



Falkirk Council
Education Services

FALKIRK COUNCIL EDUCATION SERVICES
SERVICE PERFORMANCE PLAN
LOCAL IMPROVEMENT PRIORITIES
2011-2014



**Local Improvement Priorities 2011-2014
Overall Summary**

1	2	3	4	5	6
Further raising levels of achievement and attainment among young people	Further developing a thriving, sustainable and vibrant economy	Continuing to improve the health, safety and wellbeing of our citizens and communities	Increasing our efforts to tackle disadvantage and discrimination	Enhancing and sustaining an environment in which people want to live, work and visit	Service Management Priorities
<p><u>Curriculum for Excellence</u></p> <ul style="list-style-type: none"> • Effective Learning and Teaching • Literacy • Numeracy • Health and Wellbeing • Senior Phase • Wider Achievement • Personal Support • Assessment / Reporting • GLOW <p><u>Attendance</u></p>	<p><u>My Future's in Falkirk / Improving School Leaver Destinations / More Choices, More Chances / 16+ Learning Choices</u></p>	<p><u>Behaviour Improvement/ Restorative Approaches</u></p> <p><u>Getting it Right for Every Child - Integrated Children's Services</u></p> <p><u>Child Protection</u></p>	<p><u>Looked After Children</u></p> <p><u>Early Years Framework</u></p>	<p><u>Pupil Participation</u></p> <p><u>Parental Participation</u></p> <p><u>Leadership Development</u></p>	<p><u>Scottish Government Priorities</u></p> <ul style="list-style-type: none"> • Primary (P1-P3) Class Sizes • Maintaining Teacher Numbers <p><u>Property Priorities</u></p> <ul style="list-style-type: none"> • Early Years Amalgamations • New RC Primary School (Antonshill) • Capital Programme 2011/12 – 2013/14 <p><u>School Capacity Demographic Changes</u></p> <ul style="list-style-type: none"> • Early Years / Primary Capacity Review • Admissions and Reserved Places Policy Review <p><u>Workforce Planning Strategy</u></p> <ul style="list-style-type: none"> • Teacher, Probationer and other school Staffing Needs <p><u>ICT Infrastructure Improvements</u></p> <ul style="list-style-type: none"> • Broadband / Wireless / SEEMIS Development <p><u>Financial Governance and Risk Assessment</u></p> <ul style="list-style-type: none"> • 2011/12 Budget Planning <p><u>Gaelic Strategy</u></p> <p><u>Quality Improvement Framework (VSE)</u></p>

1 – FURTHER RAISING LEVELS OF ACHIEVEMENT AND ATTAINMENT AMONG YOUNG PEOPLE

Local Improvement Priority : Curriculum for Excellence (Page 1 of 3)

Outcomes	Performance Measures	Current Performance	Target
<ul style="list-style-type: none"> Improved levels of attainment and achievement for all young people 	<ul style="list-style-type: none"> Attainment and achievement data <p>Primary % of combined P3, P4, P6 and P7 rolls meeting or exceeding the appropriate level for their stage in:</p> <p>Reading Writing Mathematics Listening Talking</p> <p>Secondary % of the S4 roll gaining SCQF Level 3 or better in English and mathematics. % of the S4 roll gaining 5 or more awards at SCQF Level 3 or better. % of the S4 roll gaining 5 or more awards at SCQF Level 4 or better. % of the S4 roll gaining 5 or more awards at SCQF Level 5 or better. % of the original S4 roll gaining 1 or more awards at SCQF Level 6 or better in S5. % of the original S4 roll gaining 3 or more awards at SCQF Level 6 or better in S5. % of the original S4 roll gaining 5 or more awards at SCQF Level 6 or better in S5.</p> 	<p>(2009/10)</p> <p>86% 82% 88% 87% 88%</p> <p>(post-appeal) 95% 93% 79% 35% 44% 25% 12%</p>	<p>(by June 2012)</p> <p>Target not appropriate as assessment framework will change due to introduction of Curriculum for Excellence</p> <p>Maintain Maintain Maintain Maintain Maintain Maintain</p>

