



# **Education Resources**

## **Resource Plan 2017/2018**

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## Section One – Introduction

I am very pleased to introduce the Education Resources Plan for 2017/2018. It outlines the objectives, actions and measures for establishments, services and Learning Communities over the next year and reflects the aspirations of the Council Plan, 'Connect' and the Local Outcomes Improvement Plan, as well as being complemented by service and school improvement plans. The Plan demonstrates a clear understanding of the Council's vision, values, ambitions, priorities and objectives at all levels.

Our vision is to:

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

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

We want to raise achievement and attainment and improve children and young people's health and wellbeing and we also want to provide all of our young people with the necessary skills for life and work. We will focus on raising standards, particularly in literacy and numeracy and in closing the poverty-related gap between the most and least disadvantaged children so that every child has the same opportunity to succeed. In order to do this the Pupil Equity Fund will provide targeted support for those schools supporting children and young people in greatest need.

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

Section four and annex 2 of the Plan highlight the major achievements of 2016/2017. Improvements are highlighted across a wide range of areas of work including the attainment of young people particularly from backgrounds of disadvantage, the continuing implementation of Curriculum for Excellence, the extension of free nursery provision, the ongoing delivery of the school modernisation programme and the provision of a wide range of challenging and supportive activities to improve further outcomes for children, young people and their families.

The actions and measures for Education Resources for 2017/2018 are clearly identified within section six, linking to the ambitions and objectives within Connect. Specific actions are highlighted as Improvement Priorities (IPs), to be addressed by establishments and services within their improvement plans for 2017/2018.

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

- taking action to deliver on the Council Plan, 'Connect' and the Local Outcomes Improvement Plan;
- implementing the National Improvement Framework, the Pupil Equity Fund, Getting it right for every child and other legislative requirements and priorities;
- monitoring progress against clear measures;

- sustaining continuous improvement and addressing areas highlighted through self evaluation which inspire learners, transform learning and strengthen communities; and
- ensuring individual and local needs are met within the context of council ambitions, objectives and values.

I hope you find our Resources Plan for 2017/2018 informative and useful. The commitment of all of the staff who are part of Education Resources has enabled us to continue to take forward our aspirations. Our agenda for the future is focused on providing the best possible learning experiences for children, young people and adults. Experiences which:

- inspire learners to become successful, confident individuals, responsible citizens and effective contributors, meeting the needs of all with a clear focus on those with additional support needs;
- transform learning across all our services, Learning Communities and establishments ensuring that our children and young people gain the necessary skills and qualifications that support their aspirations; and
- strengthen communities, encouraging the highest of expectations and aspirations for all while reducing inequalities.

I would welcome any comments or suggestions on our priorities for 2017/2018 which will help us to further ensure the maximum impact of the Education Resources Plan for children, young people and families.

Best wishes,

**Tony McDaid**  
**Executive Director**  
**Education Resources**

## Section Two – Context

### 2.0. Introduction

The challenges facing local government in Scotland continue. However, even with the on-going financial constraints, the Council continues to do everything in its power to protect and maintain vital services.

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

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

- Resource overview;
- Social change, legislation and policies;
- The Council Plan and the Local Outcomes Improvement Plan

The context for the planning of services within Education Resources includes national priorities and developments, local priorities for South Lanarkshire identified through Connect - the Council Plan, the Community Plan, the Local Outcomes Improvement Plan and the Children's Services Plan – 'Getting it Right for South Lanarkshire's Children and Families'.

### 2.1. Resource overview

Education remains both a national and local priority. Our aim is that 'all learners in South Lanarkshire achieve the highest possible levels of attainment and achievement'. This means delivering learning opportunities and committing to improving literacy, numeracy, health and wellbeing, knowledge, skills, confidence and creativity which will inspire learners, transform learning and strengthen communities.

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

- 124 primary schools, one of which provides Gaelic medium education;
- 17 secondary schools, one of which provides Gaelic education provision;
- 7 Additional Support Needs schools and 23 supported provisions;
- Pre-school education is provided in 72 early years establishments, including one nursery school, 61 nursery classes in schools, 11 community nurseries, and in partnership with 54 external providers; and
- 9 Universal Connections centres, which are managed by the Youth Learning Service and their partners, and provide a wide range of learning programmes for young people.

It is also responsible for:

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

## 2.2 Social change, Legislation and Policies

### 2.2.1. Getting it right for every child (GIRFEC)

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

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

Wellbeing is the core of GIRFEC and all professionals consider the needs of the child based on the eight key indicators of wellbeing. These indicators are embedded in all assessments and plans to ensure that there is a common understanding among all the adults working for a child about what will help to make things better.

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

### 2.2.2. The National Improvement Framework

The National Improvement Framework (NIF) for Scottish education sets out the Scottish Government's vision to continually improve Scottish education and to close the attainment gap, delivering both excellence and equity.

The key priorities of the National Improvement Framework are:

- Improvement in attainment, particularly in literacy and numeracy;
- Closing the attainment gap between the most and least disadvantaged children;
- Improvement in children and young people's health and wellbeing;
- Improvement in employability skills and sustained, positive school leaver destinations for all young people; and
- The requirement to develop an integrated framework for assessment and evaluation.

The National Improvement Framework sets out key drivers of Improvement:

- School leadership;
- Teacher professionalism;
- Parental engagement;
- Assessment of children's progress;
- School Improvement; and
- Performance information.

Education Resources will provide direction for all services in supporting schools and establishments in the implementation of the NIF. The revised structure of the Curriculum and Quality Improvement Service (CQIS) will directly support the delivery of the NIF by aligning work of lead officers to national priorities and key drivers. The CQIS will lead work on the National Priorities and provide support and challenge to schools. Work related to "closing the gap" and Pupil Equity Fund monies will be closely aligned.

It is the government's intention that the legal requirement on schools to prepare annual School Improvement Plans and Quality Reports linked explicitly to the NIF will take effect

in 2017 as will the duty on local authorities to produce annual plans and reports. This is detailed in the revised Standards for Scotland's Schools Act (2000). Education Resources will be revising guidelines for schools in order to meet the requirements of this Act. School Improvement Plans have been adapted to better meet the needs of the NIF agenda. Schools will be supported to produce and publish annual Standards and Quality reports to report on progress. In addition, Education Resources will revise arrangements for reporting on the work of the authority to ensure that the national agenda is reflected.

### **2.2.3. Curriculum for Excellence**

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

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

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

### **2.2.4. The Pupil Equity Fund**

Pupil Equity Funding is distributed directly to schools targeted at those children most affected by poverty allowing them to achieve their full potential. The use of Pupil Equity Funding will articulate closely to existing planning and reporting procedures e.g. through School Improvement Planning and Standards and Quality reports. Headteachers must base their use of the funding on a clear contextual analysis which identifies the poverty related attainment gap in their schools and plans must be grounded in evidence of what is known to be effective at raising attainment for children affected by poverty. Headteachers can also use their professional judgement to bring additional children in to the targeted interventions. Education Resources will continue to offer support for schools to help them plan how to use the funding effectively.

### **2.2.5. The Scottish Attainment Challenge**

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

The Attainment Challenge Schools' Programme in South Lanarkshire focuses on twelve primary schools and eight secondary schools where over 70% of pupils live within the most deprived areas. The significant number of South Lanarkshire schools working within the programme means that there is a need for a coordinated approach. We are now beginning to see some of the activities and programmes that are making a difference to children's attainment. We will continue to monitor this over the coming year as our aim is to share what works well with other schools in order to provide better outcomes for learners. An Attainment Challenge Leadership Team has been established within

Education Resources to support schools to deliver their priorities and ensure that appropriate governance and best value is achieved.

#### **2.2.6. Early Years Framework**

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

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

In June 2015, the Scottish Government reiterated its commitment to further increasing the number of hours of free early learning and childcare provided to all 3 and 4 year olds and eligible 2 year olds to 1140 hours per year by 2020. The council will need to address a number of challenges in delivering this entitlement including: the cost of the expansion, the expanding the workforce, the impact of expansion on the existing workforce, adapt and provide new buildings, the impact on partner providers and, throughout the development, ensuring the delivery of responsive flexible services of the highest quality for all children. Education Resources will examine the lessons that can be learned as incremental developments are implemented and will continue to focus on the risks and challenges facing the council in achieving the delivery of future expansion.

#### **2.2.7. Developing Scotland's Young Workforce**

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

#### **2.2.8. School Improvement including use of How Good is Our School? (4<sup>th</sup> edition)**

School improvement is the overall quality of education provided by each school and its effectiveness in driving further improvement. This includes learning, teaching, assessment and the quality of the partnerships in place to support children. The development of these aspects should be firmly rooted within a culture of robust self-evaluation.

The National Standard for school improvement and self-evaluation is the document How Good is Our School? (4<sup>th</sup> edition) (HGIOS 4). It is designed specifically to promote self-evaluation within the process of achieving self-improvement. HGIOS 4 is focused explicitly on the drive to improve attainment for all, closing the attainment and achievement gap and securing positive post-school destinations. There is a strengthened focus on equality, wellbeing and skills for learning, life and work. HGIOS 4 will work in partnership with other key documents: Developing Scotland's Young Workforce, the National Improvement Framework for Scottish Education and the Scottish Attainment Challenge. Education Resources has, and will continue to, support schools in the development and use of this key resource.



Education Resources will support schools with all aspects of school improvement. This will be a key focus for school session 2017/2018.

School improvement will be evidenced through school inspection ratings for teaching and assessment and for attainment and achievement. Also attendance levels and exclusions per school will be examined. Further evidence will be provided by: school level self-evaluation, the Validated Self-Evaluation programme and local authority self-evaluation reports on raising attainment and achievement and progress with the National Improvement Framework priorities.

