

Report

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Report to:	Education Resources Committee
Date of Meeting:	14 June 2011
Report by:	Executive Director (Education Resources)

Subject:	Education Resources' Resource Plan 2011/2012
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ request approval for the Education Resources' Resource Plan 2011/2012.

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the key achievements made by the Resource during 2010/2011 are noted, as detailed in Appendix 2 to the Resource Plan 2011/2012;
- (2) that the Resource Plan 2011/2012 be referred to the Executive Committee for approval; and
- (3) that a 6 monthly interim progress report be provided to a future meeting of the Committee.

3. Background

- 3.1. The Resource Plan for 2011/2012 has been prepared based on an agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the national and local context within which the Resource operates. It also identifies achievements for the previous year, reflects new improvement themes as appropriate, and establishes objectives and priorities for the New Year.
- 3.2. The Resource Plan 2011/2012 embodies the vision, priorities, objectives and improvement themes of the Council Plan 'Connect', based on the 2009 Mid Term Review.
- 3.3. Performance Management is a keystone of Best Value, and ensures that the Council can demonstrate sound governance arrangements. The Resource Plan is one part of the Council's framework for planning and budgeting, and demonstrates how this leads to effective front line service delivery.
- 3.4. As part of this framework the Resource Plan reflects the aspirations of the Council Plan, the Community Plan and Single Outcome Agreement, as well as being complemented by the details of individual Service and Business Plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the Council's vision, priorities, objectives and improvement themes at all levels.

- 3.5. The revised format for performance reporting is now well established and is used for Executive Directors' reports to the Chief Executive, Resource Management Teams, and to Resource Committees. The focus has been on reporting progress on Council Plan actions, statutory performance indicators, other key performance measures, and high level Resource priorities.
- 3.6. In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. The risks associated with the activities of the Resource have been identified and evaluated. Those risks which require mitigation are noted in the Resource Risk Control Plan.

4. Resource Plan Detail, Monitoring and Reporting

- 4.1. The full Resource Plan is attached, and is now structured around the following headings:-

- ◆ Introduction;
- ◆ National Context;
- ◆ Local Context;
- ◆ Service Overview/Service Performance, Major Achievements 2010/2011;
- ◆ Resource Objectives/Actions 2011/2012;
- ◆ Capital and Revenue Resources 2011/2012;
- ◆ Organisational Structure;
- ◆ Education Resources quarter four progress report.

- 4.2. As part of the performance management arrangements, the Committee will also receive a mid year update of progress on the actions identified in the 2011/2012 Resource Plan.

5. Progress – 2010/2011

- 5.1. Overall, of the 43 actions and 117 measures outlined in our 2010/2011 Resource Plan, we have achieved 110 of the associated measures (94%), six have been delayed (5%) and 1 (1%) measure has not been achieved. Progress on all actions is noted in Appendix 2 of the 2011/2012 Plan.

- 5.2. Highlights of the year are noted below:-

- Attainment by the end of S6 increased in all measures between 2009 and 2010;
- 5-14 results show a performance increase in all three subject areas in both primary and secondary schools over the course of the final 3 years of the assessment scheme;
- Figures for 2008 to 2010 show an increasing percentage of school leavers in South Lanarkshire entering higher or further education. The trend is similar to comparator authority and national averages. There is however a corresponding decrease in the percentage of schools leavers entering employment or training;
- 14 new primary schools opened in session 2010/2011. A total of 55 new schools are now occupied since the start of the programme in 2005;
- Education Resources continues to make good progress in improving the proportion of schools receiving positive inspection reports. In session 2010/11 the 22 published reports evaluated the overall effectiveness of establishments as being satisfactory or above (94%);
- "Give us a break!", the first programme of its kind in the UK, an innovative therapeutic programme designed to help children and young people cope with

bereavement, loss and major negative changes in their lives, achieved a prestigious Cosla Excellence Award, winning the Best Team Award;

- 1,897 young people gained nationally recognised awards outwith school in 2010/11, including: Youth Achievement Awards, Duke of Edinburgh Awards, REHIS and First Aid;
- The multi agency inspection of services to protect children and young people which highlighted notable strengths within Education Resources;
- The Inspection of Psychological Services which highlighted a number of key strengths of the Educational Psychology Service including the outstanding leadership of the Principal Educational Psychologist, the establishment of innovative evidence based approaches to making a positive difference to the life chances of children and young people and the establishments of strong positive relationships with stakeholders;
- Over 100 young people took part in the South Lanarkshire Schools Showcase event. Children from primary, ASN and secondary schools took to the stage in front of a very appreciative audience to showcase their talents in music and dance;
- The Micro-Tyco Challenge, piloted in South Lanarkshire during National Enterprise Month, November 2010. 64 teams began with a £1 loan, turning their investment into a staggering £13,028.

- 5.3. Areas for improvement – the measures that we have not achieved are noted below, together with the reason why, and the management action now being taken, if required.

Raise educational attainment for all			
Progress approaches in respect of the national priorities in Education			
Action	Measure	Progress	Management Action
Progress approaches in respect of the national priorities in Education	Reduction in the average number of half days absence per pupil in primary schools	The average number of half days absence increased slightly. This increase was also reflected nationally. The rate in South Lanarkshire remains below the national level of 19.4. Overall, the percentage of absences rose by 0.3% from 4.7% to 5.0% with a similar increase in both the national and comparator averages.	Continue to review all absence statistical information with head teachers throughout the session

6. Employee Implications

- 6.1. The improvement themes, objectives and priorities noted within the Resource Plan will inform the Service Improvement Plans and in turn the Performance Development and Review process for individual employees in 2011/2012.

7. Financial Implications

- 7.1. The improvement themes, objectives and priorities within the Resource Plan are reflected in the respective Resource Revenue and Capital budgets for 2011/2012 and, longer term, within the framework of the Council's approved Financial Strategy.

8. Other Implications

- 8.1. There are no other implications.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. Many of the actions detailed within the Resource Plan reflect ongoing strategies and policies which will be or have been the subject of consultation and equality impact assessment.

Larry Forde
Executive Director (Education Resources)

19 May 2011

Link(s) to Council Objectives/Improvement Themes/Values

The Resource Plan has been structured upon the priorities, corporate improvement themes, objectives, and vision of the 2009 mid term review of the Council Plan 'Connect'.

Previous References

- ◆ Education Resources Committee - 1 June 2010
- ◆ Education Resources Committee – 1 Feb 2011

List of Background Papers

- ◆ Education Resource Plan 2010 - 2011

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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Education Resources

Education Resources Plan

2011 - 2012



Education Resources

Education Resources Plan 2011/2012

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1.0 Introduction

I am very pleased to introduce the Education Resources Plan for 2011/2012. It outlines the objectives and actions for services, Learning Communities and establishments over the next year and supports implementation of the commitments within '*Connect*', the Council Plan for 2007 to 2012.

Connect sets out the Council's Vision to improve the quality of life for all within South Lanarkshire. It is supported by a number of objectives with lasting importance for the Council and local communities.

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 as well as striving to narrow the gap. It is about continually improving the services for everyone 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 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.

The context for Education Resources includes major national and local developments. These include initiatives such as the publication by Her Majesty's Inspectors of Education (HMIe), of *Journey to Excellence*; the continuing work related to *Curriculum for Excellence*; and the requirements arising through *Getting it Right for Every Child*. Locally, *Stronger Together*, the Community Plan and the outcomes within the Education Resources framework of core policies help inform the Resources Plan.

South Lanarkshire Council has recently been engaged in a Validated Self Evaluation (VSE) programme in partnership with colleagues from Her Majesty's Inspector of Education (HMIE) as part of the Council's continuing commitment to improve outcomes for children, young people and adult learners through focussed self evaluation. A report outlining the outcomes of this activity will be published later this year.

Section four of the Plan highlights the major achievements of 2010/2011. These relate to a wide range of areas of work including the attainment of young people, improvements to the school estate, increasing the involvement of children and young people in health promoting activities, and increasing the involvement of establishments in Eco School and Fair Trade projects.

The objectives and actions for 2011/2012 are set out within section five. These ensure that services, Learning Communities and establishments help deliver the Council's Vision to improve the quality of life for all. The actions for Education Resources are clearly identified and are linked to the objectives and values within *Connect*. Specific actions are highlighted as Improvement Priorities (IPs), to be addressed by services and establishments within their improvement plans for the coming year.

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

- taking action to deliver on *Connect*
- monitoring progress against clear measures
- sustaining continuous improvement and addressing areas highlighted through self evaluation
- ensuring individual and local needs are met within the context of Council priorities, objectives and values

I hope you find our Resources Plan for 2011/2012 informative and useful. Our agenda is focussed on the challenges ahead in order to provide the best possible experiences for children, young people and adults. We have tried to incorporate the many helpful suggestions and comments received during the consultations on our priorities for 2011/2012. 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,

Larry Forde
Executive Director (Education Resources)

The context for Resource planning

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 and the priorities agreed with Community Planning partners.

2.0 The national context

2.1 The Standards in Scotland's Schools etc Act (2000) sets out the national agenda for education. The Act provides an improvement framework for Scottish Education.