1 – FURTHER RAISING LEVELS OF ACHIEVEMENT AND ATTAINMENT AMONG YOUNG PEOPLE

Local Improvement Priority : Curriculum for Excellence (Page 2 of 3)

Outcomes	Performance Measures	Current Performance	Target
<ul style="list-style-type: none"> • A flexible curriculum that meets the needs of all young people in line with ‘A Curriculum for Excellence’: <ul style="list-style-type: none"> - Successful Learners - Confident Individuals - Responsible Citizens - Effective Contributors • High quality teaching in all schools • Raised levels of attainment and achievement for the lowest 20% 	<ul style="list-style-type: none"> • Proportion of school leavers entering positive destinations <ul style="list-style-type: none"> % of school leavers entering higher education % of school leavers entering further education % of school leavers entering employment % of school leavers entering training • Number of pupils achieving ASDAN Awards <ul style="list-style-type: none"> - Gold - Silver - Bronze • Number of pupils achieving Duke of Edinburgh Awards <ul style="list-style-type: none"> - Gold - Silver - Bronze • Attainment levels for lowest 20% as measured at the end of S4 by SQA examination performance (average tariff scores) • Levels of pupil satisfaction with the curriculum <ul style="list-style-type: none"> Primary Secondary 	<p>(2009/10)</p> <p>33%</p> <p>19%</p> <p>22%</p> <p>10%</p> <p>0</p> <p>26</p> <p>83</p> <p>14</p> <p>67</p> <p>83</p> <p>66</p> <p>(Oct 2010)</p> <p>96%</p> <p>93%</p>	<p>(2010/11)</p> <p>Increase % of pupils entering positive destinations</p> <p>Increase</p> <p>Increase</p> <p>Increase</p> <p>Increase</p>

1 – FURTHER RAISING LEVELS OF ACHIEVEMENT AND ATTAINMENT AMONG YOUNG PEOPLE

Local Improvement Priority : Curriculum for Excellence (Page 3 of 3)

Outcomes	Performance Measures	Current Performance	Target
	<ul style="list-style-type: none"> • Levels of pupil satisfaction with the quality of teaching Primary Secondary • Percentage of schools with Health and Wellbeing accreditation at - Level 2 - Level 3 	(Oct 2010) 96% 87% 91% 0%	Increase (2012) 100% 20%

ACTION PLAN: Curriculum for Excellence

Key Developments	Lead Officer	Timescale	Budget	Monitoring
<ul style="list-style-type: none"> Effective Learning and Teaching Deliver high quality teaching which enables pupils to maximise their potential in terms of attainment and achievement. Identify pupils with low academic performance in S1 & S2 and help them achieve their full academic potential by the end of S4. 	Head Teachers	Ongoing	Core Schools Provision	Education Services Management Team School Improvement Partnerships
<ul style="list-style-type: none"> Literacy Implement the literacy strategy across all curricular areas. 	Anne Pearson / Lorraine McFarlane	Ongoing	Curriculum for Excellence priorities	School Improvement P/ships
<ul style="list-style-type: none"> Numeracy Implement the numeracy strategy across all curricular areas. 	Anne Pearson	Ongoing	Curriculum for Excellence priorities	School Improvement P/ships
<ul style="list-style-type: none"> Health and Wellbeing Embed the health and wellbeing experiences and outcomes. This includes Health and Wellbeing accreditation. 	Anne Pearson / Marian Boyle / Elaine Costello	Ongoing	Curriculum for Excellence priorities Schools Health Promotion	School Improvement Partnerships
<ul style="list-style-type: none"> Senior Phase Develop appropriate curriculum pathways for all pupils which build on a broad general education. 	Carol Paton	August 2013	Curriculum for Excellence priorities	Secondary Schools Improvement Partnership
<ul style="list-style-type: none"> Wider Achievement Continue to provide opportunities for children and young people in Arts, Culture, Physical Activity and Sport 	Gillian Thomson	Ongoing	Core Schools Provision Curriculum for	PE and Sports Steering Group Curriculum Management Groups

