

**REPORT TO:** Education Committee

**MEETING DATE:** 20 November 2018

**BY:** Depute Chief Executive (Resources and People Services)

**SUBJECT:** Education Service Local Improvement Plan 2018-2019

---

## **1 PURPOSE**

- 1.1 To seek the Committee's approval of the Education Service Local Improvement Plan 2018-2019.

## **2 RECOMMENDATIONS**

- 2.1 The Committee is asked:-
- i. To approve the Education Service Local Improvement Plan 2018-2019 (Appendix 1).
  - ii. To note a pupil and parent friendly version of the Education Service Local Improvement Plan 2018-2019 will be produced.

## **3 BACKGROUND**

- 3.1 The Standards in Scotland's Schools etc. Act 2000, as amended 2016, places new duties on education authorities in relation to the preparation and publication of annual plans setting out the steps proposed to reduce inequalities of outcome for pupils; steps taken in pursuance of the National Improvement Framework, and the educational benefits for pupils that will result from the steps proposed.
- 3.2 The education authority's annual statement of improvement objectives should also include an account of the ways in which the authority will seek to involve parents in promoting the education of their children.
- 3.3 From August 2017, the education authority must provide a copy of the Education Service Local Improvement Plan to Scottish Ministers. This is East Lothian Council's second plan under these new legislative duties.

- 3.4 The Education Service Local Improvement Plan 2018-2019 sets out our aim to work together to deliver on our commitment to Believe, Achieve, Strive for Excellence and Care for All to improve the quality of the experiences we provide for our children, young people and their families.
- 3.5 The Plan also sets out the Education Service's contribution to the delivery of the Council's strategic goals and objectives detailed within the East Lothian Council Plan 2017-2022.
- 3.6 Identified areas for improvement are grouped under the following key areas:

**Attainment and achievement**

- Develop a self-improving system to drive forward improvement and raise attainment
- Improve learning, teaching and assessment
- Close the poverty related attainment gap in the broad general education

**Ensuring Wellbeing, Equality and Inclusion (GIRFEC)**

- Better targeting of resources in order to achieve a greater impact on children and families.
- Improving integrated service delivery to better meet the needs of children and families.
- Supporting the physical, social and mental wellbeing of all children and young people, particularly those most at risk.

**Employability**

- Strengthen transition and pathways to employability and other positive destinations for young people.
- Offer a range of vocational and academic opportunities and experiences that meet the needs of all learners.
- Increase attainment of key qualifications set within the senior phase.

**Leadership**

- Improve the quality and impact of leadership at all levels
- Further develop a collaborative culture throughout our learning communities

**Finance and Resources**

- Consider how best to maintain and increase the service workforce to continue to raise attainment and achievement.
- Develop and maintain a school estate strategy.

- 3.7 The Education Service Improvement and Evaluation Group reviews progress made with the improvement actions set out in the Plan and determine the range of activities required to evidence improved outcomes for children, young people and families across our communities. The Education Service will use a range of Key Performance Indicators to measure the educational benefits for pupils that will result from the improvement actions set out in the Plan.

#### **4 POLICY IMPLICATIONS**

- 4.1 There are no direct policy implications associated with this report although on-going monitoring and reporting of the Education Service Local Improvement Plan is a key statutory duty of the education authority.

#### **5 INTEGRATED IMPACT ASSESSMENT**

- 5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

#### **6 RESOURCE IMPLICATIONS**

- 6.1 Financial - none  
6.2 Personnel - none  
6.3 Other - none

#### **7 BACKGROUND PAPERS**

- 7.1 East Lothian Education Service Local Improvement plan 2018-2019  
(Appendix 1)

<b>AUTHOR'S NAME</b>	Fiona Robertson
<b>DESIGNATION</b>	Head of Education
<b>CONTACT INFO</b>	Telephone Number – 01620 827834 E-mail – <a href="mailto:frobertson@eastlothian.gov.uk">frobertson@eastlothian.gov.uk</a>
<b>DATE</b>	1 November 2018





### **A Message from Councillor Shamin Akhtar, Convener, Education Committee**

I welcome the revised Education Service Local Improvement Plan for 2018/19. The reinvigorated Plan outlines how we aspire to be an Education Service that provides the best opportunities and outcomes for our children and young people across the County, as a result making us the best Education Service in Scotland. The Plan provides clear direction on how we will do this. We aim to achieve these goals through the actions outlined for the Education Service, our schools and our partner organisations.

As we see more and more expectations placed upon our schools than ever before to address the poverty related attainment gap, we have to ensure that our partner organisations across the county support the Education Service and our schools to achieve this goal.

The most important role of this document will be to provide our schools and early learning & childcare centres with a framework to support their work. Therefore, we all have a shared understanding of the actions that we have to take to ensure that we meet the outcomes for our children and young people and the way that we will measure success. As outlined in the Standards and Quality Report 2017-18 through the self-evaluation activities we know we have many strengths in our schools across the County that we can share and we also know where improvement is required.