#### **2.2.9. Teaching Scotland's Future: Report of a review of teacher education**

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

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

Our investment in new schools and information technology is designed to create welcoming and inspiring places of learning where teachers and educators set high aspirations and celebrate the wider achievements of children, young people and adults. All of our secondary schools have been modernised. The Primary Schools Modernisation Programme (129 primary schools) is scheduled for completion in 2018/2019. More than 95% of primary pupils are being taught in new school buildings.

South Lanarkshire Council's ambitious schools modernisation programme continues to deliver school buildings that are:

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

#### **2.2.11. Children and Young People Improvement Collaborative**

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

#### **2.2.12. Gaelic Education provision**

Education Resources recognises the challenge that exists to raise the profile and use of Gaelic in our communities and daily lives. South Lanarkshire Council is committed to working with Bòrd na Gàidhlig, our community planning partners and others to help safeguard the language for future generations.

Education Resources has a significant role in delivering the council's Gaelic Language Plan which sets out our vision of how we will promote and use the language in the delivery of our services. It makes clear the steps we will take to raise awareness of the language amongst both our employees and community. In doing so we show our support for the objectives of the National Gaelic Language Plan and the aspirations of the Gaelic Language (Scotland) Act 2005 in ensuring that Gaelic remains a living and distinctive aspect of our country's cultural heritage.

Mount Cameron Primary School has a Gaelic Unit which teaches children from nursery through to Primary 7. For the nursery years and the first three years of primary school, the children have total immersion in Gaelic. From there the curriculum is delivered bi-lingually in both English and Gaelic. The policy of the unit is based on the Curriculum for Excellence guidelines for Gaelic.

Calderglen High School teaches Gaelic language as part of the curriculum.

We recognise the valuable contribution of the language with the provision of Gaelic medium education and have seen the benefits to our area of encouraging and attracting arts and activities. These are activities that we commit to maintaining and developing over the years ahead so that the part we play in helping to deliver the national plan will be one that will have a lasting effect.

### 2.2.13. Statutory Requirements

The legislation that will impact on the work of the Resource in 2017/2018 includes:

<b>Statutory Requirements – Education Resources</b>	
<b>Legislative Area</b>	<b>Impact</b>
The Standards in Scotland's Schools etc Act 2000	This Act sets out the national agenda for education and provides an improvement framework for Scottish Education.
The Education (Scotland) Act 2016	This Act makes provision in relation to: school education priorities and objectives, reducing pupils' inequalities of outcome, Gaelic medium education and training of persons to be appointed as head teachers; and extends the duty to provide early learning and childcare.
The Education (Additional Support for Learning) (Scotland) Act 2004	<p>The Act came into effect in 2005 and sets out a framework for supporting children who require additional support for learning, built around the concept of a process of staged intervention to support the identification, assessment and intervention for children and young people with additional support needs. This ensures a structured and inclusive approach to support children's learning.</p> <p>The Act specifies that children and young people with additional support needs are entitled to education which enables them to become well developed individuals, full members of, and contributors to, communities and society.</p> <p>Education Resources continues to take forward the requirements of this Act through headline priorities, and</p>

Statutory Requirements – Education Resources	
Legislative Area	Impact
	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	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.
The Children and Young People (Scotland) Act 2014	<p>The Children and Young People (Scotland) Act 2014 sets out legislation which:</p> <ul style="list-style-type: none"> <li>• ensures that children's rights influence the design and delivery of policies and services;</li> <li>• improves the way services work to support children, young people and families;</li> <li>• strengthens the role of early years support in children's and families' lives; and</li> <li>• ensures better permanence planning for looked after children.</li> </ul> <p>The Act relates to the practical implementation of the Getting it right for every child (GIRFEC) approach to improving outcomes through the delivery of services to support the wellbeing of children and young people. It provides the legislative impetus to affect transformational changes to working practices across a wide range of public bodies.</p>
The Scottish Schools (Parental Involvement) Act 2006	The Act aims to provide parents and carers with every opportunity to become more involved in their children's education. We want to support parents and carers to be involved with their child's learning, welcoming them as active participants in the life of the school. Encouraging them to express their views on school education generally in partnership with the school through the Parent Council and Parent Forum is another key aspect of the Act.
General Data Protection Regulation (GDPR)	<p>The General Data Protection Regulation (GDPR) was approved and adopted by the European Union (EU) Parliament in April 2016. The regulation will take effect after a two-year transition period and will be in force throughout the EU from May 2018. The aim of the GDPR is to protect all EU citizens from privacy and data breaches in an increasingly data-driven world. Although the key principles of data privacy still hold true, changes have been proposed to regulatory policies.</p> <p>Work will be required in implementing the General Data Protection Regulation.</p>

Specific actions to address these legislative impacts are detailed in Section 6 (Action Plan) of the Resource Plan. Legal Services will assist all Resources to meet the demands of new and changing legislation.

## 2.3. The Council Plan, Community Planning and the Local Outcomes Improvement Plan (LOIP)

**2.3.1. Community Planning** is the process through which public services come together to positively change local situations. The Community Planning Partnership (CPP) is committed to improving the quality of life of everyone in South Lanarkshire by working together and with communities to design and deliver better services.

Through the 2015 Community Empowerment Act the Scottish Parliament gave a statutory purpose, for the first time, to community planning: to focus on improving outcomes and tackling inequalities in outcomes. This includes those communities (covering areas and/or groups of individuals) experiencing the poorest outcomes.

**2.3.2.** The legislation calls for the Community Planning Partners to develop a South Lanarkshire **Local Outcomes Improvement Plan (LOIP)** which covers the whole council area, setting out the local outcomes that the partners want to improve. The requirement is for a LOIP that demonstrates a clear, evidence-based, robust and strong [understanding of local needs, circumstances and aspirations](#) and how these can vary for different places and population groups in South Lanarkshire or between South Lanarkshire and Scotland as a whole.

The LOIP is seen as a key element in the delivery of public service reform at local level. It will provide a shared vision and focus and binds the public sector to making a decisive improvement on local outcomes. This can involve developing new and different ways of working, behaviour and performance under strong governance, accountability and operating arrangements.

The strategic themes of the CPP and the LOIP are clearly aligned to the Ambitions in the Council Plan, Connect 2017-22, as shown below.

Partnership strategic theme	Connect Ambition
Community safety and crime	Make communities safer, stronger and sustainable
Health and wellbeing	Improve health, care and wellbeing
Sustainable economic growth	Promote economic growth and tackle disadvantage
Tackling poverty and deprivation	Promote economic growth and tackle disadvantage
Children and young people	Get it right for children and young people

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

## 2.4. Other Commitments

### 2.4.1. Education Resources Core Policy Framework

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

- Wellbeing and Care;
- Communication and Consultation;
- Inclusion and Equality;
- Leading Learning;

- Maximising the Use of Resources; and
- Quality Management.

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

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

- The Children's Services Plan;
- The Youth Strategy; and
- The Community Learning and Development Strategy.

#### **2.4.2. Partnership Working**

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

The local authority and relevant health board have a statutory duty (Part 3 Children and Young People Scotland Act 2014) to produce a Children's Service Plan which details the work across the wider partnership to support children, young people and their families. It also requires the publication of an annual report detailing how the provision of children's services and related services in that area have been provided in accordance with the plan. The actions and outcomes detailed in the Children's Service Plan will also be incorporated in the statutory Local Outcomes Improvement Plan (LOIP).

The Community Empowerment (Scotland) Act 2015 sets out the requirement for each Community Planning Partnership to prepare and publish a single LOIP, supplemented as appropriate by Locality Plans which target smaller geographical areas. The plan is required to set out how the wider partnership will work together to target support to areas of identified need, in doing so it must set out:

- local outcomes to which priority is to be given by the community planning partnership with a view to improving the achievement of the outcomes;
- a description of the proposed improvement in the achievement of the outcomes;
- the period within which the proposed improvement is to be achieved; and
- a description of the needs and circumstances of persons residing in the area of the local authority to which the plan relates.

#### **2.4.3. Service Reviews**

During 2016/2017, efficiency reviews of the following services were undertaken:

- Integrated Children's Services;
- Youth Learning Services;
- Support Services; and
- the Curriculum and Quality Improvement Service.

The recommendations, action plans and changes to service delivery will continue to be introduced in 2017/2018. Service efficiency reviews will continue to be examined in the coming year.

#### **2.4.4. Equality and Diversity**

Equality is an integral part of achieving best value and is an underpinning value of the council's vision to improve the quality of life of everyone in South Lanarkshire. The council

is committed to: eliminating discrimination, harassment and victimisation; promoting equality of opportunity; and fostering good relations in all that it does. In doing so it will reduce disadvantage and deprivation arising from its own activities and will work with others to do so in the South Lanarkshire area.

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

- improve achievement, raise educational attainment and continue support lifelong learning for all and those with greatest need;
- ensure the implementation of the GIRFEC Improvement plan to promote awareness of, and compliance with, the legislative requirements of the Children and Young People (Scotland) Act 2014; and
- ensure outcomes of consultations to meet the requirements outlined in the Children and Young People (Scotland) Act 2014 are reflected in service developments.

#### **2.4.5. Sustainable Development**

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

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

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

- Continue to engage young people, pupils and the wider community in environmental education through Eco schools and similar programmes;
- Deliver targets within the school estate programme;
- Deliver a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target; and
- Implement the Climate Change Duties Compliance Improvement Action Plan.

#### **2.4.6. Information Governance**

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

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

The council's first Records Management Plan was submitted to the Keeper of the Records at the National Records of Scotland in December 2016. This was a statutory requirement of the Public Records (Scotland) Act 2011.

Improvement actions from the National Records of Scotland assessment of the Record Management Plan will be an integral part of the redevelopment of the council's Information Strategy which will be reviewed in 2017.