The improvement framework operates at three levels - national government, local government and individual schools. The national approach for improvement in Scottish Education has been updated since the introduction of the Act in 2000 and now includes:

- The Journey to Excellence
- Curriculum for Excellence
- How Good is Our School?
- The Child at the Centre
- How Good is our Community Learning?

2.2 The Journey to Excellence, How Good is Our School? and The Child at The Centre

These national publications bring together the principles of self-evaluation, improvement planning and school effectiveness and improvement.

Councils are required to address, through local improvement objectives, National Priorities established by the former Scottish Executive. Learning Communities and their associated establishments are required to ensure that their improvement plans take account of the local improvement objectives.

The aim of *How Good is Our School?: The Journey to Excellence* is to provide practical support for all those schools and early education centres which are now ready to make that step change from good to great. This change of perspective from aiming for 'very good' to aiming for 'excellent' is a sign that the quality culture within Scottish schools has matured, that Scottish Education is ready to take self-evaluation to the next level.

It takes these principles to the next level by presenting a coherent view of what works and how schools can achieve excellence in all that they do. It is ambitious, but builds on the secure knowledge that schools themselves are ambitious for the children and young people of South Lanarkshire.

The indicators within *How Good is Our School?* and *The Child at the Centre* reflect the developing context within which schools and establishments now operate. They focus specifically on the impact of schools and establishments in improving the educational experience and lives of Scottish pupils through learning and their successes and achievements, particularly the broad outcomes for learners within [*Curriculum for Excellence*](#) and the vision statement for Scotland's children.

2.3 A Curriculum for Excellence

A Curriculum for Excellence sets out an aim where: all children develop their capacities as successful learners, confident individuals, responsible citizens and effective contributors to society.

The Standards in Scotland (Schools) etc Act 2000 provides that 'education should be directed to the development of the personality, talents and physical abilities of the child or young person to their fullest potential' and that 'due regard, so far as is reasonably practicable, should be paid to the views of the child or young person in decisions that significantly affect them, taking account of the child or young person's age and maturity'.

In taking forward this challenging agenda, Education Resources will support schools, establishments and services to address key developments in the *Curriculum for Excellence* programme. This will incorporate approaches to enriching the learning experiences of all pupils through *Assessment is for Learning*, *Determined to Succeed* and *Citizenship* developments. Education Resources will, in the context of these developments, support improvement within establishments and services ensuring the best possible education for all learners.

2.4 Getting it Right for Every Child (GIRFEC)

- 2.4.1 The Scottish Government has given clear authority and responsibility to agencies, professionals, children, families and local communities, to work together in a way that brings practicality and reality to the vision for Scotland's children.

Getting it Right for Every Child (GIRFEC) is about personalised services for all children and young people. It is about improving outcomes for individual children through collaborative action by professionals for children and their families. Practitioners should do everything they can to develop children and young people's well-being from within each agency working together, where necessary, to make sure that all children and young people get the help they need if and when they need it. All professionals will work to a common framework of assessing, planning and taking action in the interests of children and young people and where necessary, an integrated plan of action should be agreed. The child or young person should have only one plan of action, agreed by all concerned.

- 2.4.2 The Scottish Government and COSLA launched the *Early Years Framework* in December 2008. The document sets out a strategy for intervention in early years (pre-birth – 8 years) to break the cycle of inequalities in health, education and employment opportunities. In the coming year Education Resources will continue to implement some of the key aspects outlined within the *Early Years Framework*.

2.4.3 The Improvement Framework

The publication of *A Common Approach to Inspecting Services for Children and Young People*, published in November 2005, sets out an outcome-focused, intelligence-led and proportionate approach to the inspection of services for children and young people.

Education Resources will continue to further develop its approach to address the national inspection framework for services. We will continue to further develop good practice in child protection to ensure children and young people are kept safe and well.

In 2008, the first Services to Protect Children Inspection took place within South Lanarkshire Council. A further inspection in August 2010 confirmed that:

- Chief Officers and senior managers have successfully established a shared vision for child protection which they have communicated well to staff. The vision, values and aims outlined in key high level council and service plans link well and reflect both national and local priorities for child protection;
- Chief Officers and senior managers were providing strong and effective leadership to staff in developing and delivering child protection services. They supported staff well and successfully promoted a culture of learning from experience;
- Children were benefiting from a wide range of imaginative activities in schools to support their personal safety, they benefit from earlier and better coordinated help and support to prevent difficulties arising or increasing and staff are very alert to children who may be at risk and take prompt and effective action to make sure they are kept safe.

The report further highlighted the following strengths that made a difference to children and families:

- Staff working well together to provide help and support at an early stage;
- Support provided by the Emergency Social Work Service staff to help keep children safe;

- Joint working by staff to identify and meet the longer-term needs of children who have experienced abuse or neglect;
- Consistent contact with staff helping to build trusting relationships;
- Effective partnership working led by Chief Officers and senior managers.

2.4.4 *The Education (Additional Support for Learning) (Scotland) Act 2004*

The Act came into effect in 2005, legislation that represents the most significant revision of the special educational needs framework for the last 25 years and impacts on all establishments, support services and agencies that support children and young people.

The Act sets out a framework for supporting children who require additional support for learning built around the concept of additional support needs through 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.

The Act specifies that children and young people with additional support needs, like all others, are entitled to education which enables them to become well developed individuals, full members of, and contributors to, communities and society.

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.

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.

2.5 ***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 is delivering 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 industry standard ICT equipment;
- welcoming, safe and secure;
- providing environments which promote multi-agency working in the interests of the school and its community.

2.6 ***The Scottish Schools (Parental Involvement) Act***

This Act came into effect in 2006. It 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 provides the appropriate strategic leadership for all those involved in parental involvement activity.

3.0 The local context for Resource Planning

3.1 *Stronger Together - the Community Plan for South Lanarkshire*

The Community Plan was launched in 2005 by the South Lanarkshire Community Planning Partnership. The Plan was refreshed in 2010/2011 and is now structured around 5 aims:

- improving health and tackling 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.

The Council works with its partners to achieve these aims, and reflects its commitment within the Council Plan.

3.2 *Connect: The Council Plan*

The Council Plan – Connect 2007/12 reflects developments both internally and externally. These include:

- the published report on the Audit of Best Value and Community Planning;
- the emerging guidance on the audit framework for Best Value 2;
- the Single Outcome Agreement developed jointly between the Council and Community Planning Partners;
- the Council's financial strategy from 2010 onwards.

The development of a Corporate Improvement Plan and a review of Connect priorities arose following a review of Connect in 2009. This allows Resources, including Education, to support the implementation of Best Value 2, including Shared Risk Assessment.

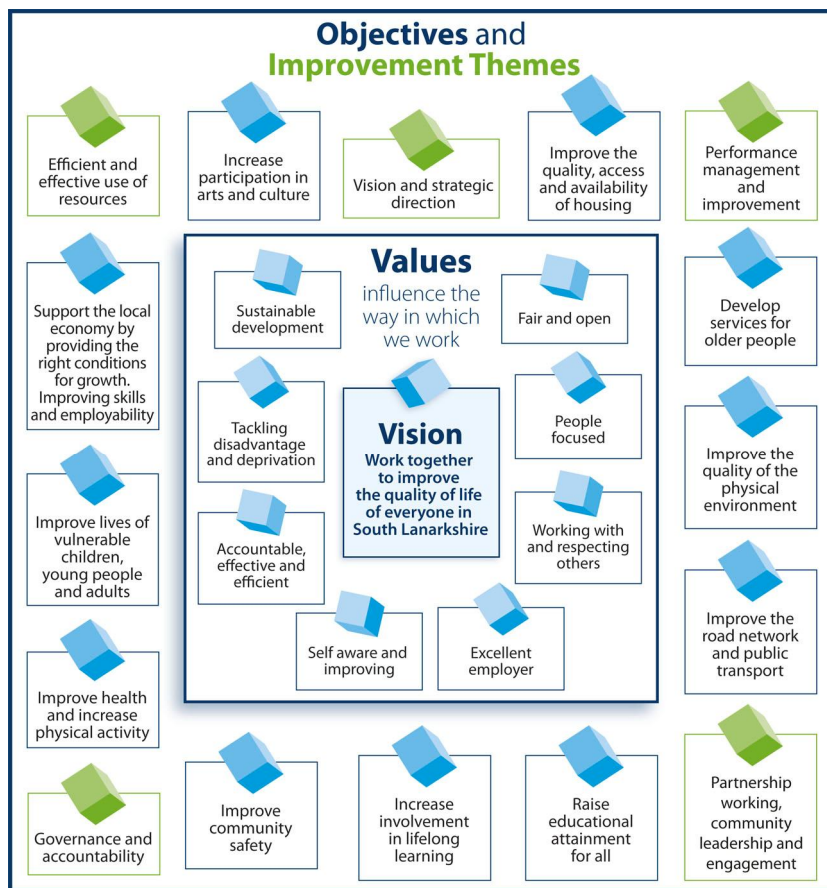
3.3 *Corporate Improvement Plan*

The Council Plan Connect 2007/2012 was reviewed during 2009 to reflect developments both internally and externally.