<ul style="list-style-type: none"> • Personal Support Working in partnership to support learners to gain as much as possible from the opportunities that Curriculum for Excellence can provide. This will involve consideration of both Universal Support - entitlements of all and development of staff expertise for the provision of targeted support. • Assessment and Reporting Implement the assessment and reporting strategy across all curricular areas. • Glow Implement the Glow Strategy 	Marian Boyle	Ongoing	Excellence priorities Curriculum for Excellence priorities	School Improvement Partnerships
	Carol Paton	Ongoing	Curriculum for Excellence priorities	School Improvement P/ships Assessment Implementation Team
	Anne Pearson	Ongoing	Overall Service Funding	Education Services Management Team

1 – FURTHER RAISING LEVELS OF ACHIEVEMENT AND ATTAINMENT AMONG YOUNG PEOPLE

Local Improvement Priority : Attendance

Outcomes	Performance Measures	Current Performance	Target
<ul style="list-style-type: none"> High levels of attendance in all schools Improved monitoring of attendance 	<ul style="list-style-type: none"> Levels of attendance Primary Secondary 	(2009/10) 95.4% 91.3%	(2011/2012) 96% 93%
	<ul style="list-style-type: none"> Percentage of pupils with perfect attendance Primary Secondary 	8.6% 6.1%	Improve Improve
	<ul style="list-style-type: none"> Percentage of secondary school pupils whose attendance rate is 75% or less 	7.9%	Improve

ACTION PLAN: Attendance

Key Development	Lead Officer	Timescale	Budget	Monitoring
<ul style="list-style-type: none"> Promotion of good attendance Achieve high levels of pupil attendance across all schools and centres and, for those pupils who fail to attend regularly, offer appropriate support through the effective implementation of Service Circular 29 – Non-Attendance and Truancy Guidelines and Procedures. 	Head Teachers Lorraine McFarlane	Ongoing	Overall Service Funding	School Improvement Partnerships Quality Improvement Team

2 – FURTHER DEVELOPING A THRIVING, SUSTAINABLE AND VIBRANT ECONOMY

Local Improvement Priority : My Future's in Falkirk / Improving School Leaver Destinations / More Choices, More Chances / 16+ Leaver Destinations

Outcomes	Performance Measures	Current Performance	Target
<ul style="list-style-type: none"> Increased proportion of young people taking up a positive and sustained post-16 learning choice. 	<ul style="list-style-type: none"> % of school leavers entering higher education % of school leavers entering further education % of school leavers entering employment % of school leavers entering training % of S4 pupils staying on S5 (post Christmas) 	(2009/10) 33% 19% 22% 10% 78%	(2011/12) Increase % of pupils entering positive destinations Maintain

ACTION PLAN: My Future's in Falkirk / Improving School Leaver Destinations / More Choices, More Chances / 16+ Leaver Destinations

Key Developments	Lead Officer	Timescale	Budget	Monitoring
<ul style="list-style-type: none"> Develop universal provision, in and out of school, to promote positive post-school transitions, including appropriate targeted interventions, and the development of new specialist provision for disengaged young people at 15+. Providing a range of options to meet the needs of young people who may otherwise leave school without a positive destination and providing more flexible learning choices for young people post statutory school leaving age. Work with schools and partner agencies to ensure that all 16+ young people are in a positive and sustained learning choice. 	<p>Phil Hamerton / Maureen Tait / 16+ Learning Choices Coordinator</p> <p>Maureen Tait / 16+ Learning Choices Coordinator</p> <p>Anne Pearson / Maureen Tait / 16+ Learning Choices Coordinator</p>	<p>June 2012</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Core Secondary Provision Additional short term funding</p> <p>Curriculum for Excellence Provision</p> <p>Overall Service Funding</p>	<p>School Improvement Partnerships Quality Improvement Team Positive Transition Group Timetabling Group</p> <p>Education Services Management Team Positive Transition Group</p> <p>School Improvement Partnerships</p>