The Education Service Local Improvement Plan will help us to deliver on the collective commitment that we have made to “believe, achieve, strive for excellence and care for all” through the actions that we take in our schools and services. I hope that you will find it helpful within your setting.

**Councillor Shamin Akhtar**  
**Convener, Education Committee**

## Introduction

The Education Service Local Improvement Plan is both a forward planning document and part of the Council's public reporting framework. The report facilitates communication to staff, communities and partners about the role and priorities of council services.

The Council agreed its new strategic plan in June 2017 setting out its priorities and commitments over the next 5 years. This Education Service Local Improvement Plan reflects and reports on the priority themes related to education. Through this Plan we are provided with the opportunity to detail how the education service is supporting the delivery of the Council's Strategic Plan by setting out the following:

- How the Education Service will deliver the strategic priorities set out in the Council's Strategic Plan for the period 2018/19
- How the Education Service is demonstrating that it is providing Best Value and ensuring that it provides value for money through the use of benchmarking or other external service comparison exercises
- Progress in implementing priorities identified through self-evaluation, external audit and inspection or equality impact assessments

Information about the service we provide and our performance is provided in a variety of documents, including the following:

- Education Service Standards and Quality Report 2017-2018
- East Lothian Partnership Children and Young People Services Plan 2017 to 2020
- Inspection Reports (Education Scotland and the Care Inspectorate)

The Education Service Local Improvement Plan is informed by and links to the Outcomes in East Lothian Council's Plan 2017-2022, the Integrated Children and Young People's Service Plan, The East Lothian Poverty Commission Report and the 2017-2022 Equalities Plan. The key themes and objectives set out in the 2012-2017 Council Plan continue as the key themes and objectives of the new Council Plan 2017-2022 'Growing our Economy; Growing our People; Growing our Communities; Growing our Capacity'

## Context of East Lothian

East Lothian's population is projected to grow by about 1% a year over the next 19 years from just over 100 000 to over 125 000 by 2037. Significant growth is projected across all age groups but particularly among children with the 0-16 year group projected to grow by almost a third.



In 2017/18 there were:

- 8,540 pupils in East Lothian Council's 35 primary schools;
- 5,679 pupils in six secondary schools; and
- 2,548 children accessing 600 hours of early learning and childcare across 33 Local Authority settings and 18 private and voluntary sector partnership centres.
- Specialist provision in enhanced learning centres is provided within 5 mainstream primary schools and 3 mainstream secondary schools with 39 primary and 46 secondary pupils attending during this academic session.
- 22.8% of all pupils had an additional support need (up from 21.5% in 2016/17)
- 1.4% of all pupils were recorded as care experienced, in line with the previous year.
- 4.3% of pupils were recorded as living in the 20% most deprived areas compared with 21.6% in the 20% least deprived areas. This was in line with the previous academic session.
- The Pupil Teacher Ratio (PTR) reduced to 15.2 (down from 15.4 in 2016/17)
- The Average primary class size also reduced to 24.3 (down from 25.1 in 2016/17)
- 79% of our school buildings were reported as in 'good' or 'satisfactory' condition (up 6 percentage points on the previous year).
- 83% of our school buildings were reported as of a 'good' or 'satisfactory' suitability (down 2 percentage points on the previous year).



## **Section 1 Resources and Organisation**

### **Purpose of Education Services**

**Our common moral purpose:** Believe, achieve, strive for excellence and care for all.

**Our public proposition:** We care for all and believe in ourselves and others

**We achieve and strive for excellence**

We aim to provide the best education service in Scotland through a relentless focus on Inclusion, Achievement, Ambition and Progress for All. We will all work together to Get it Right for Every Child and to ensure that all children and young people are Safe, Healthy, Nurtured, Active, Respected, Responsible and Included. We believe that our common moral purpose will be realised through the actions set out in this Local Improvement Plan and reinforced by the actions taken across our schools and services to improve the quality of experience we provide for children, young people and their families.