The Corporate Improvement Plan (CIP) sits within Connect and provides a single focus for the development and delivery of all corporate improvement activity within the Council. The CIP has been developed in response to the Audit of Best Value and Community Planning to ensure that corporate improvement activity is better prioritised and co-ordinated.

South Lanarkshire Council has recently been engaged in a Validated Self Evaluation (VSE) programme in partnership with colleagues from Her Majesty's Inspector of Education (HMIE). Prior to HMIE engagement in 2010/2011, Education Resources was already involved in comprehensive self evaluation as part of the Council's continuing commitment to improve outcomes for children, young people and adult learners through focussed self evaluation. This was part of the Council's effective Performance Management Framework, IMPROVe. A report outlining the outcomes of this activity will be published later this year.

A diagram showing the Council's vision, values, objectives and improvement themes is shown below:



Connect priorities

A summary of the refreshed Connect priorities, based on improvement themes and objectives are listed below:

Connect improvement themes

- Sustainable development (within Vision and Strategic Direction);
- Partnership working and Community Leadership/Engagement;
- Performance management and improvement;
- Efficient and effective use of resources.

Council objectives

- improve the quality, access and availability of housing;
- develop services for older people;
- improve the road network;
- schools modernisation;
- support the local economy by providing the right conditions for growth, improving skills and employability.

Resource Plans for 2011/12 reflect Connect priorities. However, delivery of the priorities identified above will be heavily dependent over coming years on resource availability. On this basis, future financial settlements will inform the need to further reassess our priorities.

As with all Resources, Education Resources continues to uphold South Lanarkshire Council's values in all our work.

As with all Resources, Education Resources aims to contribute to the delivery of the corporate improvement themes. Resource specific actions against corporate improvement themes are listed in Section 5.

3.4 *The Single Outcome Agreement (SOA)*

The development of the SOA for 2010/11 – 2012/13 - between planning partners in South Lanarkshire and the Scottish Government – commits the Council to achieving identified local outcomes, which in turn contribute to the Scottish Government's 15 National Outcomes. The local outcomes in the SOA have been drawn up with reference to the objectives and actions within the Council Plan and Community Plan, so that achievement against the Council Plan is also achievement against key aspects of the SOA.

3.5 *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 seven 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 Welfare;
- Communication and Consultation;
- Inclusion and Equality;
- Learning and Teaching;
- Maximising the Use of Resources;
- Quality Management, and
- The Curriculum.

The framework supports managers of services, 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.*

3.6 Sustainable development

On the 1st January 2010, statutory climate change duties came into force throughout the Scottish public sector, under the Climate Change (Scotland) Act 2009. In line with these duties the Council must act:

- In the way best calculated to contribute to national greenhouse gas emission reduction targets;
- In the way best calculated to help deliver any statutory climate change adaptation programme;
- In a way that is considered most sustainable.

Sustainable development is an integral part of Best Value and is also a priority for the Council. As a signatory to Scotland's Climate Change Declaration, the Council has committed to reduce carbon emissions arising from its own activities and to work with others to reduce those of the South Lanarkshire area in general.

Education Resources has a key role to play in delivering aspects of the Council's sustainable development strategy, and in particular the following actions are included in the resources Plan.

- Foster responsible citizenship and awareness of sustainable development;
- Develop and promote sustainable development opportunities with young people.

4.0 Service overview, major achievements and performance

4.1 Service overview

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

- 124 primary schools, one of which provides Gaelic medium education;
- 17 secondary schools, one of which provides Gaelic medium education;
- Nine 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, 11 community nurseries, and in partnership with 56 external providers;
- 10 Universal Connections centres, which are managed by the Youth Learning Service and their partners, provide a wide range of learning programmes for young people.

It is also responsible for:

- the work of centrally deployed staff, services in Early Years, 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.

4.2 Performance against Resource Plan Objectives (2010/2011)

Council Plan Objective or Theme	Green	Amber	Red	TBRL
Vision and Strategic Direction	6	3	0	0
Performance Management and Improvement	7	0	0	0
Partnership Working, Community Leadership and Engagement	0	0	0	0
Governance and Accountability	3	0	0	0
Efficient and Effective use of resources	7	0	0	0
Raise educational attainment for all	55	3	1	0
Increase involvement in lifelong learning	11	0	0	0
Improve health and increase physical activity	10	0	0	0
Improve lives of vulnerable children, young people and adults	11	0	0	0
Total	110	6	1	0
Percentage	94%	5%	1%	0%

(Notes: TBRL – to be reported later)

4.3 Major achievements and service performance 2010/2011

Resource objective: To raise standards of educational attainment for all in schools, especially in the core skills of literacy and numeracy.

National Priority One: Achievement and Attainment

Outcome: To raise standards of educational attainment for all in schools, especially in the core skills of literacy and numeracy, and to achieve better levels in national measures of achievement including examination results.

<i>Council Objective</i>	<i>Resources Action</i>	<i>Major Achievement/ Service Performance</i>
Raise Educational Attainment for all	Implement the Council's programme to modernise all primary schools	<p>As part of the £850 million primary schools modernisation programme 124 primary schools are being rebuilt or refurbished by 2016. During 2010/2011 the following new primary schools were opened;</p> <ul style="list-style-type: none"> • Auchinraith • Bothwell • Carmichael • Chapelton • Crawforddyke • Douglas • Kirkfieldbank • Robert Smillie • St Anthony's • St Joseph's • St Kenneth's • Udston • Wiston • Woodpark <p>A total of 55 new primary schools are now occupied since the start of the programme in 2005.</p>
Raise Educational Attainment for all	<p>Improve achievement and attainment in all establishments</p> <p>Take forward the principles, values and purposes of Curriculum for Excellence</p>	<p>Education Resources continues to make good progress:</p> <ul style="list-style-type: none"> • Attainment by the end of S6 increased in all measures between 2009 and 2010; • 5-14 results show a performance increase in all three subject areas in both primary and secondary schools over the course of the final 3 years of the assessment scheme; • Figures for 2008 to 2010 show an increasing percentage of school leavers in South Lanarkshire entering higher or further education. The trend is similar to comparator authority and national averages. There is however a corresponding decrease in the percentage of schools leavers entering employment or training. <p>The Micro-Tyco Challenge was piloted in South Lanarkshire during National Enterprise Month, November 2010. 64 teams began with a £1 loan, turning their investment into a staggering £13,028.</p> <p>Over 100 young people took part in</p>

<i>Council Objective</i>	<i>Resources Action</i>	<i>Major Achievement/ Service Performance</i>
		the South Lanarkshire Schools Showcase event. Children from primary, ASN and secondary schools took to the stage in front of a very appreciative audience to showcase their talents in music and dance.
Establish approaches to address the national Inspection Framework for establishments and Services within Education Resources	Increase the proportion of schools receiving positive inspection reports by March 2010	Education Resources continues to make very good progress in improving the proportion of schools receiving positive inspection reports. In session 2010/11 the 22 published reports evaluated the overall effectiveness of establishments as being satisfactory or above (94%).
Improve lives of vulnerable children, young people and adults	<p>Lead Education Resources preparation for inspection of Services to Protect children 2010</p> <p>Progress further key aspects of Psychological Service self evaluation framework annually till March 2011</p>	<p>The multi agency inspection of services to protect children and young people which highlighted a considerable number of strengths within Education Resources including:</p> <ul style="list-style-type: none"> • Chief Officers and senior managers have successfully established a shared vision for child protection which they have communicated well to staff; • Chief Officers and senior managers were providing strong and effective leadership to staff in developing and delivering child protection services. They supported staff well and successfully promoted a culture of learning from experience; and • Children were benefiting from a wide range of imaginative activities in schools to support their personal safety, they benefit from earlier and better coordinated help and support to prevent difficulties arising or increasing and staff are very alert to children who may be at risk and take prompt and effective action to make sure they are kept safe. <p>Inspection of Psychological Services: The key strengths of the Educational Psychology Service were identified as follows:</p> <ul style="list-style-type: none"> • the outstanding leadership of the Principal Educational Psychologist and staff involvement in the continuous improvement of their service; • the provision of a very effective service to the local community;

<i>Council Objective</i>	<i>Resources Action</i>	<i>Major Achievement/ Service Performance</i>
		<ul style="list-style-type: none"> • achieving very clear alignment with the corporate vision, values and aims; • the establishment of innovative evidence based approaches to make a positive difference to the life chances of children and young people; • establishment of strong positive relationships with stakeholders; • having embedded a very child centred approach to educational psychology driving equality, fairness and inclusive practice. <p>COSLA Excellence Award; Psychological Services received a special award for Best Team for their work in supporting children and families through their programme "Give us a Break"</p>

Resource progress against other key actions and measures in session 2010/2011

5-14 Attainment: percentage of pupils attaining the appropriate levels

Please note this will be the last year 5-14 reports are available as we move to full implementation of Curriculum for Excellence.