3 – CONTINUING TO IMPROVE THE HEALTH, SAFETY AND WELLBEING OF OUR CITIZENS AND COMMUNITIES

Local Improvement Priority : Behaviour Improvement / Restorative Approaches

Outcomes	Performance Measures	Current Performance	Target
<ul style="list-style-type: none"> • High quality behaviour management in all schools • Improved pupil behaviour and willingness to learn 	<ul style="list-style-type: none"> • Levels of exclusion Primary Secondary • Days lost through exclusion Primary Secondary • Levels of attainment and achievement • Levels of staff, pupil and parental satisfaction with behaviour management Pupils Parents Staff • Incidents of violence against staff by pupils (New policy and guidelines were introduced during session 2009/10) 	<p>(2009/10)</p> <p>8/1000 pupils 51/1000 pupils</p> <p>22/1000 pupils 181/1000 pupils</p> <p>As listed against Priority 1</p> <p>(Oct 2010) 78% 88% 98%</p> <p>131</p>	<p>(2011/12)</p> <p>Reduce</p> <p>Reduce</p> <p>As listed against Priority 1</p> <p>Increase</p> <p>Reduce</p>

ACTION PLAN: Behaviour Improvement / Restorative Approaches

Key Developments	Lead Officer	Timescale	Budget	Monitoring
<ul style="list-style-type: none"> Falkirk Framework for Behaviour Management Promote and achieve good behaviour within the class, within the school and outwith the school. Refresh and re-launch FFBM and Staged Intervention within wider ASL context. 	Tom Begen / Phil Hamerton / Head Teachers	By Dec 2011 (primary) and ongoing (secondary)	Core Schools Provision	School Improvement Partnerships Quality Improvement Team
<ul style="list-style-type: none"> Restorative Approaches Implementation Continue to support Restorative Approaches across all Secondary Schools and embed Restorative Approaches in the Primary sector, based on school self-evaluation. 	Phil Hamerton / Head Teachers	June 2011 and ongoing	Curriculum for Excellence Priorities	School Improvement Partnerships Quality Improvement Team
<ul style="list-style-type: none"> Develop new specialist provision – pending approval by Education Committee in May 2011 	Phil Hamerton	By Aug 2012	Core Schools Provision	Secondary School Improvement Partnership

3 – CONTINUING TO IMPROVE THE HEALTH, SAFETY AND WELLBEING OF OUR CITIZENS AND COMMUNITIES

Local Improvement Priority : Getting it Right for Every Child – Co-ordinated Children’s Services

Outcomes	Performance Measures	Current Performance	Target
<ul style="list-style-type: none"> • All Falkirk children will be happy and healthy and enabled to make positive decisions about their own health and wellbeing • All Falkirk children will grow up in a safe environment where they are protected, loved and enabled to enjoy their lives • All Falkirk children will achieve their potential through learning and creativity developing the skills and knowledge to make them happy and fulfilled adults 	<ul style="list-style-type: none"> • Percentage of schools with Health and Wellbeing accreditation at <ul style="list-style-type: none"> - Level 1 - Level 2 - Level 3 • % pupils registered for free school meals and present, taking free school meals <ul style="list-style-type: none"> - Primary - Secondary 	(2009/2010) 100% 91% 0% 97% 87%	(2011/2012) - 100% 20% 99% 90%

ACTION PLAN: Getting it Right for Every Child - Integrated Children's Services

Key Developments	Lead Officer	Timescale	Budget	Monitoring
<ul style="list-style-type: none"> Continued Development of Locality Model Development and Implementation of Children's Services Hub 	<p>Elaine Costello</p> <p>Elaine Costello</p>	<p>Ongoing</p> <p>By June 2012</p>	<p>Core Service Management Provision</p> <p>Scottish Government Resources</p>	<p>Children's Commission</p>