### 2.4.7. Top Risks

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

**The top risks identified for the council are:**

- Reduction in Council funding, resulting in difficulties maintaining front line services;
- Potential liability arising from claims of historic abuse;
- Failure to maintain the required pupil/teacher ratio;
- Information management not subject to adequate control;
- Fraud, theft, organised crime and cyber attacks;
- Failure to achieve results and demonstrate continuous improvement, through leadership, good governance and organisational effectiveness;
- Failure to work with key partners to achieve the outcomes of the Local Outcome Improvement Plan;
- The Council is not sufficiently prepared to deliver the Integration Joint Board Strategic directions set out in the Strategic Commissioning Plan 2016-19; and
- Increasing levels of adverse weather.

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

### 2.4.8. Benchmarking

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

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

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

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

The results for all Scottish Councils and the family groups can be found on the online tool [mylocalcouncil](#).

### 2.4.9 External regulation and inspection

Education Resources will be subject to further requirements stemming from legislation and government policy that influence service delivery. The Best Value framework and the Shared Risk Assessment continue to focus on overall council efficiency, self-assessment, performance and improvement.

#### 2.4.10 Digital and ICT Strategy

The council's Digital and ICT strategy sets out how South Lanarkshire Council will use new technologies to help deliver its vision 'to improve the quality of life of everyone in South Lanarkshire'. It describes how services will be delivered as 'Digital First' and how we will work with partners, service users and suppliers to create the data infrastructure to support digital services.

The strategy also sets out the technical foundations necessary to realise the council's digital vision. This includes ensuring that appropriate and sustainable computer systems, networks, ICT skills, software and data services are in place to support the transformation to a Citizen Centric and Digital Council both in the short term and in the years beyond.



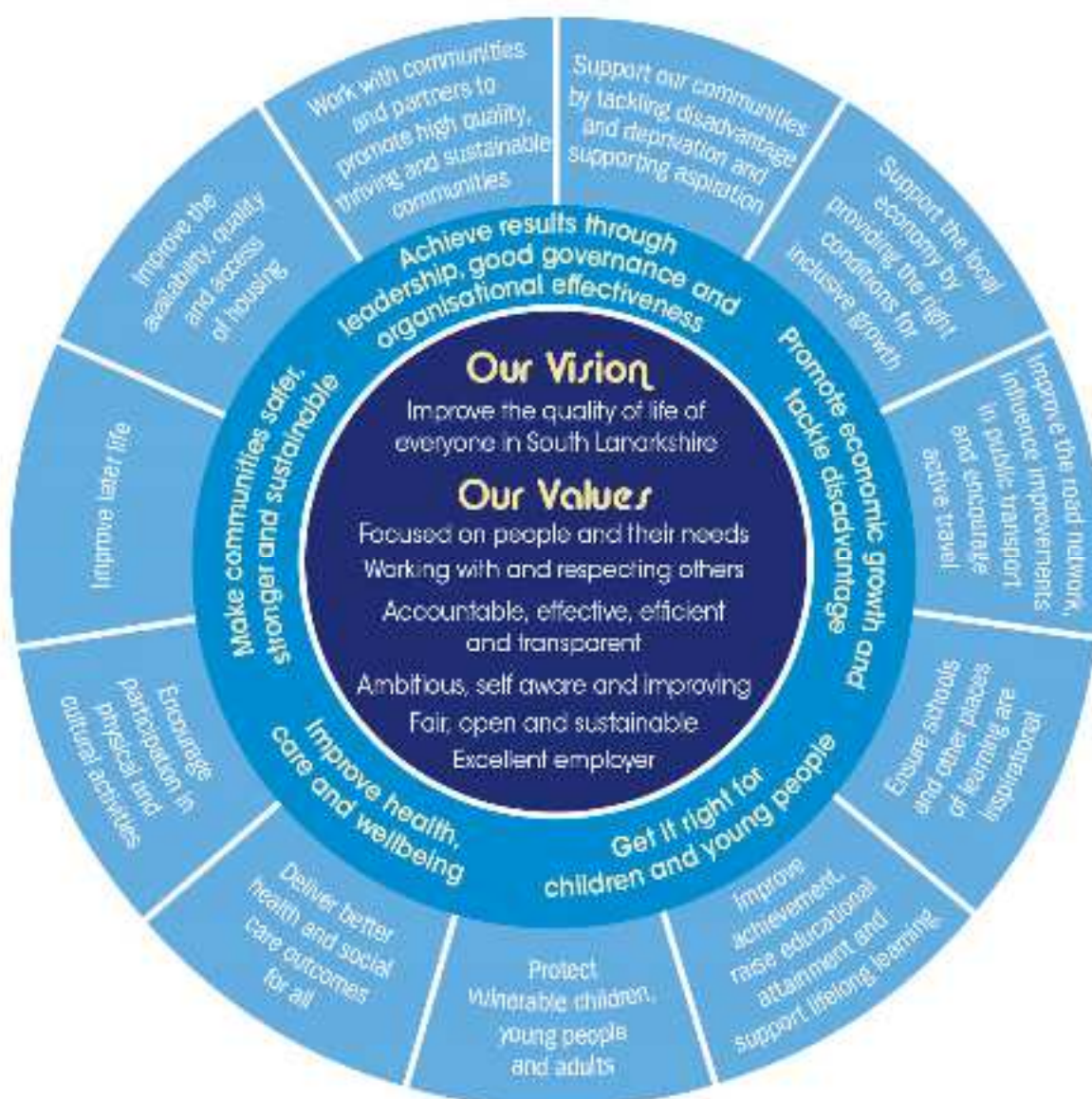
## Section Three: The Council Plan, 'Connect'

### 3.0. The Council Plan, 'Connect'

The council's Vision to **'improve the quality of life of everyone in South Lanarkshire'** remains at the heart of the Council Plan and along with our Values, influences everything that we do.

Our five Ambitions circle our Vision and Values, linking our 11 Objectives in the outer ring to the wider work in our communities and with our other public partners.

The wheel diagram below is designed to show how our six core Values, five Ambitions and 11 Objectives interact with one another. For example, success in giving our children a better start in life links to early learning, their wellbeing, improvement in achievement and attainment and developing their skills for learning, life and work. This will lead to better prospects and improve life chances for young people and the economy as a whole.



### 3.1. Resource Objectives

Education Resources has established the following Resource objectives to support the delivery of Connect objectives in 2017/2018.

We want to raise achievement and attainment and improve children and young people's health and wellbeing. Our focus will be on raising standards, particularly in literacy and numeracy and in closing the poverty-related gap between the most and least disadvantaged children so that every child has the same opportunity to succeed. The Pupil Equity Fund will provide targeted support for those schools supporting children and young people in greatest need. We also want to provide our young people with the necessary skills for life and work.

#### 3.1.1. Connect Objective: Improve achievement, raise educational attainment and support lifelong learning

By working towards this objective the council aims to achieve effective outcomes as a result of delivering learning opportunities and committing to improving literacy, numeracy, health and wellbeing, knowledge, skills, confidence and creativity, which will inspire learners, transform learning and strengthen communities.

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

- Progress approaches in respect of national education priorities;
- Raise standards of educational achievement and attainment (ER **IPs** 1 and 3);
- Implement the ambitions and aims of the Children and Young People Improvement Collaborative developing improvement methodologies to reduce inequality, inequity and close the gap in educational outcomes;
- Progress recommendations to develop Scotland's young workforce;
- Take forward the principles, values and purposes of Curriculum for Excellence (ER **IP** 2);
- Ensure the highest possible quality of education provision for children, young people and communities (ER **IP** 6);
- Deliver services and programmes through the Community Learning Partnership to further improve literacy and numeracy skills among young people and adults (ER **IP** 5);
- Increase levels of achievement through community capacity building;
- Increase levels of achievement through learning for young people and adults;
- Improve outcomes for individual children and families in South Lanarkshire (ER **IP** 4); and
- Improve health and wellbeing outcomes for all children and young people.

The main actions in this area will include:

- Progress the Scottish Government's commitment to increase early learning and childcare for three and four year olds and eligible two year olds by August 2020;
- Take forward the National Improvement Framework priorities by ensuring that every child achieves the highest standards in literacy and numeracy;
- Continue to achieve equity by 'closing the attainment gap' and meeting the aspirations of the Scottish Attainment Challenge;
- Continue to achieve equity by 'closing the attainment gap' and meeting the aspirations of the Pupil Equity Fund;
- Continue to achieve equity by 'closing the attainment gap' and meeting the Scottish Government's ambitions for the delivery of the highest quality of early learning and childcare;
- Promote development of the right range of skills, qualifications and achievements to enable all learners to succeed;
- Improve health and wellbeing outcomes for children and families and getting it right

for every child;

- Continue to engage with parents/carers to involve them in family learning activities and experiences with their children to support the improvement of reading, writing, skills for lifelong learning and the promotion of positive health and wellbeing; and
- Develop employability skills and sustained, positive school leaver destinations for all young people.

### **3.1.2. Connect Objective: Ensure schools and other places of learning are inspirational**

The council aims to achieve positive outcomes from the investment it has made in modernising its school buildings and learning environments and in its Information and Communications Technology infrastructure. We want to create welcoming and inspiring places of learning where teachers and educators set high aspirations and celebrate success.

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

- Implement the schools modernisation programme; and
- Ensure schools and other places of learning are inspirational.

The main actions in this area will include:

- Progress the council's Schools Modernisation Programme;
- Support learning and raise attainment through the use of digital technologies and the ICT infrastructure;
- Deliver high quality continuous professional learning to support all staff in achieving excellent learning and teaching and service delivery;
- Equip staff to deliver high quality learning and teaching, inspire learners, improve attainment and celebrate success; and
- Progress leadership development at all levels, within establishments and schools.

### **3.1.3. Connect Objective: Protect vulnerable children, young people and adults**

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

To support the delivery of this Connect objective, Education Resources has developed the following Resource objective:

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

The main actions in this area will include:

- Ensure current national and local priorities for vulnerable children and families are addressed;
- Review primary estate to meet developing needs of Additional Support Needs pupils; and
- Review secondary estate to meet developing needs of Additional Support Needs pupils.