	How are we doing over time and against other Councils?	Year to date	Target 11/12	On course to achieve?												
Attainment in reading in South Lanarkshire Council has increased in secondary schools. There was a slight decrease in primary schools.	<p>5-14 Attainment: Reading</p> <table><thead><tr><th>Year</th><th>Primary</th><th>Secondary</th></tr></thead><tbody><tr><td>07/08</td><td>85.4%</td><td>70.0%</td></tr><tr><td>08/09</td><td>85.4%</td><td>73.0%</td></tr><tr><td>09/10</td><td>85.4%</td><td>75.4%</td></tr></tbody></table>	Year	Primary	Secondary	07/08	85.4%	70.0%	08/09	85.4%	73.0%	09/10	85.4%	75.4%	Primary 85.4% Secondary 75.4%	No 5-14 targets	Achieved
Year	Primary	Secondary														
07/08	85.4%	70.0%														
08/09	85.4%	73.0%														
09/10	85.4%	75.4%														
Attainment in writing in South Lanarkshire Council has increased in secondary schools. There was a slight decrease in primary schools.	<p>5-14 Attainment: Writing</p> <table><thead><tr><th>Year</th><th>Primary</th><th>Secondary</th></tr></thead><tbody><tr><td>07/08</td><td>77.6%</td><td>57.0%</td></tr><tr><td>08/09</td><td>77.6%</td><td>59.0%</td></tr><tr><td>09/10</td><td>77.6%</td><td>61.3%</td></tr></tbody></table>	Year	Primary	Secondary	07/08	77.6%	57.0%	08/09	77.6%	59.0%	09/10	77.6%	61.3%	Primary 77.6% Secondary 61.3%	No 5-14 targets	Achieved
Year	Primary	Secondary														
07/08	77.6%	57.0%														
08/09	77.6%	59.0%														
09/10	77.6%	61.3%														

	How are we doing over time and against other Councils?	Year to date	Target 11/12	On course to achieve?

Attainment in mathematics for primary and secondary schools decreased slightly.	<div><div>5-14 Attainment: Mathematics</div><table><thead><tr><th>Year</th><th>Primary (%)</th><th>Secondary (%)</th></tr></thead><tbody><tr><td>07/08</td><td>87.1</td><td>66.9</td></tr><tr><td>08/09</td><td>87.1</td><td>68.0</td></tr><tr><td>09/10</td><td>87.1</td><td>66.9</td></tr></tbody></table></div>	Year	Primary (%)	Secondary (%)	07/08	87.1	66.9	08/09	87.1	68.0	09/10	87.1	66.9	Primary 87.1%	Secondary 66.9%	No 5-14 targets	Achieved
Year	Primary (%)	Secondary (%)															
07/08	87.1	66.9															
08/09	87.1	68.0															
09/10	87.1	66.9															

An analysis of South Lanarkshire Council's 5-14 results shows that performance increase in all three subject areas in both primary and secondary schools over the course of the final 3 years of the assessment scheme.

Attainment in national qualifications

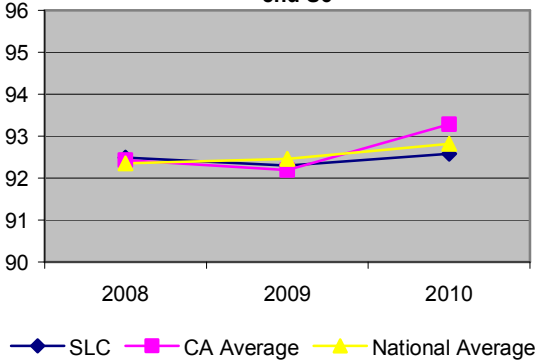
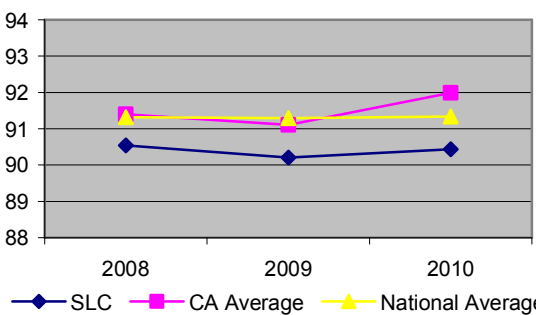
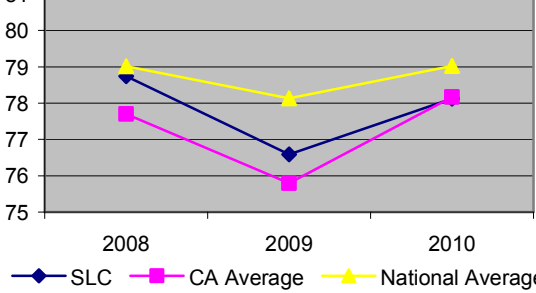
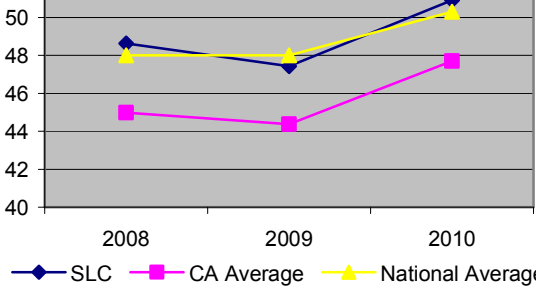
The table below illustrates levels of performance of pupils in secondary schools in South Lanarkshire in national qualifications assessments.

Key:

SLC: South Lanarkshire Council

CA: Comparator Authority average

NA: National average

	How are we doing over time and against other Councils?	Year to date	Target 11/12	On course to achieve?
English and Maths at level 3 or better by the end of S6	<p>% English & Maths @ Level 3 or better by end S6</p>  <p>2008 2009 2010</p> <p>◆ SLC ■ CA Average ▲ National Average</p>	<u>SLC</u> 92.6% <u>CA</u> 93.3% <u>NA</u> 92.8%		Achieved
5+ at level 3 or better by the end of S6	<p>% 5+ @ Level 3 or better by the end S6</p>  <p>2008 2009 2010</p> <p>◆ SLC ■ CA Average ▲ National Average</p>	<u>SLC</u> 90.4% <u>CA</u> 92.0% <u>NA</u> 91.3%		Achieved
5+ at level 4 or better by the end of S6	<p>% 5+ @ Level 4 or better by the end S6</p>  <p>2008 2009 2010</p> <p>◆ SLC ■ CA Average ▲ National Average</p>	<u>SLC</u> 78.1% <u>CA</u> 78.2% <u>NA</u> 79.0%		Achieved
5+ at level 5 or better by the end of S6	<p>% 5+ @ Level 5 or better by the end S6</p>  <p>2008 2009 2010</p> <p>◆ SLC ■ CA Average ▲ National Average</p>	<u>SLC</u> 50.9% <u>CA</u> 47.7% <u>NA</u> 50.3%		Achieved

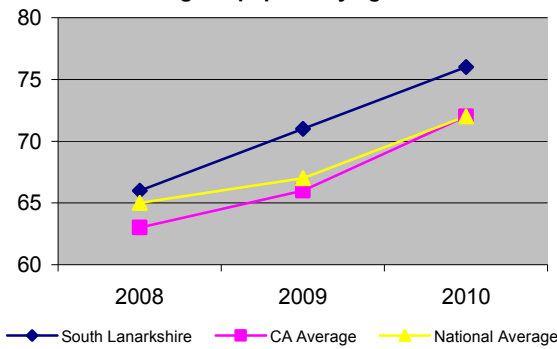
	How are we doing over time and against other Councils?	Year to date	Target 11/12	On course to achieve?																
1+ at level 6 or better by the end of S6	<p>%</p> <p>1+ @ Level 6 or better by the end S6</p> <table><thead><tr><th>Year</th><th>SLC</th><th>CA Average</th><th>National Average</th></tr></thead><tbody><tr><td>2008</td><td>44.8%</td><td>40.0%</td><td>43.2%</td></tr><tr><td>2009</td><td>43.0%</td><td>40.5%</td><td>44.2%</td></tr><tr><td>2010</td><td>48.1%</td><td>43.9%</td><td>46.6%</td></tr></tbody></table> <p>— SLC — CA Average — National Average</p>	Year	SLC	CA Average	National Average	2008	44.8%	40.0%	43.2%	2009	43.0%	40.5%	44.2%	2010	48.1%	43.9%	46.6%	<u>SLC</u> 48.1% <u>CA</u> 43.9% <u>NA</u> 46.6%		Achieved
Year	SLC	CA Average	National Average																	
2008	44.8%	40.0%	43.2%																	
2009	43.0%	40.5%	44.2%																	
2010	48.1%	43.9%	46.6%																	
3+ at level 6 or better by the end of S6	<p>%</p> <p>3+ @ Level 6 or better by the end S6</p> <table><thead><tr><th>Year</th><th>SLC</th><th>CA Average</th><th>National Average</th></tr></thead><tbody><tr><td>2008</td><td>31.5%</td><td>26.8%</td><td>29.8%</td></tr><tr><td>2009</td><td>30.2%</td><td>27.2%</td><td>30.8%</td></tr><tr><td>2010</td><td>33.7%</td><td>30.1%</td><td>33.2%</td></tr></tbody></table> <p>— SLC — CA Average — National Average</p>	Year	SLC	CA Average	National Average	2008	31.5%	26.8%	29.8%	2009	30.2%	27.2%	30.8%	2010	33.7%	30.1%	33.2%	<u>SLC</u> 33.7% <u>CA</u> 30.1% <u>NA</u> 33.2%		Achieved
Year	SLC	CA Average	National Average																	
2008	31.5%	26.8%	29.8%																	
2009	30.2%	27.2%	30.8%																	
2010	33.7%	30.1%	33.2%																	
5+ at level 6 or better by the end of S6	<p>%</p> <p>5+ @ Level 6 or better by the end S6</p> <table><thead><tr><th>Year</th><th>SLC</th><th>CA Average</th><th>National Average</th></tr></thead><tbody><tr><td>2008</td><td>20.5%</td><td>17.0%</td><td>19.8%</td></tr><tr><td>2009</td><td>18.8%</td><td>17.5%</td><td>20.5%</td></tr><tr><td>2010</td><td>22.2%</td><td>19.5%</td><td>22.3%</td></tr></tbody></table> <p>— SLC — CA Average — National Average</p>	Year	SLC	CA Average	National Average	2008	20.5%	17.0%	19.8%	2009	18.8%	17.5%	20.5%	2010	22.2%	19.5%	22.3%	<u>SLC</u> 22.2% <u>CA</u> 19.5% <u>NA</u> 22.3%		Achieved
Year	SLC	CA Average	National Average																	
2008	20.5%	17.0%	19.8%																	
2009	18.8%	17.5%	20.5%																	
2010	22.2%	19.5%	22.3%																	