#### **To realise this vision we will:**

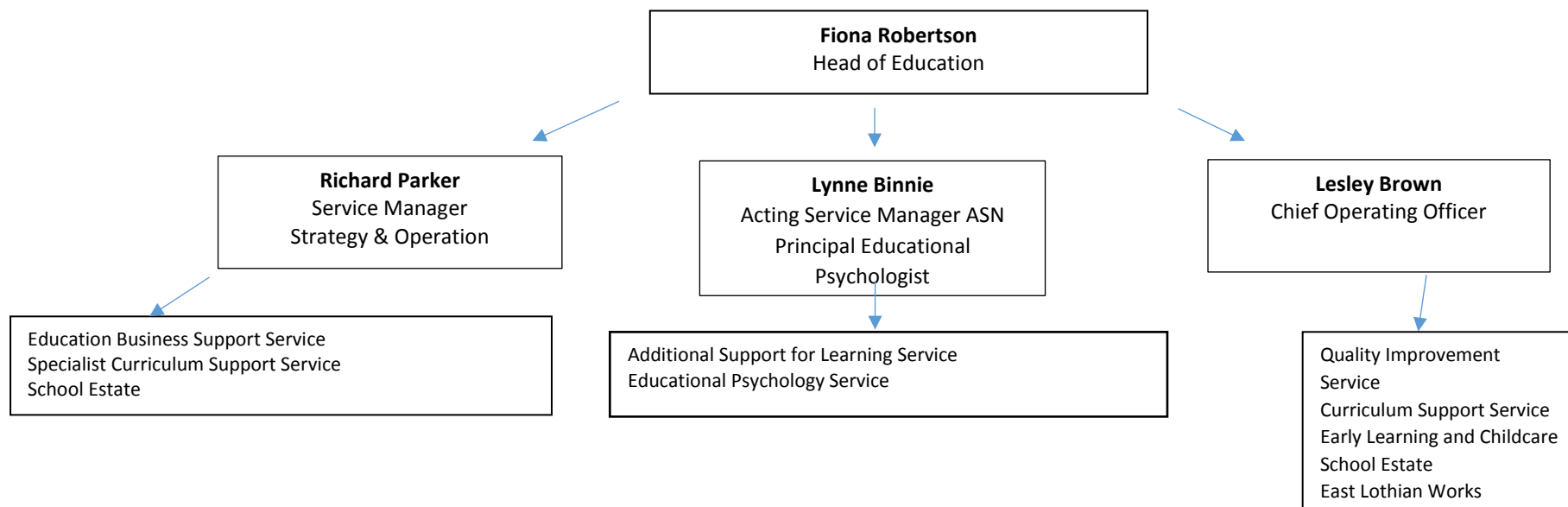
- Act with ambition and integrity to open minds to the rights and values of education and help everyone to achieve their potential;
- Work together to nurture all our children and young people.
- Demonstrate a community working together to make that difference for every child
- Collectively strive for excellence and equity for all.

Our theme, session 2018-2019, 'Driving Improvement – Inwards, Outwards, Forwards' will help us collectively deliver on our common moral purpose and vision for education.

Our vision and values for education within East Lothian Council align with the Key Priorities in the National Improvement Framework for Scottish Education 'Achieving Excellence and Equity' (*Scottish Government, January 2016*) and Delivering Excellence and Equity in Scottish Education (*Scottish Government, June 2016*):

- Improvement in attainment, particularly in literacy and numeracy;
- Closing the attainment gap between the most and least disadvantaged children;
- Improvement in children and young people's health and wellbeing; and
- Improvement in employability skills and sustained, positive school leaver destinations for all young people.

### Our Service and Teams



**East Lothian Council's Education Service has the following responsibilities:**

- Curriculum, Qualifications and Assessment
- Early Learning and Childcare
- Education Management and Review
- Quality Improvement and Service Planning
- Schools Services Support
- Specialist Music Service
- Physical Activity and Outdoor Learning
- Additional Support Needs and Education Psychology Services
- East Lothian Works

<p><b>Early Learning and Childcare (ELCC)</b></p>	<p>Delivers the statutory duty to provide ELCC to eligible 2 year olds and children from the term after their third birthday. In East Lothian this is provided through provision in :</p> <ul style="list-style-type: none"> <li>➤ 33 early learning and childcare centres within primary schools</li> <li>➤ 18 partner providers and childminder provision</li> </ul> <p>Additional support for early learning and childcare was provided through:</p> <ul style="list-style-type: none"> <li>➤ wraparound care in the Dunbar and Tranent areas of the county</li> <li>➤ 16 playgroups</li> <li>➤ Tots and Teens</li> </ul>
<p><b>School Years</b></p>	<p>Delivers the statutory duty to provide primary and secondary education through provision in 35 primary schools and 6 secondary schools</p>

<b>Additional Support Needs</b>	<p>Delivers the statutory duty to ensure additional support needs are met through:</p> <ul style="list-style-type: none"> <li>➤ inclusive practices and support in all schools;</li> <li>➤ specialist provision in 5 mainstream primary schools and 3 mainstream secondary schools; and</li> <li>➤ specialist professionals supporting children and young people who require additional support.</li> </ul>
<b>Quality Improvement Team</b>	<p>Delivers the following services to fulfil the duties set out in statute:</p> <ul style="list-style-type: none"> <li>➤ support and challenge of schools to improve the quality of education;</li> <li>➤ support for quality assurance and self-evaluation;</li> <li>➤ support for the development of the curriculum and learning, teaching and assessment;</li> <li>➤ liaison with national and local organisations and bodies; and</li> <li>➤ development of local policy, including policy informed by National Policy, relating to education.</li> </ul>
<b>Educational Psychology Service (EPS)</b>	<p>The EPS service delivers the following service making use of sound research evidence to support teaching and the overall wellbeing for children and young people:</p> <ul style="list-style-type: none"> <li>➤ consultation</li> <li>➤ assessment</li> <li>➤ intervention</li> <li>➤ training</li> <li>➤ research</li> </ul>