### **3.1.4. Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration**

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

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

- Improve the life chances of children and families.

The main actions in this area will include:

- Ensure the implementation of Pupil Equity Funding to target the most deprived children and promote equity; and
- Continue to work with partners to provide intensive support to vulnerable families.

#### **3.1.5. Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities**

By working towards this objective the council aims to achieve effective outcomes as a result of working with a range of partners including community planning partnerships, parents/carers, young people and other stakeholders, Education Scotland and national bodies.

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

- Ensure effective partnership working with parents, carers, learners and other stakeholders in order to provide leadership and engagement that enables a clear focus on learning and participation;
- Ensure an effective contribution to the council's Sustainable Development Strategy; and
- Improve the safety of our young people and their families.

The main actions in this area will include:

- Further enhance partnership working with young people and other stakeholders to promote a consistent focus on local and national democratic learning, as defined within the Youth Strategy;
- Continue to engage young people, pupils and the wider community in environmental education through Eco schools and similar programmes;
- Implement the Climate Change Duties Compliance Improvement Action Plan; and
- Provide a range of experiences and activities that equip young people with skills to consider risk, make reasoned decisions and take control.

#### **3.1.6. Connect Objective: Support the local economy by providing the right conditions for inclusive growth**

It should be noted that our contribution to this sits within the Connect Objective 'Improve achievement, raise educational attainment and support lifelong learning' for example: progress recommendations to develop Scotland's young workforce and school leaver destinations.

#### **3.1.7. Connect Objective: Encourage participation in physical and cultural activities**

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

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

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

The main actions in this area will include:

- Provide opportunities for young people to engage in cultural activities both within and out with the school environment;
- Provide a range of cultural and creative experiences for children and families; and
- Broaden the perspectives of young people through new experiences and thinking, through participation in physical and cultural activities.

### **3.2. Delivering the plan and achieving best value**

In working towards achieving the Connect Objectives, Education Resources contribute to the delivery of the Plan and achieving Best Value, governing how we carry out our business and deliver all our services.

To support the delivery of the Plan and achieving Best Value, Education Resources has developed the following Resource objectives:

- Deliver and communicate the Council Plan and ensure high standards of governance;
- Promote equality and the well being of staff;
- Develop improvement activity and promote scrutiny;
- Improve the skills, flexibility and capacity of the workforce; and
- Provide sound financial stewardship for the council.

The main actions in this area will include:

- Ensure that high standards of governance are being exercised;
- Compliance with statutory response timescales for information in terms of the EI(S)Rs and FOISA and for subject access requests under the DPA;
- Take forward the statutory requirements that arise in the General Data Protection Regulation;
- Develop and implement council wide equality performance measures and publish results in accordance with Public Sector Equalities Duties;
- Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery;
- Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development opportunities;
- Monitor the efficient use of the secondary school estate to meet developing needs;
- Monitor the efficient use of the primary school estate to meet developing needs and provide accommodation solutions where required to meet growth and capacity pressures; and
- Ensure the effective financial management of the primary school estate project.



## Section Four – Performance and results

### 4.0. Introduction

In this section we report our key performance and results, based on Connect 2012-17 for the financial year just ended - 2016/2017.

### 4.1. Performance against Resource Plan Objectives (2016/2017)

The Education Resources' Resource Plan for 2016/2017 had 169 measures set against 14 of the council Objectives. Performance against these measures was as follows:

Council Plan Objective/Theme	Green	Amber	Red	Report later	Total
Protect vulnerable children, young people and adults	5				5
Tackle disadvantage and deprivation	6				6
Develop a sustainable council and communities	11				11
Raise educational attainment and achievement	75	4			79
Increase involvement in lifelong learning	11				11
Get it right for every child	7			1	8
Improve community safety	1				1
Improve and maintain health and increase physical activity	4				4
Promote participation in cultural activities and provide quality facilities to support communities	3				3
Strengthen partnership working, community leadership and engagement	6				6
Provide vision and strategic direction	8				8
Promote performance management and improvement	9				9
Embed governance and accountability	8	1			9
Achieve efficient and effective use of resources	8	1			9
<b>Total</b>	<b>162</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>169</b>
Percentage	95.8	3.6	0.0	0.6	100.0

#### Key to performance monitoring system:

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

## 4.2. Key Achievements

The following table highlights achievements during session 2016/2017. Additional achievements are listed in Annex 2 of this plan.

<b>Council Objective 2012-17: Raise Educational Achievement and Attainment</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Progress approaches in respect of National Education Priorities	The proportion of school leavers entering positive destinations increased in South Lanarkshire to 94.0% which is above the national average (93.3%).
Raise Educational Achievement and Attainment	The percentage of pupils gaining 5 or more awards at Level 6 (Higher) or better, increased to 33.6% and is the highest level recorded in the last 5 years.
	Twelve primary schools and eight secondary schools are participating in the Scottish Attainment Challenge. The schools are working in a partnership to raise attainment levels in literacy and numeracy for all pupils but particularly those from disadvantaged backgrounds.
	Nursery capacity for two year-olds has been increased to meet new Scottish Government legislative requirements by supporting families seeking work or training and in providing high quality learning and childcare.
Progress recommendations to develop Scotland's young workforce	Over 5,500 young people participated in more than 280 group work and one-to-one programmes aimed at improving their skills for learning, life and work. Through these activities, young people are gaining additional awards, confirming their resilience developing as well as their optimism for the future.
	The South Lanarkshire Council Developing Young Workforce Delivery Framework, formulated with our partners, aims to develop life and work skills for learners and was launched following approval by the Education Committee in November 2016. Through this we are preparing and equipping young people for the world of work in partnership arrangements with business and industry for example, through the use of digital technologies to develop their skills for learning, life and work.
Implement the schools modernisation programme	Our £857million investment in creating and building 125 new primary schools is on track for completion in 2018. Six primary schools (Abington Primary School and Nursery; Glassford Primary School; Halfmerke Primary School (including Halfmerke Community Nursery); Kirklandpark Primary School and Nursery Class; West Coats Primary School and West Mains School) opened to pupils in 2016/2017 taking the total number of modernised primary schools to 120 with 95% of primary aged pupils now being taught in a vibrant, modern and stimulating environment.

<b>Council Objective 2012-17: Increase involvement in lifelong learning</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Increase levels of achievement through community capacity building	Over 2,300 young people have contributed more than 47,500 hours of volunteering in their community. Activity included the service section of the Duke of Edinburgh Awards, the delivery of programmes and community events, running local elections for the Scottish Youth Parliament and participation in the official count.

<b>Council Objective 2012-17: Tackle disadvantage and deprivation</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Improve the life chances of children & families	Promoting the Role of Father Figures won the Scottish Education Awards – Parents as Partners category in 2016 in recognition of the impact of their work.

Additional achievements and performance information are listed in Annex 2 of this Plan.

#### **4.3. Key measures not achieved**

There were no key measures recorded as 'not achieved' in the Education Resources Resource Plan Quarter 4 Progress Report 2016/2017.

#### **4.4. Benchmarking**

A full progress report on the Resource Plan 2016/2017 is available from the performance management system IMPROVe – all Quarter 4 Progress Reports are available on the performance pages of the website where you will also find further performance and benchmarking information, including South Lanarkshire Council's [Annual Performance Report](#) and [Public Performance Reporting information](#)

Education Resources benchmarks its performance over nine Local Government Benchmarking Framework (LGBF) indicators. The Improvement Service published the 2015-16 results with the draft 2016/2017 results due at the end of 2017).

<b>Percentage of pupils gaining 5 or more awards at level 6 or better (Local Government Benchmarking Framework – Children's Services Measure 5)</b>			
<b>Year</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
SLC	26%	29%	31%
Scotland	27%	29%	31%
Our performance has increased in each of the last 3 years in line with the national average.			

<b>Percentage of adults satisfied with local schools (Local Government Benchmarking Framework – Children's Services Measure 10)</b>			
<b>Year</b>	<b>2010-14</b>	<b>2012-15</b>	<b>2013-16</b>
SLC	80	79	78
Scotland	82	81	78
Our performance is in line with the national average.			



<b>Proportion of Pupils Entering Positive Destinations (Local Government Benchmarking Framework – Children’s Services Measure 11)</b>			
Year	2013-14	2014-15	2015-16
SLC	92.3%	93.1%	94.0%
Scotland	92.5%	93.0%	93.3%
Our performance has increased in each of the last 3 years and is slightly above the national average.			

## **4.5. Customer views**

### **4.5.1 South Lanarkshire Residents’ Household Survey 2014**

The council conducted its latest Household Survey in Spring 2014. Feedback from residents was generally positive. 84% of those who responded were satisfied with the overall service provided by the council. Residents were asked to assess the ‘general service’ provided by the council, key ‘council services’ and recommend areas for improvement. As a result of this feedback Education Resources will take forward all reasonable actions, where appropriate to improve resident satisfaction with the services that we deliver. The actions being progressed can be found in the action plan at section 6. Our next Residents’ Household Survey will be in 2017.

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

## **4.6. Areas for improvement**

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

## Section Five – Resourcing the Plan

### 5.0 Introduction

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

### 5.1 Revenue and Capital Resources 2017/2018

The council's medium-term Financial Strategy, approved by elected members in June 2015, provides details on the funding assumptions for the years 2017/2018 and 2018/2019. The medium-term Strategy details the council's proposals for managing its finances and also the principles and assumptions used in preparing the Revenue budgets.

Following on from this, an updated strategy for 2017/2018 was approved by elected members on 6 July 2016, which updated the assumptions specifically for that year. The final budget position for the year 2017/2018 was reported to members on 16 February 2017.

The council also has a longer-term strategy covering 2019-20 to 2025-26 which identifies issues likely to impact on the budget as we move into this period.

A new three year Capital Programme covering the three years from 2017/2018 to 2019-20 was approved by the council on 16 February 2017. This confirms the capital spending plans and funding for the three year period.