Attainment in South Lanarkshire by the end of S6 increased in all measures between 2009 and 2010.

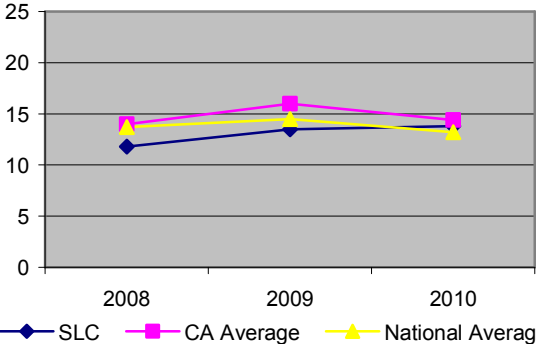
Staying on rate and school leavers' destinations

(Data source of information: HMle Statistical Support Pack)

The increase in the percentage of pupils staying on beyond the compulsory school leaving age in South Lanarkshire, in 2010, was in line with the increase at the national level.

	How are we doing over time and against other Councils?	Year to date	Target 11/12	On course to achieve?																
The percentage of pupils staying on beyond the compulsory school leaving age has been above the national and comparator authority averages.	<p>Percentage of pupils staying on to S5</p>  <table><caption>Percentage of pupils staying on to S5</caption><tr><th>Year</th><th>South Lanarkshire</th><th>CA Average</th><th>National Average</th></tr><tr><td>2008</td><td>66%</td><td>63%</td><td>65%</td></tr><tr><td>2009</td><td>71%</td><td>66%</td><td>67%</td></tr><tr><td>2010</td><td>76%</td><td>72%</td><td>72%</td></tr></table>	Year	South Lanarkshire	CA Average	National Average	2008	66%	63%	65%	2009	71%	66%	67%	2010	76%	72%	72%	<u>SLC</u> 76% <u>CA</u> 72% <u>NA</u> 72%	Increase the overall % of pupils staying on beyond compulsory school leaving age	Achieved
Year	South Lanarkshire	CA Average	National Average																	
2008	66%	63%	65%																	
2009	71%	66%	67%																	
2010	76%	72%	72%																	

Over the period 2008 to 2010 the percentage of school leavers not in education, employment or training in South Lanarkshire was similar to the comparator authority and national figures.

	How are we doing over time and against other Councils?	Year to date	Target 11/12	On course to achieve?																
More Choices More Chances (MCMC)	<p>More Choices, More Chances</p>  <table><thead><tr><th>Year</th><th>SLC</th><th>CA Average</th><th>National Average</th></tr></thead><tbody><tr><td>2008</td><td>12%</td><td>14.4%</td><td>14%</td></tr><tr><td>2009</td><td>14%</td><td>16%</td><td>15%</td></tr><tr><td>2010</td><td>13.2%</td><td>14.4%</td><td>13.8%</td></tr></tbody></table>	Year	SLC	CA Average	National Average	2008	12%	14.4%	14%	2009	14%	16%	15%	2010	13.2%	14.4%	13.8%	<p><u>SLC</u> 13.8%</p> <p><u>CA</u> 14.4%</p> <p><u>NA</u> 13.2%</p>	Maintain or reduce the overall % of young people identified as requiring More Choices More Chances	Very effective strategies are in place within Education Resources to support the key requirements of the MCMC strategy
Year	SLC	CA Average	National Average																	
2008	12%	14.4%	14%																	
2009	14%	16%	15%																	
2010	13.2%	14.4%	13.8%																	

Figures for 2008 to 2010 show an increasing percentage of school leavers in South Lanarkshire entering higher or further education. The trend is similar to comparator authority and national averages. There is however a corresponding decrease in the percentage of schools leavers entering employment or training.

	How are we doing over time and against other Councils?	Year to date	Target 11/12	On course to achieve?
South Lanarkshire performance increased but was slightly below national and comparator levels in this measure.	<p>Percentage of pupils entering higher or further education</p> <p>number of pupils</p> <p>2008 2009 2010</p> <p>South Lanarkshire CA Average National Average</p>	<p><u>SLC</u> 60.7%</p> <p><u>CA</u> 61.9%</p> <p><u>NA</u> 62.8%</p>	Maintain or improve the % of pupils entering higher or further education	Achieved

	How are we doing over time and against other Councils?	Year to date	Target 11/12	On course to achieve?
The percentage of pupils entering employment or training remains broadly in line in line with national and comparator averages.	<p>Percentage of pupils entering employment or training</p> <p>number of pupils</p> <p>2008 2009 2010</p> <p>SLC CA Average National Average</p>	<p><u>SLC</u> 25.2%</p> <p><u>CA</u> 23.6%</p> <p><u>NA</u> 23.7%</p>	Maintain or improve the % of pupils entering employment or training	Achieved

Attendance and exclusions

Attendance: Over the last three years, the percentage attendance figures in primary schools have been in line with comparator authorities and the national average. Secondary attendance figures increased in 2010 and remain broadly in line with, or slightly above, the national and comparator authority averages.

	How are we doing over time and against other Councils?	Year to date	Target 11/12	On course to achieve?
The level of attendance of primary school pupils in South Lanarkshire is in line with the national average.	<p>Percentage attendance: Primary Schools</p> <p>2008 2009 2010</p> <p>SLC CA Average National Average</p>	<p><u>SLC</u> 95%</p> <p><u>CA</u> 95%</p> <p><u>NA</u> 95%</p>	Increase the overall % attendance in primary schools	Achieved

	How are we doing over time and against other Councils?	Year to date	Target 11/12	On course to achieve?																
Overall levels of attendance in South Lanarkshire secondary schools are slightly above the national and comparator averages.	<p>Percentage attendance: Secondary Schools</p> <table><caption>Percentage attendance: Secondary Schools</caption><thead><tr><th>Year</th><th>SLC</th><th>CA Average</th><th>National Average</th></tr></thead><tbody><tr><td>2008</td><td>91%</td><td>90%</td><td>91%</td></tr><tr><td>2009</td><td>91%</td><td>90%</td><td>91%</td></tr><tr><td>2010</td><td>92%</td><td>91%</td><td>91%</td></tr></tbody></table>	Year	SLC	CA Average	National Average	2008	91%	90%	91%	2009	91%	90%	91%	2010	92%	91%	91%	<u>SLC</u> 92% <u>CA</u> 91% <u>NA</u> 91%	Increase the overall % attendance in secondary schools	Achieved
Year	SLC	CA Average	National Average																	
2008	91%	90%	91%																	
2009	91%	90%	91%																	
2010	92%	91%	91%																	

Exclusions: Over the last three years, the number of exclusion incidents per 1,000 pupils in the primary sector in South Lanarkshire has been below both the comparator authority and national averages. In the secondary sector the number of exclusion incidents per 1,000 pupils has fallen matching the national trend.