<p><b>Education Business Support Team</b></p>	<p>Delivers the following services, including those required to fulfil duties set out in statute:</p> <ul style="list-style-type: none"> <li>➤ strategic resource planning;</li> <li>➤ strategic planning and delivery of career long professional learning;</li> <li>➤ leadership development;</li> <li>➤ support for newly qualified teachers, student teachers and supply teachers;</li> <li>➤ recruitment of education service staff;</li> <li>➤ national and local policy relating to education;</li> <li>➤ support for the use of assistive technologies;</li> <li>➤ development of the Digital Learning and Teaching Strategy;</li> <li>➤ support for financial stewardship in all schools;</li> <li>➤ the use of technology to enhance learning and teaching, online services and learning portals;</li> <li>➤ specialist music provision;</li> <li>➤ physical activity and education;</li> <li>➤ data analysis and performance;</li> <li>➤ pupil placement and admissions;</li> <li>➤ school estate projection planning;</li> <li>➤ staffing allocations;</li> <li>➤ scheme of devolved school management.</li> </ul>
<p><b>East Lothian Works</b></p>	<p>East Lothian Works, East Lothian’s employability hub, brings together all employability-related services under the East Lothian <i>One Council Approach</i>. East Lothian Works is the central point of contact for employment advice, training and skills development, working in partnership with a number of external partners including Queen Margaret University, Napier University, The Edinburgh College, Skills Development Scotland and Job Centre Plus.</p>

## **Section 2: Meeting Strategic Plan Commitments**

The overarching objective of the Council Plan is 'reducing inequalities within and across our communities'. The Plan sets out the following strategic goals which link directly to the Education Service Improvement Plan and will make the biggest impact in achieving the Council's overarching objective:

- Reduce unemployment and improve the employability of East Lothian's workforce.
- Reduce the attainment gap and raise the attainment and achievement of our children and young people.
- Improve the life chances of the most vulnerable people in our society.

"An even more prosperous, safe and sustainable East Lothian, with a dynamic and thriving economy, that enables our people and communities to flourish." East Lothian Council Plan 2017-2022

<b>Strategic Council Plan Overarching Objective – Reducing inequalities within and across communities</b>				
<b>Strategic Council Plan Goal: Improve the life chances of the most vulnerable people in our society</b>				
<b>East Lothian Poverty Action Plan 2017-2019 – Educated</b>				
<b>East Lothian Council Corporate Parenting Plan 2017 to 2020 – Education and Training</b>				
<b>Council Plan Priority</b>	<b>Actions</b>	<b>Key Milestone(s)</b>	<b>Year of Completion</b>	<b>Named Lead</b>
Develop a whole school approach to raising awareness of the impact of poverty and develop clear policies to reduce inequality in schools	Review and consider options to address the cost of the school day and holiday hunger within the Child Poverty Action Group and Hunger Poverty Action Group Share good practice in removing barriers to learning through the provision of support both within and out-with the school academic session	Development of Child Poverty Action Plan	2018/19	L Binnie
	Promote uptake of free school meals	Increase in % of children registered for FSM Increase in the use of online payment systems		R Parker
	Promote the use of digital technology to develop digital skills	Publication of Digital Learning and Teaching Strategy 2018 – 2019		R Parker

Supporting and developing breakfast, after-school and summer lunch clubs in schools.	With partners consider options for developing activities out-with the school academic term	Viable sustainable options identified and piloted within our communities		L Binnie
Develop a range of options for childcare for working parents and carers	Implementation of 1140 Plan in collaboration with key partners to deliver expansion programme and provide the support resources required	Ensure the necessary steps are in place to deliver the expansion plan. Involve parents/carers in evaluating 1140 hours offer.	By 2020	L Brown (CSP Theme 1)
Supporting wellbeing to improve attainment and progress of care experienced young people	Deliver a training programme for teachers and staff in all East Lothian schools about how best to support care experienced young people and the importance of relationship based practice	Care experienced young people reporting that they have a more positive experience of education (Viewpoint)	End of 2019	L Binnie (CSP Theme 3)
	Develop and deliver awareness raising sessions for pupils in East Lothian about care	Reduced incidents of bullying recorded by care experienced children and young people Improvement in attendance of care experienced children and young people	End of 2019	L Binnie (CSP Theme 3)
	Promote achievement of a positive destination for all looked after children and young people on leaving school	Improvement in attainment of care experienced children and young people Increased numbers of care experienced young people in a positive destination on leaving schools	Ongoing	L Binnie (CSP Theme 3)