### 5.2. Revenue Budget 2017/2018

The Resource has a Net Revenue Budget of £313.914 million for 2017/2018. The table below allocates this budget across the operational services within the Resource:

2017/2018 NET Budget by Service	2017/2018	
Detail	£ million	%
Central Admin	1.899	0.6%
Curriculum & Quality Improvement Service	1.191	0.4%
Directorate	0.391	0.1%
Early Years	23.224	7.4%
Inclusion	0.872	0.3%
Integrated Children's Services	3.331	1.1%
Learning Community	3.359	1.1%
Operations	0.163	0.1%
Primary Schools	110.920	35.3%
Psychological Services	1.578	0.5%
School Modernisation	32.188	10.3%
Secondary Schools	94.203	30.0%
Special School	15.233	4.9%
Support Services	22.505	7.2%
Youth Learning	2.857	0.9%
<b>Total</b>	<b>313.914</b>	<b>100.0</b>

### 5.3. Capital Budget 2017/2018

The following capital budget is allocated to the Resource for 2017/2018:

<b>Capital Programme 2017/2018</b>	
<b>Project</b>	<b>£ million</b>
Primary Schools Modernisation Programme	£39.628m
ICT	£2.605m
Multi Use Games Area Pitches	£0.168m
Accommodation Pressures	£1.479m
<b>Total</b>	<b>£43.880m</b>

### 5.4. Resource Employees

Education Resources has 6,141 employees as at the end of March 2017. We support these employees to deliver their duties through a range of policies including supervision, personal appraisal and a robust training framework.

We are committed to supporting our employees in undertaking their duties and provide a range of preventative and early intervention strategies to maximise attendance. We recognise the importance of work life balance in today's society and offer a number of family friendly and flexible working initiatives.

The number of employees by type is as follows:

<b>Employee Type</b>	<b>Number of employees</b>
Teaching staff	3,621
Local Government staff	2,520
<b>Total</b>	<b>6,141</b>

## Section Six – Action Plan

### 6.0 Resource actions for 2017/2018

This Action Plan identifies the Resource objectives and associated actions for 2017/2018. The Lead Officer responsible for each action and the related measures are identified. The reference numbers link directly to the Connect measures of success which are reported against the Council Plan at Quarter 2 and Quarter 4 each year, and the links show where the action and measure tie into other strategies, plans and frameworks.

<b>Key to Links:</b> used where appropriate	
ADM	All Directors Measure
Connect (reference number)	Connect – The Council Plan – Connect 2017-22
EQA	Equality Act 2010
LGBF	Local Government Benchmarking Framework
SDS	Sustainable Development Strategy
SOA	Single Outcome Agreement

The Education Resources' Action Plan for 2017/2018 includes objectives, actions and measures, which support the achievement of each of the Council Plan priorities, the Community Plan, the Single Outcome Agreement (SOA), Local Outcomes Improvement Plan (LOIP) and Education Resources' objectives. The programme is presented under each of the Council Plan objectives and includes actions and measures that have a timescale of one, two or three years.

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

Unless otherwise stated all measures are anticipated to be achieved by the end of March 2018.

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

<b>Connect objective:</b> Improve achievement, raise educational attainment and support lifelong learning			
<b>Resource objective:</b> Progress approaches in respect of national education priorities			
<b>Action</b>	<b>Measures and timescales</b>	<b>Connect reference / links</b>	<b>Responsibility</b>
1. Take forward the National Improvement Framework priorities by ensuring that every child achieves the highest standards in literacy and numeracy	Provide high quality support and guidance for establishments to support the implementation of the SLC Literacy Strategy		Head of Education (Curriculum and Attainment)
	Provide a range of support the primary aim of which is to consistently refresh learning and teaching skills in literacy resulting in high quality experiences for learners		
	Provide high quality support and guidance for establishments to support the implementation of the SLC Numeracy Strategy		
	Provide a range of support the primary aim of which is to consistently refresh learning and teaching skills in numeracy resulting in high quality experiences for learners		
	Provide support for establishments to implement new national assessments and guidance on how to interrogate the data they provide and use it to inform improvements in core areas		
	Ensure the highest quality of experiences for all learners through the implementation of learning and teaching approaches and strategies		
	Continue to provide a range of supports to all establishments to progress assessment, monitoring and tracking which confirms learners' achievement of levels		
	Build on existing good practice in moderation and understanding standards activities within establishments to enable all staff to have confidence in assessments within the Broad General Education and Senior Phase courses		
	Deliver services and programmes through the Community Learning and Development Strategic 3 Year Plan to further improve literacy and numeracy skills among young people	Connect 9.2	Head of Education (Inclusion and ASN)
2. Continue to achieve equity by 'closing the attainment gap' and meeting the aspirations of the Scottish	Provide support to ensure all schools participating in the Scottish Attainment Challenge submit annual reports to the Scottish Government	Connect 9.3	Head of Education (Curriculum and Attainment)
	Provide training and support for staff in Scottish Attainment Challenge schools to assist meeting	Connect 9.3	

<b>Connect objective:</b> Improve achievement, raise educational attainment and support lifelong learning			
<b>Resource objective:</b> Progress approaches in respect of national education priorities			
<b>Action</b>	<b>Measures and timescales</b>	<b>Connect reference / links</b>	<b>Responsibility</b>
Attainment Challenge	commitment in Scottish Attainment Challenge plans		
	Overall Average Total Tariff	Connect 8.2 LGBF	
	Average Total Tariff SIMD Quintile 1	Connect 8.2 LGBF	
	Average Total Tariff SIMD Quintile 2	Connect 8.2 LGBF	
	Average Total Tariff SIMD Quintile 3	Connect 8.2 LGBF	
	Average Total Tariff SIMD Quintile 4	Connect 8.2 LGBF	
	Average Total Tariff SIMD Quintile 5	Connect 8.2 LGBF	
	Impact of learning offers that address barriers to learning and which support young people not fully engaging with school	Connect 9.3	Head of Education (Inclusion and ASN)
3. Continue to achieve equity by 'closing the attainment gap' and meeting the aspirations of the Pupil Equity Fund	Provide support to schools in effective use of Pupil Equity Funding to help close the poverty attainment gap	Connect 8.2	Head of Education (Curriculum and Attainment)
	Percentage of schools using Pupil Equity Funding to demonstrate progress in closing the gap		
4. Continue to achieve equity by 'closing the attainment gap' and meeting the Scottish Government's ambitions for the delivery of the highest quality of Early Learning and Childcare	Develop and implement 'progression in learning' guidance materials for all Early Learning and Childcare establishments to ensure improved outcomes for children		Head of Education (Curriculum and Attainment)
	Develop and implement new curriculum guidance 'Together we can and we will' to ensure the delivery of the highest quality learning experiences for children aged 0-5 years		
	Develop, monitor and evaluate a range of supports for leaders and practitioners to ensure improvement and increased quality through professional dialogue focussed on Early Learning and Childcare experiences and outcomes		
	Support the delivery of key aspects of How Good is our Early Learning and Childcare	Connect 8.2	Head of Education (School Improvement)

<b>Connect objective:</b> Improve achievement, raise educational attainment and support lifelong learning			
<b>Resource objective:</b> Progress approaches in respect of national education priorities			
<b>Action</b>	<b>Measures and timescales</b>	<b>Connect reference / links</b>	<b>Responsibility</b>
	Monitor and evaluate impact of new Early Learning and Childcare structure		Head of Education (Curriculum and Attainment)
5. Progress approaches in respect of national education priorities	Exclusion incidents per 1,000 pupils in primary schools		Head of Education (Curriculum and Attainment)
	Exclusion incidents per 1,000 pupils in secondary schools		
	Reduction in the overall number of days lost through exclusion in secondary schools	SOA	
	Reduction in the overall number of days lost through exclusion in primary schools	SOA	
	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 entering further or higher education		
	% of pupils entering employment or training		
	Proportion of Pupils Entering Positive Destinations	LGBF	
6. Continue to take forward best practice arising from the Children and Young People Improvement Collaborative	Report the requirements of the Children and Young People Improvement Collaborative to the Community Planning Partnership		Head of Education (Inclusion and ASN)
7. Implement the duties of the Designated Managers / Named Persons with regard to Part 9 of the Children and Young People (Scotland) Act 2014	Take forward the Corporate Parenting Strategy and Action Plan 2016-2018 by ensuring that schools and establishments understand and fulfil the core commitments for Education	Connect 2.4	
	Increase the percentage attendance for Looked After children		
	Reduce the percentage of exclusions in Additional Support Needs provision for Looked After children		

<b>Connect objective:</b> Improve achievement, raise educational attainment and support lifelong learning			
<b>Resource objective:</b> Progress approaches in respect of national education priorities			
<b>Action</b>	<b>Measures and timescales</b>	<b>Connect reference / links</b>	<b>Responsibility</b>
8. Support vulnerable young people and improve life chances through learning, personal development and active citizenship	Develop and deliver a range of targeted one-to-one and group work sessions, guidance and programmes to support young people broaden their perspectives, through new experiences and thinking, to make informed decisions and to participate safely and effectively in groups		Head of Education (Inclusion and ASN)
9. Use evidence-based literacy practices interventions to improve outcomes for learners	Evaluate and continue to support the two Literacy Intervention training programmes for early years and primary 1 practitioners		Head of Education (Inclusion and ASN)