3 – CONTINUING TO IMPROVE THE HEALTH, SAFETY AND WELLBEING OF OUR CITIZENS AND COMMUNITIES

Local Improvement Priority : Child Protection

Outcomes	Performance Measures	Current Performance	Target
<ul style="list-style-type: none"> • Vulnerable children will grow up in a safe environment where they are protected, loved and enabled to enjoy their lives. • Ensure schools are following Child Protection procedures appropriately. • Ensure that Education Services school based staff receive Child Protection training. • Ensure that staff, contractors and parent helpers are appropriately checked through Disclosure Scotland. 	<ul style="list-style-type: none"> • Percentage of children re-registered who have been de-registered within the last 12 months. • Number of Child Protection referrals (CP1) received from schools. • Percentage of school based staff who have received child protection training. • Percentage of Child Protection Co-ordinators with level 2 multi agency training in Child Protection. • SQA Tariff scores of children who were: <ul style="list-style-type: none"> - Looked After At Home - Looked After Away From Home 	<p>(2009/10) Data to be collected</p> <p>184</p> <p>93%</p> <p>79%</p> <p>54</p> <p>90</p>	<p>(2011/12)</p> <p>-</p> <p>-</p> <p>Increase</p> <p>100%</p> <p>Increase</p> <p>Increase</p>

ACTION PLAN: Child Protection

Key Development	Lead Officer	Timescale	Budget	Monitoring
<ul style="list-style-type: none"> Participate in the implementation of the corporate Child Protection Plan. 	Alex Black	Ongoing	Core Service Management Provision	Child Protection Committee
<ul style="list-style-type: none"> Ensure co-ordination of child protection activity across all areas of service delivery, including the provision of basic child protection training for all staff who may have contact with children. 	Alex Black / Marian Boyle	Ongoing	Core Service Management Provision	Education Services Management Team Child Protection Committee
<ul style="list-style-type: none"> Ensure robust systems and processes are in place to comply with safer recruitment guidelines. 	Kenny McNeill	Ongoing	Core Service Management Provision	Education Services Management Team

4 – INCREASING OUR EFFORTS TO TACKLE DISADVANTAGE AND DISCRIMINATION

Local Improvement Priority : Looked After Children

Outcomes	Performance Measures	Current Performance	Target
<ul style="list-style-type: none"> High quality education for Looked After and Looked After and Accommodated Children in line with the Corporate Parenting policy. 	<ul style="list-style-type: none"> Levels of 5-14 attainment of Looked After Children (LAC) and Looked After & Accommodated Children (LAAFH) <p>Reading Writing Mathematics</p>	<p>(2009/10)</p> <p>51% 46% 53%</p>	<p>(2011/12)</p> <p>Target not appropriate as assessment framework will change due to introduction of Curriculum for Excellence</p>

ACTION PLAN: Looked After Children

Key Developments	Lead Officer	Timescale	Budget	Monitoring
<p>Looked After and Accommodated Children</p> <ul style="list-style-type: none"> Implement actions as contained in the Corporate Parenting Action Plan. 	Andrew Facherty	Ongoing	Core Service Management Provision	Corporate Parenting Strategy Group Education Services Management Team

4 – INCREASING OUR EFFORTS TO TACKLE DISADVANTAGE AND DISCRIMINATION

Local Improvement Priority : Early Years Framework

Outcomes	Performance Measures	Current Performance	Target
<ul style="list-style-type: none"> All young children experience high quality relationships, environments and services which offer a holistic approach to meeting their needs. 	<ul style="list-style-type: none"> Percentage of pre-school children who have access to a GTC registered teacher 	(2009/10) 98%	(2011/12) Maintain

ACTION PLAN: Early Years Framework

Key Development	Lead Officer	Timescale	Budget	Monitoring
<ul style="list-style-type: none"> Implement the joint action plans in collaboration with Community Planning Partners 	Eileen Hutton / Lorraine McFarlane	By June 2014	Core Service Management Provision	Education Services Management Team