Supporting wellbeing to improve attainment and progress of care experienced young people	Continue to work with our FE and HE partners to ensure that the specific needs of our looked after young people are identified and supported	Increased numbers of care experienced young people that access and sustain places at further and higher education	Ongoing	L Binnie (CSP Theme 3)
	Care experienced young people remain a priority for receiving services from East Lothian Works, whilst at school and after leaving school	Increased numbers of care experienced young people receiving a service from East Lothian Works	Ongoing	L Binnie A Hood (CSP Theme 3)

<b>Strategic Council Plan Goal – Reduce unemployment and improve the employability of East Lothian’s Workforce</b>				
<b>Theme: Growing our Economy</b>				
<b>East Lothian Local Plan Theme: Prosperous</b>				
<b>Council Plan Priority</b>	<b>Actions</b>	<b>Key Milestone(s)</b>	<b>Year of Completion</b>	<b>Named Lead</b>
Continue to work with partners and local employers to implement East Lothian's Young Workforce Strategy and Action Plan; maximising opportunities for young people through support for craft and modern apprenticeships, and school work experience within the Council and in local businesses; and, through the continued use of Community Benefit clauses in Council contracts.	Improve the participation of 16-19 year olds in education, training or work through new skills pathways	Participation rates of 16-19 year olds will have improved Increase in career pathways for young people i.e. Foundation Apprenticeships	2018-2019	L Brown (CSP Theme 2)
	Increase employment and further learning for Looked After Children	Increase in positive destinations for care experienced young people		L Binnie (CSP Theme 3)
	Liaise with City Deal Skills Development Project to increase progression pathways for young people			L Brown (CSP Theme 2)

<b>Strategic Council Plan Goal – Reduce the attainment gap and raise the attainment and achievement of our children and young people</b>				
<b>Theme: Growing our people</b>				
<b>Council Plan Priority</b>	<b>Actions</b>	<b>Key Milestone(s)</b>	<b>Year of Completion</b>	<b>Named Lead</b>
Continue to prioritise improving educational attainment and achievement and reducing the attainment gap at all stages	Continue to prioritise improving educational attainment and achievement and reducing the attainment gap at all stages	Gather and use qualitative and quantitative data to ensure actions lead to improved attainment for all	2018-2019	R Parker
Ensuring secondary school curriculum meets the needs of young people	Consult on common school day to harmonise with partner delivery and enhance senior phase offer	Implementation of common school day enhances senior phase offer	By 2020	L Brown
	Review of secondary school curriculum design	Implementation of action plan to deliver on improvements identified by review	2019-2020	L Brown
Recognising the importance of supporting early intervention in improving pre-school children's readiness to learn, for example, through using the Council's library service to provide focused support in reading skills in pre-school	Develop an early intervention strategy for literacy	Production of early intervention strategy for literacy.	2018-2020	L Binnie (CSP Theme 1)

children and more vulnerable children.				
Work with the Scottish Government to enable provision of 1140 hours of early learning and childcare for all 3 and 4 year old children, by continuing to support the provision of suitable childcare and early years facilities such as the Red School in Prestonpans, and continuing to support initiatives such as Support from the Start, and the implementation of the new Play Strategy, within the context of the Council's Early Learning and Childcare Strategy.	Implementation of 1140 Plan in collaboration with key partners to deliver expansion programme and provide the support resources required	Ensure the necessary steps are in place to deliver the expansion plan. Involve parents/carers in evaluating 1140 offer.	By 2020	L Brown (CSP Theme 1)
	Review the family support offer across the county	Audit carried out based on Education Scotland Family Learning effective practice guidance and advice	By 2018	L Binnie (CSP Scoping)
	Develop and implement Play Strategy	Delivery of actions set out in Play Strategy	By 2019	L Brown
Meet stretching positive destinations targets and continue to develop the positive partnerships with Edinburgh College and Queen Margaret University	Continue to build employer and school connections and opportunities  Increase the opportunities for vocational training	Set up formal school/business partnerships.	Ongoing	L Brown (CSP Theme 2)

and the business sector to further develop the senior phase and provide vocational opportunities through creating a common school day/timetable and the development of vocational pathways and a 'digital school' to be based within the new secondary school	<p>Develop the links between Youth employability programmes and schools to ensure a seamless service</p> <p>Develop a Digital Skills Strategy in partnership with City Deal Digital Data Innovation Project</p>	<p>Monitor and evaluate the capacity for maximising the opportunities for business partnerships.</p> <p>Review and continue to improve school/partnership links and vocational pathways</p> <p>Digital Skills Strategy developed and links with City Deal Project progressed</p>	By 2018	R Parker
Work with other local authorities to develop common approaches to improve practice and share educational resources and facilities where possible	Continue to develop and implement South East Improvement Collaborative Plan	South East Improvement Collaborative Plan Phase 2	2018-2019	F Robertson
Build a new secondary school in Wallyford and new primary schools in Letham Mains, Wallyford and Craighall and extensions or upgrades at local secondary and primary schools as required.	School Estate Strategy Board established and review of school estate to be undertaken to ensure school buildings are fit to deliver excellence and equity in education	School Estate Strategy	2018-2019	F Robertson