	How are we doing over time and against other Councils?	Year to date	Target 11/12	On course to achieve?																
South Lanarkshire primary schools remain below national and comparator authority levels	<p>Exclusions incidents per 1000 pupils in primary schools</p> <table><thead><tr><th>Year</th><th>SLC</th><th>CA Average</th><th>National Average</th></tr></thead><tbody><tr><td>2008</td><td>8</td><td>13</td><td>15</td></tr><tr><td>2009</td><td>7</td><td>12</td><td>13</td></tr></tbody></table>	Year	SLC	CA Average	National Average	2008	8	13	15	2009	7	12	13	<u>SLC</u> 6 <u>CA</u> 9 <u>NA</u> 12	Reduce exclusion incidents per 1,000 pupils	Achieved				
Year	SLC	CA Average	National Average																	
2008	8	13	15																	
2009	7	12	13																	
South Lanarkshire secondary schools remain below comparator authority levels in exclusions indices	<p>Exclusions incidents per 1000 pupils in secondary schools</p> <table><thead><tr><th>Year</th><th>SLC</th><th>CA Average</th><th>National Average</th></tr></thead><tbody><tr><td>2008</td><td>118</td><td>115</td><td>105</td></tr><tr><td>2009</td><td>92</td><td>110</td><td>90</td></tr><tr><td>2010</td><td>90</td><td>95</td><td>82</td></tr></tbody></table>	Year	SLC	CA Average	National Average	2008	118	115	105	2009	92	110	90	2010	90	95	82	<u>SLC</u> 90 <u>CA</u> 95 <u>NA</u> 82	Reduce exclusion incidents per 1,000 pupils	Achieved
Year	SLC	CA Average	National Average																	
2008	118	115	105																	
2009	92	110	90																	
2010	90	95	82																	

4.4 What we did not achieve in session 2010/2011

Raise educational attainment for all			
Progress approaches in respect of the national priorities in Education			
Action	Measure	Progress	Management Action
Progress approaches in respect of the national priorities in Education	Reduction in the average number of half days absence per pupil in primary schools	The average number of half days absence increased slightly. This increase was also reflected nationally. The rate in South Lanarkshire remains below the national level of 19.4. Overall, the percentage of absences rose by 0.3% from 4.7% to 5.0% with a similar increase in both the national and comparator averages.	Continue to review all absence statistical information with head teachers throughout the session

4.5 Customer views

The commitment to consultation with establishments and a wide range of stakeholders including pupils, parents, partners, employees, elected members and the trade unions continues as a key priority for Education Resources. A wide range of methods are used for shaping policies and improving services. A consultation on the Education Resources Purpose Statement and improvement priorities was taken forward during January and February 2011 demonstrated considerable support. Recent consultation activity includes:

The consultation feedback has been taken into account in finalising the Resources Plan. The suggestions and comments have helped shape our six priorities for establishments and services to address within their improvement plans for the next year. Our six improvement plan priorities form part of our overall Resource Action Programme (see section 5.4) for 2011/12.

Our continued commitment to consultation will be taken forward in 2011/012 on a range of our work within Education Resources in order to secure further service improvement.

5.0 Objectives and actions for Education Resources 2011/2012

5.1 Council and Resource priorities

The Council identified six priorities within the Council Plan 2007 – 2012. These priorities include schools modernisation. This is therefore a priority of Education Resources in the coming year.

The secondary schools modernisation programme has now been delivered. However, the primary school modernisation programme will remain a priority for Education Resources

5.2 Resource objectives

Our Resource objectives can be identified within the Council's plan under the Council Plan actions.

Council objective: Raise educational attainment for all

Resource objective: Progress approaches in respect of the National Priorities in Education

- progress approaches in respect of the National Priorities in Education;
- further develop training and support on working with under threes.

Resource objective: To raise standards of educational attainment for all in schools, especially in the core skills of literacy and numeracy

- improve achievement and attainment outcomes in all establishments;
- Implement key aspects of legislative duties as prescribed in revised/new legislation;
- take forward appropriate aspects of *Glow* in establishments annually.

Resource objective: Take forward the principles, values and purposes of *A Curriculum for Excellence*

- take forward key aspects of Curriculum for Excellence in all schools and establishments as appropriate annually.

Resource objective: Implement the primary schools modernisation programme

- deliver agreed targets within the primary schools modernisation programme.

Resource objective: Establish approaches to address the National Inspection Framework for establishments and Services within Education Resources

- progress the key themes of self-evaluation and leadership in all establishments and services.

Resource objective: Ensure the highest possible quality of educational provision for children, young people, families and communities

- ensure the highest possible quality of educational provision for children, young people, families and communities;
- ensure compliance with the Council's Information Governance Strategy to protect and manage more effectively our information;
- ensure compliance with enquiry response standards;
- implement routes to qualifications in early years settings;
- maintain Education Resources commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities.

Council objective: Increase involvement in lifelong learning

Resource objective: Deliver services and programmes through the Community Learning Partnership to further improve literacy and numeracy skills among young people and adults

- increase involvement in lifelong learning for young people and adults.

Resource objective: Increase levels of achievement through learning for adults

- increase levels of achievement through learning for adults.

Resource objective: Increase levels of achievement through community capacity building

- take forward key aspects of the community capacity building actions as defined within the *Community Learning and Development Strategy*;
- take forward key aspects of engagement with young people as defined within the *Youth Strategy*;
- promote volunteering opportunities for young people and support them to become active within their community.

Resource objective: Increase levels of achievement through learning for young people

- take forward a review of the South Lanarkshire Youth Strategy 2008/2011;

- take forward key aspects of the community capacity building actions as defined within the *Community Learning and Development Strategy*;
- promote opportunities for young people to complete and gain nationally accredited qualifications.

Council objective: Improving health and increasing physical activity

Resource objective: Engage all education establishments in the Health Promoting Schools programme

- ensure health promotion is embedded in the ethos and practice of all establishments and services;
- continue to work towards accreditation of Youth Learning establishments as Health Promoting establishments;
- provide a range of physical, social and cultural activity for all children within schools and establishments;
- implement key aspects of the *HALL 4* improvement strategy;
- undertake health and well-being research;
- further develop “Give Us A Break” within Education Resources.

Council objective: Improve lives of vulnerable children, young people and adults

Resource objective: Ensure national priorities for vulnerable children and families are addressed

- progress key aspects of Getting It Right for Every Child in all establishments and services;
- progress key aspects of the National Early Years Framework;
- take forward the 16+ Learning Choices initiative.

5.3 *Corporate Improvement Themes*

Corporate Improvement Theme: Vision and strategic direction

- develop and implement our Council Plan – *Connect*;
- implement a programme of equality and human rights impact assessments;
- develop and introduce Council wide equality performance measures and publish results;
- take forward Equalities of race, disability and gender;
- foster responsible citizenship and awareness of sustainable development;
- develop and promote sustainable development opportunities with young people.

Corporate Improvement Theme: Governance and accountability

- ensure that high standards of governance are being exercised (through the use of scrutiny forums, audit plans and risk management).

Corporate Improvement Theme: Performance management and improvement

- implement effective Best Value management arrangements to ensure continuous improvement, and effective and efficient service delivery;
- implement a strategic response to the Scottish Government’s Efficient Government agenda;
- continue to drive forward the performance management and quality improvement agenda to ensure services are focussed on achieving the best possible outcomes for service users.

Corporate Improvement Theme: Efficient and effective use of resources

- ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities;
- manage land and property assets efficiently;
- develop Education Resources Continuity Plan.

5.4 Resource actions for 2011/2012

The Education Resources' Action Programme for 2011/12 includes headline actions and measures, which support the achievement of each of the Council Plan priorities 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 an establishment's 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 for all establishments/services.

Unless otherwise stated all measures are anticipated to be achieved by the end of March 2012.

Corporate Improvement Theme: Vision and strategic direction

Action	Measure(s)	Responsibility
Develop and implement our Council Plan – Connect	<ul style="list-style-type: none"> Deliver annual Resource Plan based on approved performance management framework 	All Executive Directors/ Corporate Resources
Implement a programme of equality and human rights impact assessments	<ul style="list-style-type: none"> Number of impact assessments carried out against those timetabled Number of reports on impact assessments published on website Progress in relation to Equality Impact Assessment Actions monitored against targets and reported to Equal Opportunities Forum 	All Executive Directors/ Corporate Resources
Develop and introduce Council wide equality performance measures and publish results	<ul style="list-style-type: none"> Resources to provide annual report to Equal Opportunities Forum on uptake of service, based on standardised equality reporting categories 	All Executive Directors/ Corporate Resources
Foster responsible citizenship and awareness of sustainable development	<ul style="list-style-type: none"> Percentage of schools participating in Eco School Awards or other similar accredited award schemes (including Fair Trade) 	Head of Education (Resources)
Develop and promote learning opportunities which increase young people's knowledge and understanding of sustainable development	<ul style="list-style-type: none"> Provide a range of opportunities for young people to engage in innovative and creative sustainable development activities within Youth Learning Service establishments Increase the % of young people participating in environmental volunteering programmes through Youth Learning Services 	Head of Education (Inclusion)

Corporate Improvement Theme: Governance and accountability

Action	Measure(s)	Responsibility
Ensure that high standards of governance are being exercised (through the use of scrutiny forums, audit plans and risk management)	<p>Delivery of risk control actions by due date</p> <p>Audit actions to be delivered by due date</p> <p>Complete Resource Governance Self-assessment and declaration by due date and develop actions to address non-compliant areas</p> <p>Progress the work of Psychological Services with Locality Manager Groups to monitor/scrutinise children in out of authority placements within the GIRFEC framework</p>	<p>Head of Education (Finance & Personnel)</p> <p>Head of Education (Inclusion)</p>
Implement the Council's Information Governance Strategy Action Plan	Take forward key aspects of information governance	Head of Education (Curriculum & Quality Improvement)
Develop the Education Resources Business Continuity Plan and procedures for critical incidents/emergencies	<ul style="list-style-type: none"> Develop an Education Resources business continuity plan with supporting guidance materials in line with the Civil Contingencies Act by Jan 2012 	Head of Education (Curriculum & Quality Improvement)