<b>Connect objective:</b> Improve achievement, raise educational attainment and support lifelong learning			
<b>Resource objective:</b> Raise standards of educational achievement and attainment			
<b>Action</b>	<b>Measures and Timescales</b>	<b>Connect Reference/ Links</b>	<b>Responsibility</b>
10. Promote development of the right range of skills, qualifications and achievements to enable all learners to succeed	Percentage of Secondary pupils in S6 achieving 5 or more awards at Level 6	Connect 9.4 LGBF	Head of Education (Curriculum and Attainment)
	Percentage of pupils from deprived areas gaining 5 or more awards at Level 5 (SIMD)	Connect 8.2 LGBF	
	Percentage of pupils from deprived areas gaining 5 or more awards at Level 6 (SIMD)	Connect 8.2 LGBF	
	Provide a range of supports to schools and establishments to implement the changes to national qualifications	Connect 9.4	
	Increase the percentage of pupils at key stages meeting or exceeding the appropriate level for their stage in literacy		
	Increase the percentage of pupils at key stages meeting or exceeding the appropriate level for their stage in numeracy		
	Provide a range of support to establishments in order to take forward the implementation of the SLC Languages 1+2 Strategy	SOA	
	Increase achievement in instrumental music tuition through the Youth Music Initiative		
	Deliver an inclusive learning offer through Pupil Equity Funding to young people in S2/S3		Head of Education (Inclusion and ASN)
11. Manage the planning, delivery and performance of projects defined within the Education ICT Managed Service Contract	Ensure that the ICT managed service continues to deliver outcomes which are focused on learning and teaching		Head of Education (Curriculum and Attainment)
12. Implement the Education Digital Learning Strategy	Maintain, enhance and continue to develop a modern ICT environment in line with national and local priorities, ensuring the ICT environment can continue to meet evolving learning and teaching needs		
13. Promote and celebrate the achievements of young people	Organise the annual achievement award ceremony to celebrate children's success by June 2017		Head of Education (Corporate Planning and Support Services)

<b>Connect objective:</b> Improve achievement, raise educational attainment and support lifelong learning			
<b>Resource objective:</b> Implement the ambitions and aims of the Children and Young People Improvement Collaborative developing improvement methodologies to reduce inequality, inequity and close the gap in educational outcomes			
Action	Measures and Timescales	Connect Reference/ Links	Responsibility
14. Progress the Scottish Government's commitment to increase nursery hours for three and four year olds and eligible two year olds by August 2020	Continue to engage with children and families to get their views on the roll-out of additional hours for Early Learning and Childcare	Connect 9.1	Head of Education (Curriculum and Attainment)
	Support the training and deployment of up to 26 additional graduates in Early Years		
	Ensure partner contracts for 600 hours Early Learning and Childcare is revised with a new contract established for one year 600 hours and 1140 hours future delivery	Connect 9.1	
	Develop and implement a strategy and action plan to provide appropriate Early Learning and Childcare accommodation/facilities for young children and to support families in allowing parents to work, train or study	Connect 9.1	Head of Education (Corporate Planning and Support Services)
15. Ensure revised National Care Standards are implemented	Develop and deliver a professional learning programme to support the key aspects of the revised national care Standards for Heads/Owners and facilitators across all Early Learning And Childcare (ELCC) establishments		Head of Education (Curriculum and Attainment)

<b>Connect objective:</b> Improve achievement, raise educational attainment and support lifelong learning			
<b>Resource objective:</b> Progress recommendations to develop Scotland's young workforce			
<b>Action</b>	<b>Measures and Timescales</b>	<b>Connect Reference/ Links</b>	<b>Responsibility</b>
16. Implement the Developing Scotland's Young Workforce strategy, providing, promoting and valuing a range of learning, leading to a wide variety of jobs and ensuring all young people have fair access to these opportunities	Continue to develop and implement a range of supports to establishments to take forward Developing Scotland's Young Workforce	Connect 7.3 SOA	Head of Education (Curriculum and Attainment)
	Continue to build and sustain strategic partnerships with local authorities, establishments, colleges and universities and business partners to widen the offer to young people in the Senior Phase	Connect 7.3 SOA	
17. Develop employability skills and sustained, positive school leaver destinations for all young people	Carry out a strategic review of work experience models and implementation of the Standard for Work Experience	Connect 9.7 SOA	Head of Education (Curriculum and Attainment)
	Provide high quality professional learning activities in partnership with our key stakeholders to support the implementation of Developing Scotland's Young Workforce work streams	Connect 9.7 SOA	
	Provide a range of innovative, positive and sustained youth work opportunities that impact positively on the inequalities faced by young people	Connect 9.7 SOA	Head of Education (Inclusion and ASN)
18. Work with key partners to ensure that young people enter a positive and sustained destination	Maintain the percentage of young people entering and sustaining a positive destination		Head of Education (Inclusion and ASN)
	Maintain the percentage of children who are looked after entering and sustaining a positive destination		

<b>Connect objective:</b> Improve achievement, raise educational attainment and support lifelong learning			
<b>Resource objective:</b> Take forward the principles, values and purposes of Curriculum for Excellence			
<b>Action</b>	<b>Measures and Timescales</b>	<b>Connect Reference/ Links</b>	<b>Responsibility</b>
19. Take forward key aspects of Curriculum for Excellence in all schools and establishments as appropriate annually	Increase knowledge and confidence amongst practitioners in the use of benchmarks to assess pupil learning		Head of Education (Curriculum and Attainment)
	Provide professional learning activities which support the learning and teaching of Literacy and English for all children and young people		
	Provide professional learning activities which support the learning and teaching of Numeracy and Mathematics for all children and young people		
	Provide professional learning activities which support the learning and teaching of Health and Wellbeing for all children and young people		
	Provide a range of support to establishments which enhance professional learning in Languages 1+2	SOA	
	Continue to support establishments to implement South Lanarkshire Council's Outdoor Learning Strategy	SOA	

<b>Connect objective:</b> Improve achievement, raise educational attainment and support lifelong learning			
<b>Resource objective:</b> Ensure the highest quality of education provision for children, young people and communities			
<b>Action</b>	<b>Measures and Timescales</b>	<b>Connect Reference/ Links</b>	<b>Responsibility</b>
20. Ensure the highest possible quality of educational provision for children, young people and communities	Percentage of primary pupils consulted as part of HMIE process who express satisfaction with school		Head of Education (School Improvement)
	Percentage of secondary pupils consulted as part of HMIE process who express satisfaction with school		
	Percentage of parents of pre-school pupils, consulted as part of HMIE or Care Commission process, who express satisfaction with service provision		
	% of Adults satisfied with local schools	LGBF	

<b>Connect objective:</b> Improve achievement, raise educational attainment and support lifelong learning			
<b>Resource objective:</b> Ensure the highest quality of education provision for children, young people and communities			
<b>Action</b>	<b>Measures and Timescales</b>	<b>Connect Reference/ Links</b>	<b>Responsibility</b>
	Following the publication of the National Child Protection Improvement Programme's findings and action plan, review and update or present policy to ensure best practice		Head of Education (Inclusion and ASN)
21. Progress the key themes of self-evaluation and leadership in all establishments and services	Increase the proportion of schools receiving positive inspection reports		Head of Education (School Improvement)
	Provide support to establishments to adopt a revised model of improvement planning and reporting which lead to focused delivery of key priorities		
	Provide support for establishments to engage in rigorous and robust self evaluation using How Good is Our School (4 <sup>th</sup> Edition) which results in improved outcomes for learners		
	Provide support for establishments and Services to engage rigorous and robust self-evaluation using How Good is the Learning and Development in our Community? which results in improved outcomes for learners		Head of Education (Inclusion and ASN)
22. Implement the requirements of General Teaching Council for Scotland's, Professional Review and Development and Professional Update	Continue to Implement the General Teaching Council for Scotland's paperwork and processes for Professional Review and Development and Professional Update		Head of Education (School Improvement)
	Continue to implement quality assurance systems for new Professional Review and Development and Professional Update		
23. Provide high quality professional learning activities for practitioners based on the needs identified in the CQIS annual audit	Audit professional learning needs of practitioners and ensure the needs of establishments have been addressed by June 2018		Head of Education (School Improvement)
	Increase the overall percentage of staff participating in additional qualification opportunities		
24. Maintain Education Resources commitment to employees through the	Ensure Education Resources remains compliant with the IIP principles, to enable positive assessment outcomes		Head of Education (Curriculum and Attainment)
	Maintain or improve performance in relation to national performance measures: The number		

<b>Connect objective:</b> Improve achievement, raise educational attainment and support lifelong learning			
<b>Resource objective:</b> Ensure the highest quality of education provision for children, young people and communities			
<b>Action</b>	<b>Measures and Timescales</b>	<b>Connect Reference/ Links</b>	<b>Responsibility</b>
development and effective implementation of personnel policies and employee learning and development	and % of Head and Deputy Head teachers who are women compared with the % of all teachers that are women in: Secondary schools, Primary schools, ASN schools		
	Ensure the Corporate Standards for People Connect are met by Education Resources within agreed timescales		
25. Deliver adult learning programmes to promote positive health and wellbeing	Number of participants who report adopting healthier lifestyle practises		Head of Education (Inclusion and ASN)
26. Deliver programmes to support literacy and numeracy	Number of parents who report feeling more confident to support their child's literacy		Head of Education (Inclusion and ASN)
27. Provide English for speakers of other languages (ESOL) classes in local communities from Literacies to Intermediate level	Number of English for speakers of other languages (ESOL) learners accessing provision		Head of Education (Inclusion and ASN)
	Maintain number of English for speakers of other languages (ESOL) learners reporting increased confidence in applying skills to daily life		

<b>Connect objective:</b> Improve achievement, raise educational attainment and support lifelong learning			
<b>Resource objective:</b> Deliver services and programmes through the Community Learning Partnership to further improve literacy and numeracy skills among young people and adults			
<b>Action</b>	<b>Measures and Timescales</b>	<b>Connect Reference/ Links</b>	<b>Responsibility</b>
28. Deliver services and programmes through the Community Learning Partnership to further improve literacy and numeracy skills among young people and adults	Provide programmes to improve skills for employability and work		Head of Education (Inclusion and ASN)

