early Years Collaborative and Raising Attainment for All programmes at local level has brought about a significant extension of work using improvement methodology in schools. All schools engaging with the approach are demonstrating learning and improvement as a result of their work.
Address issues appropriate to Education in the action plan emerging from the joint inspection of services for children and young people	Following the Children's Services Inspection strategic planning has been reviewed enabling continued focus on improving outcomes for our children and young people.

Partnership ambition: Improve health, care and wellbeing	
Council Objective: Get it right for every child	
Resource Action	Achievement
Review primary and secondary estate to meet developing needs of ASN pupils	Adaptation works at Carluke Primary School and Lanark Grammar completed ensuring accommodation meets the needs of those pupils requiring additional support for learning.

Partnership ambition: Improve health, care and wellbeing

Council Objective: Get it right for every child

Resource Action	Achievement
Develop new approaches to ensure high quality Physical Education in establishments	Results of the Healthy Living Survey 2014-15 maintained 100% of Primary establishments undertaking 2 hours of Physical Education. Providing opportunities for learners to engage in activity which encourages and enables physical confidence and competence from the earliest age and supports wellbeing and resilience across our communities of learning through physical activity and sport.
	The Education Resources Strategy on Physical Education, Physical Activity and Sport was fully developed and will be rolled out to schools before the end of session 2015-16.

Partnership ambition: Promote recovery and sustainable economic growth

Council Objective: Develop a sustainable Council and communities

Resource Action	Achievement
Continue to engage young people, pupils and the wider community in environmental education through Eco-schools and similar programmes	100% registration with Eco-Schools Scotland is maintained.

Partnership ambition: Make communities safer and stronger

Council Objective: Develop a sustainable Council and communities

Resource Action	Achievement
Improve community safety	Over 26,000 young people were involved in a range of diversionary activities including: sports, detached youth work, drop-in activities, issue based programmes, music and area based youth clubs.

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness

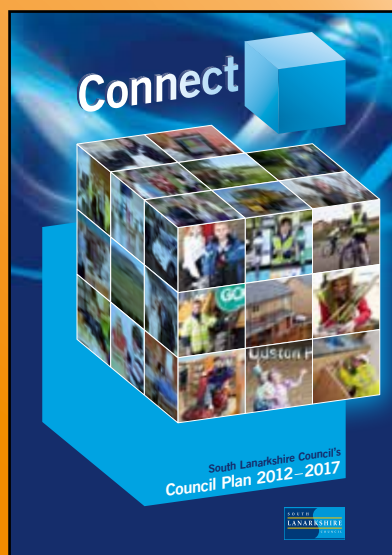
Council Objective: Strengthen partnership working, community leadership and engagement (priority)

Resource Action	Achievement
Improve partnership working with young people and other stakeholders in order to promote a consistent focus on local and national democratic learning	The election of 9 Members of the Scottish Youth Parliament, attendance at national sittings and participation in the Scottish Youth Parliament manifesto and campaign consultation is promoting a consistent focus on democratic participation and learning.

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness

Council Objective: Provide vision and strategic direction

Resource Action	Achievement
Develop and deliver professional learning opportunities that contribute to the capacity for improvement of all establishments	The Leadership Framework for aspiring, newly appointed and experienced Heads of Establishment has been launched enabling leaders to share their experiences, expertise and connections.
Progress the Education Resources element of the South Lanarkshire Council Strategy for Autism	A refreshed approach to understanding and working with autistic children was piloted in a collaboration between Psychological Services and Inclusive Education. This training was very well received by schools attending and will now move to a full training programme to take the approach to all establishments within the Authority.



INVESTORS
IN PEOPLE | Gold



**Healthy
Working
Lives**

If you need this information in another language or format, please
contact us to discuss how we can best meet your needs.

Phone: 0303 123 1015 Email: equalities@southlanarkshire.gov.uk

www.southlanarkshire.gov.uk