Corporate Improvement Theme: Performance management and improvement

Action	Measure(s)	Responsibility
Implement effective best value management arrangements to ensure continuous improvement, and effective and efficient service delivery	<ul style="list-style-type: none"> Completion of reviews as per timetable Improvement plans approved by Council committee Sustain positive SPI trend results for Council Ensure Local PIs across all Resources meet requirements of Best Value 2 	Head of Education (Finance & Personnel)
Take forward key census activity for Education Resources	<ul style="list-style-type: none"> Ensure the completion and presentation of all appropriate Scottish Government census information 	Head of Education (Curriculum & Quality Improvement)
Implement a strategic response to the Scottish Government's Efficient Government agenda	<ul style="list-style-type: none"> Completion of diagnostic projects agreed as per timetable 	Head of Education (Curriculum & Quality Improvement)
Continue to drive forward the performance management and quality improvement agenda to ensure services are focussed on achieving the best possible	<ul style="list-style-type: none"> Progress implementation of IMPROVe, performance management system, across Education Resources 	Head of Education (Curriculum & Quality Improvement)

Action	Measure(s)	Responsibility
outcomes for service users		

Corporate Improvement Theme: Efficient and effective use of resources

Action	Measure(s)	Responsibility
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	<ul style="list-style-type: none"> Absence rate less than 5%. (SPI) Labour turnover rate less than 5% 100% coverage of PDR and associated training plans of employees in scope 	All Executive Directors/ Corporate Resources
Manage land and property assets efficiently	<ul style="list-style-type: none"> The percentage of council buildings from which the Council delivers services to the public in which all public areas are suitable for, and accessible to, disabled people (SPI) The Proportion of operational accommodation that is in satisfactory condition (SPI) The Proportion of operational accommodation that is suitable for its current use (SPI) 	Head of Education (Resources)

Council objective: Raise educational attainment for all

Resource objective: Progress approaches in respect of the National Priorities in Education		
Action	Measure(s)	Responsibility
Progress approaches in respect of the National Priorities in Education	<ul style="list-style-type: none">• Exclusion incidents per 1,000 pupils in primary schools• Exclusion incidents per 1,000 pupils in secondary schools• Reduction in the overall number of days lost through exclusion in secondary schools• Reduction in the overall number of days lost through exclusion in primary schools• Reduction in the average number of half days absence per pupil in primary schools• Reduction in the average number of half days absence per pupil in secondary schools• % of pupils staying on to S5 (post Christmas)• % of pupils entering further or higher education• % of pupils entering employment or training• % of schools who have met their IEP targets	Head of Education (Curriculum & Quality Improvement)

Resource objective: To raise standards of educational attainment for all in schools, especially in the core skills of literacy and numeracy		
Action	Measure(s)	Responsibility
Improve achievement and attainment outcomes in all establishments (IP 1: All sectors)	<ul style="list-style-type: none"> • Achieve an average 0.5% overall increase in attainment levels in the Key Performance Indicators for Education by March 2012 using three year rolling averages • %S4 by S6 attained 5+ at SCQF level 3 • %S4 by S6 attained 5+ at SCQF level 4 • %S4 by S6 attained 5+ at SCQF level 5 • %S4 by S6 attained 1+ at SCQF level 6 • %S4 by S6 attained 3+ at SCQF level 6 • %S4 by S6 attained 5+ at SCQF level 6 	Head of Education (Curriculum & Quality Improvement)
Implement key aspects of legislative duties as prescribed in revised/new legislation (IP 3: All sectors and services)	<ul style="list-style-type: none"> • Implement key aspects of current statutory requirements as prescribed in the: <i>Equality Act</i> <i>Additional Support for Learning Act</i> <i>Parental Involvement Act</i> • Prepare and consult on a single equalities Statement of Commitment 	Head of Education (Inclusion)

Resource objective: Take forward the principles, values and purposes of *A Curriculum for Excellence*

Action	Measure(s)	Responsibility
Take forward key aspects of Curriculum for Excellence in all schools and establishments as appropriate annually (IP 2: All sectors)	<ul style="list-style-type: none"> • Progress with establishments to agreed targets related to <i>Curriculum for Excellence</i> • Develop appropriate guidance materials to support establishments in implementing <i>Curriculum for Excellence</i> in line with the national programme • Respond to national consultations linked to Curriculum for Excellence • Implement a revised ICT strategy in Early Years settings • Develop training programmes to support the use of Get up and Go in Early Years settings • Further develop approaches to transition in Early Years settings • Further develop training programmes for staff working with Under 3s in Early Years settings 	Head of Education (Curriculum & Quality Improvement) Head of Education (Resources)
Take forward the key recommendations of Validated Assisted Self-Evaluation (VSE) within Education Resources	<ul style="list-style-type: none"> • 	Head of Education (Curriculum & Quality Improvement)
Continue to develop and offer specialist alternative learning opportunities for young people	<ul style="list-style-type: none"> • Provide a range of locally negotiated programmes with schools across the key themes of: <ul style="list-style-type: none"> ➤ Transition ➤ Effective early intervention ➤ Personal and social competence ➤ Behaviour 	Head of Education (Inclusion)

Resource objective: Implement the primary schools modernisation programme

Action	Measure(s)	Responsibility
Deliver agreed targets within the primary schools modernisation programme	<ul style="list-style-type: none"> • Overall target to deliver 124 new or refurbished primary schools by 2016 as per annual programme • Number of primary schools opened in session 2011/12 within agreed timescale • Percentage of new primary schools as a percentage of the overall primary estate • Implement the ICT elements of the primary/early years schools modernisation programme 	Head of Education (Resources)

Resource objective: Establish approaches to address the National Inspection Framework for establishments and Services within Education Resources

Action	Measure(s)	Responsibility
Progress the key themes of self-evaluation and leadership in all establishments and services (IP 6: All sectors and services)	<ul style="list-style-type: none"> • Increase the proportion of schools receiving positive inspection reports • Produce a revised Quality Management Policy for Education Resources • Increase the number of nurseries receiving positive Social Care and Social Work Improvement Scotland (SCISWIS) inspection outcomes 	Head of Education (Curriculum & Quality Improvement) Head of Education (Resources)
Take forward the key recommendations of Validated Assisted Self-Evaluation (VSE) within Education Resources	<ul style="list-style-type: none"> • 	Head of Education (Curriculum & Quality Improvement)

Resource objective: Ensure the highest possible quality of educational provision for children, young people, families and communities

Action	Measure(s)	Responsibility
Ensure the highest possible quality of educational provision for children, young people, families and communities	<ul style="list-style-type: none"> • Increase the overall % of teaching staff participating in professional development programmes to further develop their skills • Increase the overall % of education staff holding or working towards additional qualifications, including Chartered Teacher and Scottish Qualification for Headship (SQH) • % of primary pupils interviewed as part of HMle process who express satisfaction with school • % of secondary pupils interviewed as part of HMle process who express satisfaction with school • % of parents of pre-school pupils, interviewed as part of HMle or Care Commission process, who express satisfaction with service provision • Provide opportunities for parents to support children's learning through their involvement in Parent Councils/parents groups • Produce a revised Communication and Consultation Policy Statement for Education Resources • Implement a customer enquiries performance management system • Implement actions arising from the Parental Involvement Strategy action plan • Increase the level of parental information and engagement for Curriculum for Excellence • Organise an annual Parent Council conference by January 2012 • Produce two editions of the Parents as Partners Newsletter in order to improve feedback to key stakeholders • Implement new national guidelines on the publication of school handbooks by January 2012 	Head of Education (Curriculum & Quality Improvement)

Resource objective: Ensure the highest possible quality of educational provision for children, young people, families and communities		
Action	Measure(s)	Responsibility
	<ul style="list-style-type: none"> Promote the achievements of children and young people and organise an award ceremony by June 2011 Implement a phased reduction of class sizes in P1 to P3 	Head of Education (Finance & personnel)
Ensure compliance with the Council's Information Governance Strategy to protect and manage more effectively our information	<ul style="list-style-type: none"> Undertake a risk assessment on information governance Implement records management system 	Head of Education (Curriculum & Quality Improvement) Head of Education (Finance & personnel)
Ensure compliance with enquiry response standards	<ul style="list-style-type: none"> Continue to improve compliance with Corporate standards set for: <ul style="list-style-type: none"> ➢ Freedom of Information ➢ Data Protection ➢ Customer enquiries ➢ Press enquiries 	Head of Education (Curriculum & Quality Improvement)
Implement routes to qualifications in Early Years settings	<ul style="list-style-type: none"> Secure engagement in a range of professional and accredited training programmes to assist management teams to achieve Scottish Social Services Council registration 	Head of Education (Resources)
Maintain Education Resources commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	<ul style="list-style-type: none"> Ensure Education Resources remains compliant with the IIP principles, to enable a positive assessment outcome in April 2012 Maintain or improve performance in relation to national performance measures: The number and % of Head and Deputy Head teachers who are women compared with the % of all teachers that are women: <ul style="list-style-type: none"> a) Secondary schools b) Primary schools c) ASN schools Ensure the Corporate Standards for People Connect are met by Education Resources within agreed timescales 	Head of Education (Finance & personnel)