<b>Connect objective:</b> Improve achievement, raise educational attainment and support lifelong learning			
<b>Resource objective:</b> Deliver services and programmes through the Community Learning Partnership to further improve literacy and numeracy skills among young people and adults			
<b>Action</b>	<b>Measures and Timescales</b>	<b>Connect Reference/ Links</b>	<b>Responsibility</b>
29. Provide a range of class and project based Adult Literacy and Numeracy activities in local communities	Maintain number of adult learners reporting increased confidence in applying literacy and numeracy skills in daily life		Head of Education (Inclusion and ASN)

<b>Connect objective:</b> Improve achievement, raise educational attainment and support lifelong learning			
<b>Resource objective:</b> Increase levels of achievement through community capacity building			
<b>Action</b>	<b>Measures and Timescales</b>	<b>Connect Reference/ Links</b>	<b>Responsibility</b>
30. Promote and support the role of volunteering within local communities	Number of volunteers supporting activities		Head of Education (Inclusion and ASN)
	Maintain number of volunteer hours delivered in local communities		
31. Engage young people in influencing service design and delivery, reflecting youth issues in their community	Increase the annual percentage of young people that express their voice and demonstrate social commitment		Head of Education (Inclusion and ASN)
32. Increase levels of achievement through community capacity building	Provide volunteering opportunities for young people in their communities that enhance social commitment		Head of Education (Inclusion and ASN)

<b>Connect objective:</b> Improve achievement, raise educational attainment and support lifelong learning			
<b>Resource objective:</b> Increase levels of achievement through learning for young people and adults			
Action	Measures and Timescales	Connect Reference/ Links	Responsibility
33. Provide opportunities for young people to achieve awards through the Youth Learning Service	Maintain the number of awards accessible to young people		Head of Education (Inclusion and ASN)
	Number of young people participating in awards		
	Number of awards achieved		
34. Provide accreditation opportunities for learners	Maintain number of participants who achieve an accredited award		Head of Education (Inclusion and ASN)

<b>Connect objective:</b> Improve achievement, raise educational attainment and support lifelong learning			
<b>Resource objective:</b> Improve outcomes for individual children and families in South Lanarkshire			
Action	Measures and Timescales	Connect Reference/ Links	Responsibility
35. Ensure the implementation of GIRFEC Improvement plan to promote awareness of, and compliance with the legislative requirements of the Children and Young People (Scotland) Act 2014	Implement key elements of Child's Plan across Education Resources and wider partners		Head of Education (Inclusion and ASN)
	Implement key elements of the Wellbeing legislation across Education Resources and wider partners		
	Develop revised guidance and regulations concerning the Children and Young People (Scotland) Act 2014, implement the structures required for the Named Person Service within Education Resources		
36. Develop, in collaboration with partner agencies, effective interventions to promote better outcomes for children who are autistic and their families	Develop guidance for schools on how best to engage autistic children with a demand avoidant profile		Head of Education (Inclusion and ASN)
	Continue to promote and raise awareness of the value of the Autism Lens / Consultation work using a new Learn Online resource		



<b>Connect objective:</b> Improve achievement, raise educational attainment and support lifelong learning			
<b>Resource objective:</b> Improve health and wellbeing outcomes for all children and young people			
<b>Action</b>	<b>Measures and Timescales</b>	<b>Connect Reference/ Links</b>	<b>Responsibility</b>
37. Improve health and wellbeing outcomes for children and families and getting it right for every child	Continue to provide a range of supports to all establishments to embed Health and Wellbeing in the curriculum	Connect 9.5	Head of Education (Curriculum and Attainment)
38. Ensure revision of Admissions policy for Early Learning and Childcare to meet the requirements outlined in The Children and Young People (Scotland) Act 2014	Undertake consultation with all stakeholders in the revision of the current admissions policy for all Early Learning and Childcare establishments and develop a revised policy		Head of Education (Curriculum and Attainment)
39. Continue to develop new approaches to ensure high quality Physical Education in establishments	Monitor the percentage of establishments undertaking 2 hours of Physical Education through the Healthy Living Survey		Head of Education (Curriculum and Attainment)
	Continue to deliver a range of professional programmes for practitioners, with partners, focused on the quality of provision of Physical Education		
40. Development of an Initial sustainable Autistic Spectrum Disorder Consultation protocol model for Early Learning and Child care	Develop, pilot and evaluate an Autistic Spectrum Consultation protocol model for Early Learning and Childcare practitioners		Head of Education (Inclusion and ASN)
41. Deliver family learning programmes to promote positive health and wellbeing	Number of participants who report adopting healthier lifestyle practises		Head of Education (Inclusion and ASN)
42. Continue to engage with parents/carers to involve them in family learning	Number of parents who report feeling more confident to support their child's learning in identified curricular areas	Connect 9.6	Head of Education (Inclusion and ASN)

<b>Connect objective:</b> Improve achievement, raise educational attainment and support lifelong learning			
<b>Resource objective:</b> Improve health and wellbeing outcomes for all children and young people			
Action	Measures and Timescales	Connect Reference/ Links	Responsibility
activities and experiences with their children to support the improvement of reading, writing, skills for lifelong learning and the promotion of positive health and wellbeing			

<b>Connect objective:</b> Ensure schools and other places of learning are inspirational			
<b>Resource objective:</b> Implement the schools modernisation programme			
Action	Measures and Timescales	Connect Reference/ Links	Responsibility
43. Progress the council's Schools Modernisation Programme	Continue to progress the building of new schools/establishments during 2017/2018 to achieve the target of 129 primary schools	Connect 10.1	Head of Education (Corporate Planning and Support Services)
44. Modernise all nursery facilities	Number of nursery classes modernised in session 2017/2018		Head of Education (Corporate Planning and Support Services)

<b>Connect objective:</b> Ensure schools and other places of learning are inspirational			
<b>Resource objective:</b> Ensure schools and other places of learning are inspirational			
Action	Measures and Timescales	Connect Reference/ Links	Responsibility
45. Support learning and raise attainment through the use	Continue to support schools to implement national and local digital learning strategies in order to embed the use of digital technologies and lead to increased attainment	Connect 10.2	Head of Education (Curriculum and Attainment)

<b>Connect objective:</b> Ensure schools and other places of learning are inspirational			
<b>Resource objective:</b> Ensure schools and other places of learning are inspirational			
<b>Action</b>	<b>Measures and Timescales</b>	<b>Connect Reference/ Links</b>	<b>Responsibility</b>
	Ensure that the NGLS2 contract with RM maximises performance and availability of ICT across all establishments	Connect 10.2	
	Ensure that the ICT infrastructure is fit for purpose and supports the evolving needs of learners and practitioners	Connect 10.2	
	Support the evolution of ICT use to enable it to become an increasingly transformational element of learning and teaching	Connect 10.2	
46. Deliver high quality continuous professional learning to support all staff in achieving excellent learning and teaching and service delivery	Continue to deliver a high quality programme of professional learning opportunities across a range of themes e.g. Learning and Teaching and the Curriculum	Connect 10.3	Head of Education (School Improvement)
	Ensure a review is undertaken for all existing early learning and childcare staff with areas for focused development agreed and implemented in a training plan		Head of Education (Curriculum and Attainment)
	Deliver a range of high quality learning opportunities to paid/voluntary staff and partner organisations, through the Youth Learning Development CPD Training Plan, in line with Community Learning and Development Standard Council's Professional Learning Strategy		Head of Education (Inclusion and ASN)
47. Equip staff to deliver high quality learning and teaching, inspire learners, improve attainment and celebrate success	Continue to provide a range of supports to all establishments to promote the delivery of high quality learning experiences for all learners	Connect 10.4	Head of Education (School Improvement)
	Organise a range of Youth Learning celebration events and/or awards ceremonies that recognise the achievements of young people		Head of Education (Inclusion and ASN)

<b>Connect objective:</b> Ensure schools and other places of learning are inspirational			
<b>Resource objective:</b> Ensure schools and other places of learning are inspirational			
<b>Action</b>	<b>Measures and Timescales</b>	<b>Connect Reference/ Links</b>	<b>Responsibility</b>
48. Progress leadership development at all levels, within schools and all learning establishments	Continue to develop leadership at all levels from Newly Qualified Teachers (NQTs) to serving Head Teachers, through our Leadership Framework	Connect 10.5	Head of Education (School Improvement)
	Provide support to establishments to participate in a phase 2 of 'Professional Learning Trios'		
	Provide professional learning programme for Early Learning and Childcare Managers to enhance the quality of provision being delivered to all young children	Connect 10.5	
49. Provide innovative and inspirational facilities where young people choose to participate	Ensure young people are fully engaged in the future planning, delivery and evaluation of youth work provision within their facility		Head of Education (Inclusion and ASN)

<b>Connect objective:</b> Protect vulnerable children, young people and adults			
<b>Resource objective:</b> Ensure current national and local priorities for vulnerable children and families are addressed			
<b>Action</b>	<b>Measures and Timescales</b>	<b>Connect Reference/ Links</b>	<b>Responsibility</b>
50. Ensure current national and local priorities for vulnerable children, young people and families are addressed	Review and develop the Education Resources guidelines on Promoting Positive relationships/ Respect for ALL and Exclusion Policy to reflect principles set out in Scottish Government's forthcoming position paper		Head of Education (Inclusion and ASN)
	Review and develop the Education Resource guidelines on Accessibility Strategy and in particular the duty to consider reasonable adjustments within the Equalities Act 2010	Connect 2.5	
51. Review primary estate to meet developing needs of ASN pupils	Undertake a programme of adaptations of current primary accommodation to meet pupil needs, as determined by ongoing review		Head of Education (Corporate Planning and Support Services)
52. Review secondary estate to meet developing needs of ASN pupils	Undertake a programme of adaptations of current secondary accommodation to meet pupil needs, as determined by ongoing review		