Take concerted action to tackle obesity in children through a multi-agency and multi-faceted approach, including improved diet and nutrition in early years, exercise and physical activity.	QMU research project P1 Obesity  Child Poverty Action Group Plan	QMU research report Development of Child Poverty Action Plan  Increase in % of children registered for FSM	2018-2019  2018-2019	L Binnie (CSP Theme 1) R Parker
Prioritise actions to reduce mental ill-health in our community, particularly amongst young people.	Children and Young People Strategic Partnership Plan – Theme 4 Mental Health	Development and implementation of Action Plan to address mental health amongst young people	2018-2019	L Binnie (CSP Theme 4 group)
Promote opportunities for Healthy Living throughout East Lothian by implementing the Physical Activity Strategy and maximising use of East Lothian's natural health service - the outdoors.	Continue to deliver integrated PEPASS to promote out of school hours activity	PEPASS report	Ongoing	L Brown

<b>Council Plan Strategic Goal– Improving the life chances of the most vulnerable people in our society</b>				
<b>Theme: Growing our Communities</b>				
<b>Council Plan Priority</b>	<b>Actions</b>	<b>Key Milestone(s)</b>	<b>Year of Completion</b>	<b>Named Lead</b>
Continue to support the development of the Area Partnerships with devolved funding to implement priorities identified in their Area Plans.	Implement the new Guidance Area Partnerships Raising Attainment Fund	Review and audit of impact of Raising Attainment Fund	2018-2019	L Brown

## **Education Service Local Improvement Plan 2018/19**

This section describes the main priorities for the Education Service that are not specifically identified as strategic but are major priorities for the service. Our aim is to work together and deliver on our commitment to **Believe, achieve, strive for excellence and care for all** by the actions taken in our schools and services to improve the quality of the experiences we provide for children, young people and families in East Lothian.

### **Our priorities and context**

The Education Service Local Improvement Plan continues to take account of the priorities set out in the Scottish Government's 2018 National Improvement Framework and Improvement Plan and East Lothian Children and Young People's Services Plan.

The focus for session 2018/19 is 'Driving Improvement: Inwards, Outwards, Forwards'

In order to secure specific and achievable improvement within our 5 Priority Areas, we have identified 13 Priorities for Improvement. These are the outcomes where, current evidence shows, improvement is **most** urgently needed.

### **Five Priority Areas**

1. Attainment and achievement
2. Ensuring Wellbeing, Equality and Inclusion (GIRFEC)
3. Employability
4. Leadership
5. Finance and Resources

The work required to achieve our vision is set out in the Education Improvement Plan, summarised below. The following pages give a more detailed account of our actions for each individual area of improvement.



<b>1. Attainment and Achievement</b>
Develop a self-improving system and its effectiveness in driving forward improvement and raising attainment
Improve learning, teaching and assessment
Close the poverty related attainment gap in the broad general education
<b>2. Ensuring Wellbeing, Equality and Inclusion (GIRFEC)</b>
Better targeting resources in order to achieve a great impact on children and families
Improving integrated service delivery to meet the needs of children and families better
Supporting the physical, social and mental wellbeing of all children and young people, particularly those most at risk
<b>3. Employability</b>
Strengthen transitions and pathways to employability and other positive destinations for young people
Offer a range of vocational and academic opportunities and experiences that meet the needs of all learners
Increase attainment of key qualification sets within the senior phase
<b>4. Leadership</b>
Improve the quality and impact of leadership at all levels
Further develop a collaborative culture throughout our learning communities
<b>5. Finance and Resources</b>
Consider how best to maintain and increase the service workforce to continue to raise attainment and achievement
Develop and maintain a school estate strategy