5 – ENHANCING AND SUSTAINING AN ENVIRONMENT IN WHICH PEOPLE WANT TO LIVE, WORK AND VISIT

Local Improvement Priority : Pupil Participation

Outcomes	Performance Measures	Current Performance	Target
<ul style="list-style-type: none"> All young people are consulted and have the opportunity to be actively involved in decision-making at school and council levels All children and young people are given opportunities to provide feedback on learning and teaching Increase opportunities for children and young people to be involved in award schemes for Sustainable Development Education, International Education and Education for Citizenship 	<ul style="list-style-type: none"> Levels of satisfaction of young people regarding their involvement in the decision-making process <ul style="list-style-type: none"> Primary Secondary Proportion of schools achieving: <ul style="list-style-type: none"> - International Education Awards - Eco Schools Awards (1st Green Flag) Percentage of schools that have a Pupil Council. The no. of qualified young people delivering activity in Active Schools. 	<p>(Oct 2010)</p> <p>97%</p> <p>78%</p> <p>23%</p> <p>60%</p> <p>100%</p> <p>151</p>	<p>(2011/12)</p> <p>Improve</p> <p>Improve</p> <p>Improve</p> <p>Improve</p> <p>Maintain</p> <p>Increase</p>

ACTION PLAN: Pupil Participation (Page 1 of 2)

Key Developments	Lead Officer	Timescale	Budget	Monitoring
<ul style="list-style-type: none"> Education for Citizenship: Participation and Learning Develop children's and young people's participation in their learning, encouraging school communities to value children and young people as equal partners in learning. 	Gillian Thomson/ Head Teachers	Ongoing	Overall Service Funding	Head Teachers Quality Improvement Team
<ul style="list-style-type: none"> International Education Embed international education and global citizenship in curricular content, ensuring pupil participation through effective links. 	Megan Farr / Head Teachers	Ongoing	Overall Service Funding	Head Teachers Quality Improvement Team
<ul style="list-style-type: none"> Equalities Mainstream anti-discrimination across all areas of teaching and learning to enable participation by all children and young people. 	Megan Farr/ Head Teachers	Ongoing	Core School Provision	Head Teachers Quality Improvement Team
<ul style="list-style-type: none"> Taking Learning Outdoors Support schools in developing curricular learning, physical skills, personal responsibility and health and wellbeing out of doors. Facilitate transfer of this responsibility to Trust and continue to support schools. 	Gillian Thomson	Ongoing	Overall Service Funding	Head Teachers Quality Improvement Team

ACTION PLAN: Pupil Participation (Page 2 of 2)

Key Developments	Lead Officer	Timescale	Budget	Monitoring
<ul style="list-style-type: none"> Active Schools Support educational establishments in increasing participation in physical activity, active routes to schools and school sport, and targeting the following specific groups: black and ethnic minority young people, those with a disability, girls, the inactive, the disadvantaged and LAC and LAAFH by providing them with opportunities. Facilitate transfer of this responsibility to Trust and continue to support schools. 	Gillian Thomson / Wendy Taylor	Ongoing	Curriculum for Excellence priorities	Head Teachers Quality Improvement Team Active Schools Team
<ul style="list-style-type: none"> Arts and Culture Continue to provide opportunities for children and young people to be involved in arts and culture. Facilitate transfer of this responsibility to Trust and continue to support schools. 	Gillian Thomson / Gayle Martin	Ongoing	Overall Service Funding	Head Teachers Quality Improvement Team