Council objective: **Increase involvement in lifelong learning**

Resource objective: Deliver services and programmes through the Community Learning Partnership to further improve literacy and numeracy skills among young people and adults		
Action	Measure(s)	Responsibility
Increase involvement in lifelong learning for young people and adults (IP 5: All sectors and services, as appropriate)	<ul style="list-style-type: none"> • Increase the number of learners involved in literacy and numeracy programmes • Produce a new Adult Literacy and Numeracy Strategy for 2011-2014 • Produce a new English for Speakers of Other Languages (ESOL) Strategy 2011-2014 • Provide an additional 200 places through Universal Connections Services to develop literacy and numeracy skills of young people • Increase overall participation levels of male carers in Home school Partnership activities by 10% 	Head of Education (Inclusion)

Resource objective: Increase levels of achievement through learning for adults		
Action	Measure	Responsibility
Increase levels of achievement through learning for adults	<ul style="list-style-type: none"> • Increase the annual percentage of participants successfully completing an agreed programme of learning 	Head of Education (Inclusion)

Resource objective: Increase levels of achievement through community capacity building		
Action	Measure(s)	Responsibility
Increase levels of achievement through community capacity building	<ul style="list-style-type: none"> • Increase the annual percentage of people involved in decision making processes affecting their community • Increase the number of community groups receiving support 	Head of Education (Inclusion)
Take forward key aspects of engagement with young people as defined within the Youth Strategy	<ul style="list-style-type: none"> • Increase the annual % of young people involved in decision making processes affecting their community 	Head of Education (Inclusion)
Promote volunteering opportunities for young people and support them to become active within their community	<ul style="list-style-type: none"> • Increase annually the number of young people actively involved in individual volunteering activities of 30 hours or more 	Head of Education (Inclusion)
Recognise and celebrate the progress and achievement of young people	<ul style="list-style-type: none"> • Take forward a range of awards ceremonies to publicly recognise the contributions of young people within their communities 	

Resource objective: Increase levels of achievement through learning for young people		
Action	Measure	Responsibility
Increase levels of achievement through learning for young people	<ul style="list-style-type: none"> • Support increasing numbers of young people outwith school successfully completing and gaining nationally recognised qualifications 	Head of Education (Inclusion)
Take forward key aspects of the community capacity building actions as defined within the Community Learning and Development Strategy	<ul style="list-style-type: none"> • Improve Youth Partnership Survey satisfaction ratings of universal services bi-annually 	Head of Education (Inclusion)
Deliver digital media based workshops in film making and animation	<ul style="list-style-type: none"> • Increase the range and availability of media based skills training programmes for young people • Implement a programme of core skills and communications development for young people 	Head of Education (Inclusion)

Council objective: **Improving health and increasing physical activity**

Resource objective: Engage all education establishments in the Health Promoting Schools programme		
Action	Measure(s)	Responsibility
Ensure health promotion is embedded in the ethos and practice of all establishments and services	<ul style="list-style-type: none"> • Ensure 100% of schools are participating in Health Promoting Schools programmes • Increase the overall level of success in Health Promoting Awards in establishments 	Head of Education (Curriculum & Quality Improvement)
Continue to work towards accreditation of Youth Learning Establishments as Health Promoting	<ul style="list-style-type: none"> • 100% of Youth Learning establishments are recognised as health promoting • Increase the percentage of young people stating health as 'very good' bi-annually 	Head of Education (Inclusion)
Provide a range of physical, social and cultural activity for all children, families/carers within Learning Communities	<ul style="list-style-type: none"> • Sustain the range of physical, social and cultural activities in Learning Communities • Develop a range of family/community based programmes in Learning Communities 	Head of Education (Inclusion)
Implement key aspects of <i>HALL 4</i> improvement strategy	<ul style="list-style-type: none"> • Support the key aspects of <i>HALL 4</i> in all Early Years establishments • Implement a programme of support to Early Years establishments to assist in the development and implementation of health and well being portfolios 	Head of Education (Resources)
Continue to progress health and well-being research	<ul style="list-style-type: none"> • Plan, publish and distribute training programmes to support the implementation of 'Lessons for Living: Think Well, do Well' intervention programme 	Head of Education (Inclusion)
Further develop "Give Us A Break" within Education Resources	<ul style="list-style-type: none"> • Identify opportunities within locality management structures to set up Give us a Break groups 	Head of Education (Inclusion)

Council objective: **Improve lives of vulnerable children, young people and adults**

Resource objective: Ensure national priorities for vulnerable children and families are addressed		
Action	Measure(s)	Responsibility
Progress key aspects of <i>Getting It Right for Every Child</i> (GIRFEC) in all establishments and services (IP 4: All sectors and services)	<ul style="list-style-type: none"> Implement revised electronic single agency assessments (parts 1&2) by Jan 2012 Implement an electronic (SEEMIS Group) single agency and multi agency chronology 	Head of Education (Inclusion)
Take forward the key recommendations of Validated Assisted Self-Evaluation (VSE) within Education Resources	<ul style="list-style-type: none"> 	Head of Education (?)
Progress keys aspects of the National <i>Early Years Framework</i>	<ul style="list-style-type: none"> Take forward key aspects of the <i>Early Years Framework</i> Ensure an effective contribution to the development of the Early Years framework and “Joining the Dots” in Early Years settings 	Head of Education (Inclusion) Head of Education (Resources)
Take forward the 16+ Learning Choices initiative	<ul style="list-style-type: none"> Provide up to 100 More Choices, More Chances 16+ places within “H20 Heading to Other Opportunities” and CO3 “Carrying on to Other Opportunities” programmes 	Head of Education (Inclusion)
Provide alternative diversionary activities for young people	<ul style="list-style-type: none"> Increase the number of young people participating in Youth Learning Service diversionary activities 	Head of Education (Inclusion)
Enhance the range of support available to support children within the ASN sector	<ul style="list-style-type: none"> Take forward a comprehensive review of communications and data information within the ASN sector 	Head of Education (Resources)
Contribute to the South Lanarkshire Parenting Strategy	<ul style="list-style-type: none"> Contribute to the South Lanarkshire Parenting Strategy 	Head of Education (Inclusion)
Further develop the effectiveness of Psychological Services delivery	<ul style="list-style-type: none"> Explore opportunities to extend the use of Psychological Service schools consultation model with partners Continue with the piloting and development of the Early Years Framework of Assessment and Intervention for Attachment and Resilience (FAIAR) and consult on the final draft with key partners to plan for publishing, distribution and training 	Head of Education (Inclusion)

Revenue resources

6.1 The financial context: the revenue budget

	2010/2011	2011/2012
Budget head	£000s	£000s
Employee costs	195,634	192,052
Property costs	30,952	31,165
Supplies and services	14,060	12,360
Transport	10,593	9,591
Administration costs	1,294	833
Payments to other bodies	12,855	12,020
Payments to contractors	26,094	27,940
Transfer payments	618	417
Financing charges	746	719
Income	(4,613)	(2,679)
	288,233	284,418

6.2 Capital Budget

2010/2011	2011/2012
£000s	£000s
116,392	109,139

6.3 Workforce

Employee performance Analysis of absence			
Type of staff	Year	Year end	
Teachers	2008/09	3.3	
	2009/10	3.4	
	2010/11		
Local government	2008/09	Educ	SLC
	2009/10	4.5	4.0
	2010/11	4.3	4.0
Total	2008/09	3.8	
	2009/10	3.7	
	2010/11	3.5	

6.4 *Risk*

Risks associated with delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource.

For more information or if you want this information in a different format or language, please phone 01698 454545 or email education@southlanarkshire.gov.uk

Education Resources Structure

Larry Forde
Executive Director

Andrea Batchelor
Head of Education (Inclusion)

- Inclusive Education
- Psychological Services
- Youth Learning
- Integrated Children's Services
- Community Learning and Home School Partnership

Sara Fellows
Head of Education (Resources)

- Schools Modernisation
- Support Services
- IT Services
- SEEMIS
- Early Years

Jim Gilhooly
Depute Director

- Curriculum and Quality Improvement
- Operations Service

Lynn Sherry
Head of Education
(Finance and Personnel)

- Finance
- Personnel
- Arts/Culture

Carole Mason
Head of Education

in

**Biggar
Carluke
Lanark
Lesmahagow**

Isobel MacDougall
Head of Education

in

**Calderside
Hamilton
Holy Cross
John Ogilvie
Larkhall
Uddingston**

Anne Rooney
Head of Education

in

**Calderglen
Cathkin
Duncanrig
St Andrew's and St Bride's
Strathaven
Stonelaw
Trinity**