<b>1. Attainment and Achievement</b>				
Develop a self-improving system and its effectiveness in driving forward improvement and raising attainment				
Improve learning, teaching and assessment				
Close the poverty related attainment gap in the broad general education				
<b>Reference</b>	<b>Target</b>	<b>Activities/Actions</b>	<b>Outcome/Measure</b>	<b>Owner</b>
1A	Develop an agreed strategy for Raising Attainment and Closing the Gap in partnership with schools, parents, pupils and partners	Establish a short life working group to agree the strategy for raising attainment and closing the gap	Improvement in key performance measures Positive feedback in employee surveys and professional learning opportunity evaluations Effective tracking and monitoring system in all schools.	L Brown
1B	To improve pupil and parental participation in learning and the life and work of the school	Strengthen delivery of Parental Engagement Strategy and Pupil Voice and approaches to evaluating how well parents and pupils feel involved in the life and work of our learning communities	Increase in SEE survey measures and adult satisfaction with schools measure.	R Parker
1C	Strengthen the overall approach to self-	Develop collaborative networks within the county, the South East Improvement Collaborative and beyond	LAN report identifies improved	F Robertson L Brown

	evaluation for self-improvement	Further develop the work of the Education Quality Improvement and Self-evaluation Steering Group to improve data and evidence about the impact of the service	progress in raising attainment and the quality of education provision Education Quality Improvement and Self-evaluation Steering Group take the lead in empowering schools	
1D	Improve the consistency of high-quality learning, teaching and assessment across all establishments	<p>Improve learning progression across the early years</p> <p>Ensure that the learning, teaching and assessment strategy is embedded in practice and used by practitioners across all establishments.</p> <p>Support and share effective approaches to learning, teaching and assessment that are closing the attainment gap and improving attainment overall</p> <p>Ensure a clear link to priorities in professional learning and availability of high quality staff</p>	<p>Increase in CfE Achievement of a level P1</p> <p>Increase in CfE achievement of a level at P1, P4, P7 and S3 and within the senior phase</p> <p>Professional learning and development opportunity evaluations Education Scotland evaluation QI2.3 are good or better</p>	<p>L Brown</p> <p>R Parker</p>

<b>2. Ensuring Wellbeing, Equality and Inclusion (GIRFEC)</b>				
Better targeting resources in order to achieve a greater impact on children and families				
Improving integrated service delivery to meet the needs of children and families better				
Supporting the physical, social and mental wellbeing of all children and young people, particularly those most at risk				
<b>Reference</b>	<b>Target</b>	<b>Activities/Actions</b>	<b>Outcome/Measure</b>	<b>Owner</b>
2A	Deliver 1140 hours expansion plan offering flexibility, choice and high-quality early learning and childcare across our communities	In line with the allocated revenue and capital budget, extend provision for all children  Early Years officers will use national quality improvement frameworks to support practitioners and partners to improve the quality of early learning and childcare across all settings.	Increased flexibility and choice meeting the needs of families across our communities LGBF measure  Increase in number of establishments receiving good or better evaluations in Education Scotland inspections  Increase in number of children reaching developmental milestones	L Brown (CSP Theme 1)

2B	Improve support for care experienced children and young people to ensure good progress in their learning and attainment	Implement a mentoring and support programme for care experienced children and young people	Improvement in attainment of care experienced children Improvement in attendance and reduction in exclusions	L Binnie (CSP Themes 3 and 5)
2C	Fully implement the recommendations set out in the ASN External Review Report and impact of new policies	Develop the range of policies and practice to support children and young people who require additional support for learning  Extend school's capacity for meeting all learners' needs.  Review support staff roles and effective use of support staff to meet learners' needs better	Improved attendance Reduced exclusions  Reduction in number of external placements  Improved progress of children and young people with additional support needs  Short-life working group report positively on impact of new role in supporting learners effectively	L Binnie (CSP Theme 5)      R Parker
2D	Ensure PEF funding improves outcomes for disadvantaged and vulnerable children and	Evaluate impact of PEF interventions to close the attainment gap in line with the principles	Evidence of improved outcomes for disadvantaged and	L Brown (CSP Themes 1-5)

	young people and closes the poverty related attainment gap.	associated with the funding	vulnerable children and young people	
2E	Review and re-design the health and wellbeing curriculum to ensure it fully meets the needs of children and young people	Improve curriculum framework, ensuring appropriate continuity and progression. Improve school approaches to personal, social education including promoting and supporting healthy lifestyles	Evidence of improved outcomes for young people  Views of young people from SEE survey	L Binnie (CSP Theme 4)

<b>3. Employability</b>				
Strengthen transitions and pathways to employability and other positive destinations for young people				
Offer a range of vocational and academic opportunities and experiences that meet the needs of all learners				
Increase attainment of key qualification sets within the senior phase				
<b>Reference</b>	<b>Target</b>	<b>Activities/Actions</b>	<b>Outcome/Measure</b>	<b>Owner</b>
3A	The DYW Plan and the Career Education Standard are embedded within the curriculum across all schools	Schools are supported to deliver the aims of the DYW plan and ensure the curriculum takes cognisance of Career Education Standards	Positive CIAG inspection  An increase in the uptake of vocational qualifications available to those in the senior phase	L Brown
3B	Broaden the flexible pathways for young people in the BGE and senior phase	Work in partnership with business partners, DYW Regional Board, Edinburgh College and other providers to maintain and increase the senior phase offer	Young people have improved positive and sustained destinations	L Brown (CSP Theme 2)
3C	To increase the range of Foundation Apprenticeship pathways	Work in partnership with schools and FA providers to develop new FAs	Increase the number of young people achieving FAs  Increase the uptake of FAs and access to further	L Brown (CSP Theme 2)