5 – ENHANCING AND SUSTAINING AN ENVIRONMENT IN WHICH PEOPLE WANT TO LIVE, WORK AND VISIT

Local Improvement Priority : Parental Participation

Outcomes	Performance Measures	Current Performance	Target
<ul style="list-style-type: none"> • Parents/ carers are effectively engaged in promoting and supporting young people’s learning • All parents/ carers are consulted and have the opportunity to be actively involved in decision-making at school and council levels 	<ul style="list-style-type: none"> • Attendance levels at Annual Parent and Family Information Event and Council-wide Parents Information Evenings:- <ul style="list-style-type: none"> - Annual Parent and Family Information Event - No. of parents attending - % of schools represented 	(2010/11) 68 36%	(2011/12) Improve
	<ul style="list-style-type: none"> • Council-wide Parents Information Evenings (has reduced from 3 to 2 in session 2010/2011) plus additional Parents Strategy road show events <ul style="list-style-type: none"> - No. of parents attending - % of schools represented 	68 46%	Improve
	<ul style="list-style-type: none"> • Proportion of schools with Parent Councils 	98%	Maintain
	<ul style="list-style-type: none"> • Levels of satisfaction of parents/carers regarding their involvement in the decision-making process 	(Oct 2010) 65%	Improve
	<ul style="list-style-type: none"> • Percentage of parental complaints acknowledged within the specified timescale (10 days) 	100%	Maintain

ACTION PLAN: Parental Participation

Key Development	Lead Officer	Timescale	Budget	Monitoring
<ul style="list-style-type: none"> Support for Parents Monitor and review the Parental Involvement Strategy to ensure its effectiveness in providing a variety of opportunities for parents to become involved. 	Beverley Ferguson	Ongoing	Parental Involvement Budget	Education Services Management Team
<ul style="list-style-type: none"> Parent Councils Deliver a varied programme of training and information sessions for Parents, Parent Councils and Parent Teacher Associations, driven by parental requests and needs. 	Diane Cherry	Ongoing	Parental Involvement Budget	Education Services Management Team
<ul style="list-style-type: none"> Complaints Continue to monitor complaints to ensure that they are addressed fully and timeously and that appropriate action is taken where necessary. 	Beverley Ferguson	Ongoing	Parental Involvement Budget	Education Services Management Team

5 – ENHANCING AND SUSTAINING AN ENVIRONMENT IN WHICH PEOPLE WANT TO LIVE, WORK AND VISIT

Local Improvement Priority : Leadership Development

Outcomes	Performance Measures	Current Performance	Target
<ul style="list-style-type: none"> • High quality distributed leadership at all levels • Supportive and challenging professional review and development arrangements for all staff 	<ul style="list-style-type: none"> • Teaching staff evaluations of the quality of leadership and management demonstrated by the Head Teacher/ Senior Management Team • Teaching staff evaluations of the arrangements for distributed leadership • Teaching staff evaluations of professional review and development arrangements • Teaching staff evaluation of the range of CPD opportunities available <p>(Figures refer to staff who evaluated these areas as satisfactory or very satisfactory)</p>	<p>(Oct 2010)</p> <p>89%</p> <p>92%</p> <p>92%</p> <p>95%</p>	<p>(2012/13)</p> <p>Improve</p> <p>Improve</p> <p>Improve</p> <p>Improve</p>

ACTION PLAN: Leadership Development

Key Development	Lead Officer	Timescale	Budget	Monitoring
<ul style="list-style-type: none"> Coaching and Mentoring Continue to provide opportunities for schools based staff, also those in centre based teams, to participate in coaching training led by Education Services team of coaching trainers. Continue to provide mentoring training for the central Probationer Support Team and school based staff who have direct responsibility for supporting Probationer teachers. Continue to develop Action Learning Sets (led by a member of the Probationer Support Team) for teachers in the second and third years of their career. 	Anne Hutchison	Ongoing	Overall Service Funding	Education Services Management Team/ School Improvement Partnerships
<ul style="list-style-type: none"> Leadership Development Continue to support teaching staff by providing opportunities to participate in: <ul style="list-style-type: none"> - formal programmes of leadership development for Head Teachers, Depute Head Teachers, Principal Teachers and Senior Leaders across all sectors. - events with colleagues through the inter-authority Central Scotland Partnership Programme. - Teacher Learning Communities, in conjunction with the Tapestry organisation. - Professional learning opportunities in partnership with the Tapestry organisation and Harvard University. <p>All of these actions support recommendations made by the Donaldson Review of Teacher Education</p>	Anne Hutchison	Ongoing	Overall Service Funding	Education Services Management Team/ School Improvement Partnerships

ACTION PLAN: SERVICE MANAGEMENT PRIORITIES

PRIORITY: SCOTTISH GOVERNMENT PRIORITIES				
Key Development	Lead Officer	Timescale	Budget	Monitoring
<ul style="list-style-type: none"> Primary (P1) Class Sizes to comply with new legislation 	Gary Greenhorn	Aug 2011	Schools Core Budget	ESMT/Education Committee
<ul style="list-style-type: none"> Maintaining Teacher Numbers to meet Government funding conditions for teachers 	Gary Greenhorn	Ongoing	Schools Core Budget	ESMT/Education Committee
PRIORITY: PROPERTY PRIORITIES				
Key Development	Lead Officer	Timescale	Budget	Monitoring
<ul style="list-style-type: none"> Early Years Amalgamations 	Alan Livingstone / Eileen Hutton	Ongoing	Existing Capital / Early Years Revenue Funds	ESMT / Education Committee
<ul style="list-style-type: none"> New RC Primary School (Antonshill) 	Gary Greenhorn / Alan Livingstone	Aug 2012	£8m Capital Funding & SFT Joint Funding	ESMT / SFT / Scottish Government / Education
<ul style="list-style-type: none"> Capital Programme 2011/12 – 2013/14 	Alan Livingstone	Mar 2014	Capital Programme	ESMT / Capital Programme Review Group
PRIORITY: SCHOOL CAPACITY / DEMOGRAPHIC CHANGES				
Key Development	Lead Officer	Timescale	Budget	Monitoring
<ul style="list-style-type: none"> Early Years / Primary Capacity Review 	Richard Teed	Oct 2011	N/A	ESMT/Education Committee
<ul style="list-style-type: none"> Admissions and Reserved Places Policy Review 	Richard Teed	Oct 2011	N/A	ESMT/Education Committee

PRIORITY: WORKFORCE PLANNING STRATEGY

Key Development	Lead Officer	Timescale	Budget	Monitoring
<ul style="list-style-type: none"> Develop and implement a sustainable workforce planning strategy for Teachers and other employees 	Kenny McNeill	May 2012	Existing Staffing Budgets	ESMT
<ul style="list-style-type: none"> Implementation of changes arising from the National Review of Teachers Employment in Scotland (McCormac) 	Gary Greenhorn	Ongoing	Existing Staffing Budgets	ESMT, Unions, National Bodies

PRIORITY: ICT INFRASTRUCTURE IMPROVEMENTS

Key Development	Lead Officer	Timescale	Budget	Monitoring
<ul style="list-style-type: none"> Broadband / Wireless / SEEMIS Development 	Roy Robotham	Ongoing	Existing Budgets	ESMT / ICT Strategy Group

PRIORITY: FINANCIAL GOVERNANCE AND RISK ASSESSMENT

Key Development	Lead Officer	Timescale	Budget	Monitoring
<ul style="list-style-type: none"> 2011/2012 Budget Planning to finalise corporate staff saving targets 2012/2013 Budget Planning 	Gary Greenhorn	Ongoing	Revenue Budget	ESMT / Corporate Management Team

PRIORITY: GAELIC STRATEGY

Key Development	Lead Officer	Timescale	Budget	Monitoring
<ul style="list-style-type: none"> Develop a Gaelic Strategy which enables the service to meet its statutory obligations. 	Anne Hutchison	Oct 2011	Core Service Management Provision	Education Services Management Team

PRIORITY: QUALITY IMPROVEMENT FRAMEWORK (VSE)

Key Development	Lead Officer	Timescale	Budget	Monitoring
Implement the agreed findings of the VSE task groups <ul style="list-style-type: none">• Quality Assurance• Workforce Development• Systems and Processes	Nigel Fletcher	Ongoing	Core Service Management Provision	Education Services Management Team