			learning, skills and development	
3D	To develop a strategic approach to support effective transitions for young people at risk of a negative destination	Establish an integrated team to develop an intervention programme to identify and provide support pre-and post-16 to young people at risk. Establish effective and sustainable models for joint working with schools and partners to re-engage disaffected young people	Improve the engagement of and sustainable outcomes for young people participating in the intervention programme	L Brown (CSP Theme 2)



<b>4. Leadership</b>				
Improve the quality and impact of leadership at all levels				
Further develop a collaborative culture throughout our learning communities				
<b>Reference</b>	<b>Target</b>	<b>Activities/Actions</b>	<b>Outcome/Measure</b>	<b>Owner</b>
4A	Improve the quality and impact of leadership at all levels within Education Services and schools	Enhance the quality and impact of leadership at all levels within schools through targeted QIT visits, Staff Conferences and Events and professional learning opportunities.  Develop a programme of professional learning for existing head teachers using feedback from the June 2018 conference	Education Scotland inspections QI1.3 Leadership of Change evaluated as good or better  Evidence from school standards and quality reports, school review visits and SEIC reports	F Robertson
4B	Further develop an effective collaborative culture throughout our learning communities and build effective networks within and out with the authority	Further develop learning communities locally, within the Regional Improvement Collaborative and more widely	Education Scotland inspections QI1.3 Leadership of Change evaluated as good or better  Evidence from school standards and quality	F Robertson

			reports, school review visits and SEIC reports	
4C	Continue to build the capacity of education service staff and senior school leaders to be agile and flexible and able to respond to the range of national and local policy, initiatives and programmes (CfE, NIF, HGIOs4, Named Person, GIRFEC, 1140 Programme, 1+2, Scots, Gaelic, STEM)	Develop team learning opportunities that develops further agile and flexible leadership approaches.  Build coherent and robust self-evaluation approaches that determine service effectiveness and agile planning where a shift in priority may be required.	Effectiveness of Education Service delivery of Statutory Duties and national policies  Improvement in evaluation of leadership of change QI at school and LA level.	F Robertson

<b>5 - Finance and Resources</b>				
Consider how best to maintain and increase the service workforce to continue to raise attainment and achievement				
Develop a school estate strategy to meet the needs of our growing communities				
<b>Reference</b>	<b>Target</b>	<b>Activities/Actions</b>	<b>Outcome/Measure</b>	<b>Owner</b>
5A	<p>Ensure children and young people are learning in environments that are fit for purpose.</p> <p>Design and build modern learning communities which puts children and young people and learning at the centre.</p>	<p>Improve the suitability, condition and sustainability of the school estate.</p> <p>Develop a school estate strategy that sets out the needs of the curriculum and learning offer for young people which underpins decisions of the school estate.</p>	<p>Sustainable school estate with schools fit for purpose.</p> <p>Local Development Plan Expansion and Build Programme is delivered</p>	F Robertson
5B	Build and expand provision to deliver on the 1140 hours early learning and childcare expansion programme	Design and build modern early learning and childcare facilities to meet the needs of our families	1140 hours expansion plan delivered	L Brown
5C	Fully implement the recommendations set out in the ASN External Review Report	Improve the location, suitability, condition and resources of our specialist provisions to ensure they meet the	Meet the needs of children and young people with complex and enduring additional support needs	L Binnie

		needs of our growing population and changing needs of children and young people		
5D	To develop a workforce plan to ensure the service has quality, experienced staff to support its services	Establish a workforce development group, including relevant partners, to develop the plan.	Highly-qualified and experienced workforce in place to deliver current and future service provision within our growing communities Improve Pupil:Teacher Ratio PTR	R Parker

Achieving the Priorities for Improvement identified within the Education Improvement Plan 2018-2019 will contribute to delivery of the priorities set out in the National Improvement Framework as follows:

	School Leadership and Teacher Professionalism	School Improvement	Parental Engagement and Partnership working	Assessment of children's progress	Performance Information
Attainment and achievement	1D	1C	1B	1A	1C
Ensuring employability, inclusion and wellbeing (GIRFEC)	2D 2E	2A; 2E	2A; 2B	2B 2C 2D 2E	
Employability	3A		3A;3D	3A;3B 3C 3D	3A 3B
Leadership	4A; 4B; 4C		4A;4B		
Finance and Resources	5D	5A 5C 5D			5A;5B;5C