<b>Connect objective:</b> Support our communities by tackling disadvantage and deprivation and supporting aspiration			
<b>Resource objective:</b> Improve the life chances of children and families			
Action	Measures and Timescales	Connect Reference/ Links	Responsibility
53. Ensure the implementation of Pupil Equity Funding to target the most deprived children and promote equity	Issue advice and guidance to establishments to support their management of Pupil Equity Funding		Head of Education (Curriculum and Attainment)
	Monitor the impact of Pupil Equity Funding through our revised Standards and Quality reporting framework		
54. Continue to progress a coherent and consistent approach to promote the mental health of children and young people	Continue to progress a coherent and consistent approach to support vulnerable children and young people on mental health related matters	Connect 8.4	Head of Education (Inclusion and ASN)
55. Continue to further develop strategies to support and include young people, tackling local and national disadvantage and deprivation	Provide supportive opportunities to young people regarding issues such as housing, financial literacy, homelessness, life skills, mental health and accessing services		Head of Education (Inclusion and ASN)

<b>Connect objective:</b> Work with communities and partners to promote high quality, thriving and sustainable communities			
<b>Resource objective:</b> Ensure effective partnership working with parents, carers, learners and other stakeholders in order to provide leadership and engagement that enables a clear focus on learning and participation			
Action	Measures and Timescales	Connect Reference/ Links	Responsibility
56. Review the Education Resources Parental Involvement Strategy	Review the Parental Involvement Strategy		Head of Education (Corporate Planning and Support Services)
	Organise an annual parents conference in partnership with parents		
	Engage with the Parents' Focus Group to share information on the curriculum and learning		
57. Strengthen partnership working to promote a	Maintain and update annually a register of Education Resources partnerships		Head of Education (Curriculum and Attainment)

<b>Connect objective:</b> Work with communities and partners to promote high quality, thriving and sustainable communities			
<b>Resource objective:</b> Ensure effective partnership working with parents, carers, learners and other stakeholders in order to provide leadership and engagement that enables a clear focus on learning and participation			
Action	Measures and Timescales	Connect Reference/ Links	Responsibility
consistent focus on learning when shaping and delivering services			
58. Engage and consult effectively with stakeholders in line with strategy obligations on school accommodation and/or catchment area reviews	Ensure stakeholders are engaged and can give their views on school modernisation proposals and/or catchment area reviews		Head of Education (Corporate Planning and Support Services)
59. Further enhance partnership working with young people and other stakeholders to promote a consistent focus on local and national democratic learning, as defined within the Youth Strategy	Increase awareness of the democratic decision making processes that give young people opportunity to express their voice, develop confidence and resilience, and optimism for the future	SOA	Head of Education (Inclusion and ASN)
	Maintain the number of individuals who engage effectively and confidently through the Youth Participation Network	SOA	
	Maintain the number of groups that engage effectively and confidently through the Youth Participation Network	SOA	

<b>Connect objective:</b> Collaborate with partners and communities to promote high quality, thriving and sustainable communities			
<b>Resource objective:</b> Ensure an effective contribution to the council's Sustainable Development Strategy			
Action	Measures and Timescales	Connect Reference/ Links	Responsibility
60. Continue to engage young people, pupils and the wider community in environmental education through Eco schools and similar programmes	Further embed climate change awareness and sustainability in Curriculum for Excellence	SDS	Head of Education (Curriculum and Attainment)
	Continue to increase climate change awareness and sustainability in education establishments	SDS	
	Continue to support involvement in programmes and initiatives that help reduce climate change including Eco-schools programme; Earth Hour and Globally Aware Schools	SDS	
	Maintain 100% Eco School Scotland registration and increase percentage of establishments with bronze, silver and green flag awards	SDS	
61. Deliver targets within the school estate programme	Increase the number of primary school and nursery buildings built to modern, sustainable standards with improved technologies	SDS	Head of Education (Corporate Planning and Support Services)
62. Deliver a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Implement fuel efficiency measures to achieve a 4% reduction in vehicle emissions by March 2018 (relative to baseline year of 2014/15)	Connect 6.12 ADM SDS	Head of Education (Corporate Planning and Support Services)
63. Implement the Climate Change Duties Compliance Improvement Action Plan	Implement actions within the Climate Change Duties Compliance Improvement Action Plan within the agreed timescales	ADM SDS	Head of Education (Corporate Planning and Support Services)

<b>Connect objective:</b> Collaborate with partners and communities to promote high quality, thriving and sustainable communities			
<b>Resource objective:</b> Improve the safety of our young people and their families			
Action	Measures and Timescales	Connect Reference/ Links	Responsibility
64. Provide a range of experiences and activities that equip young people with skills to	Sustain the range of Youth Learning Service experiences and activities which include learning involving risk management		Head of Education (Inclusion and ASN)



<b>Connect objective:</b> Collaborate with partners and communities to promote high quality, thriving and sustainable communities			
<b>Resource objective:</b> Improve the safety of our young people and their families			
consider risk, make reasoned decisions and take control			

<b>Connect objective:</b> Encourage participation in physical and cultural activities			
<b>Resource objective:</b> Engage children and young people in physical, cultural and social activities			
Action	Measures and Timescales	Connect Reference/ Links	Responsibility
65. Provide opportunities for young people to engage in cultural activities both within and out with the school environment	Continue to develop partnership working with South Lanarkshire Leisure and Culture (SLLC) Cultural Co-ordinators and external partnerships to afford young people further opportunities to participate in cultural activities both within and out with the school environment		Head of Education (Curriculum and Attainment)
66. Provide a range of cultural and creative experiences for children and families	Deliver a range of cultural and creative programmes to children and young people in our Learning Communities to increase skills and confidence through the Cultural Coordinator Team		Head of Education (Inclusion and ASN)
67. Broaden the perspectives of young people through new experiences and thinking, through participation in physical and cultural activities	Increase access to learning opportunities for individuals and communities such as Chinese language, theatrical learning and performance, sport, dance and music, through innovative approaches such as the Confucius Hub		Head of Education (Inclusion and ASN)

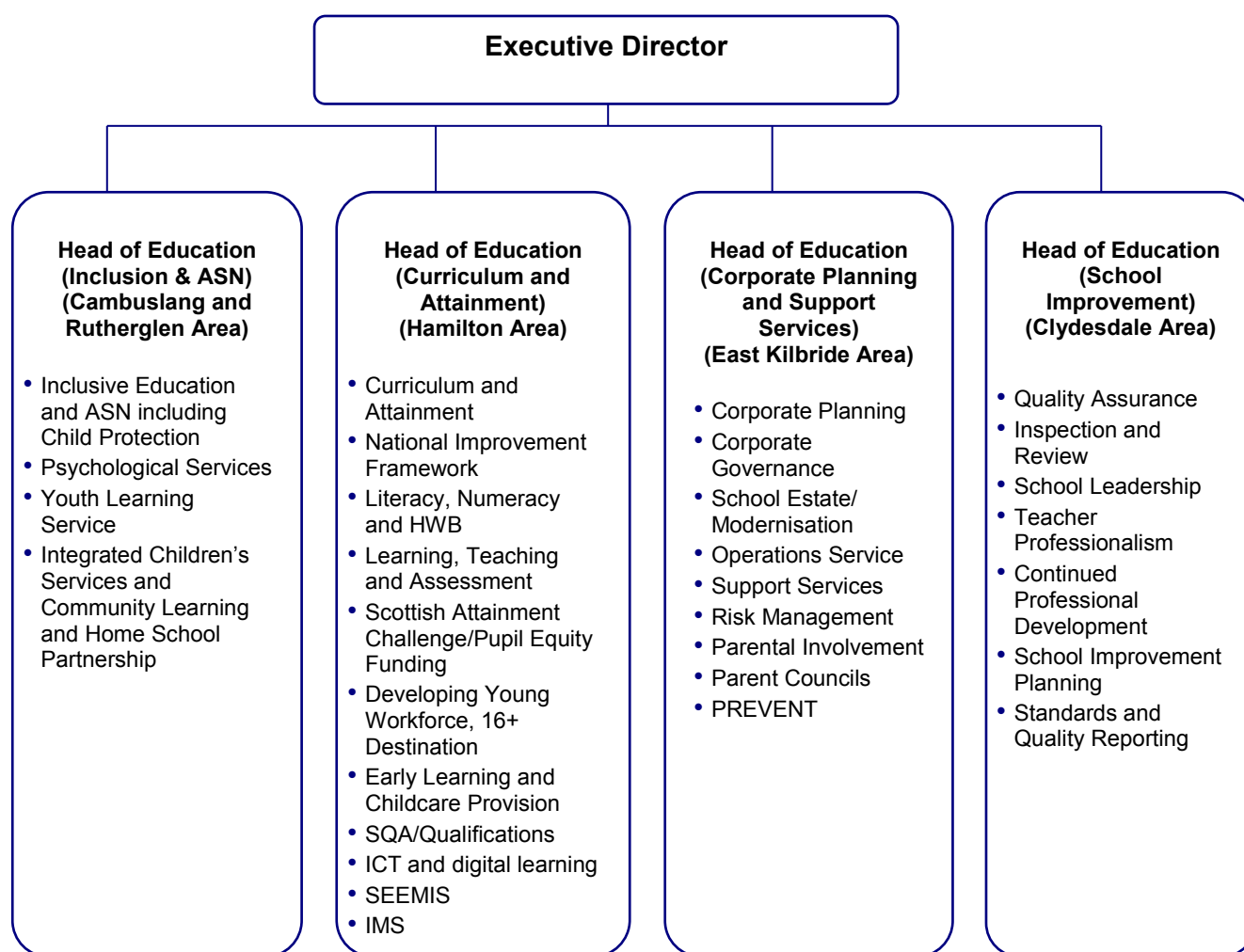
Delivering the Plan and achieving Best Value			
<b>Resource objective:</b> Deliver and communicate the Council Plan and ensure high standards of governance			
<b>Action</b>	<b>Measures and Timescales</b>	<b>Connect Reference/ Links</b>	<b>Responsibility</b>
68. Deliver the objectives of the Council Plan Connect	Deliver annual Resource Plan and review suite of measures for coverage and relevance	ADM	Head of Education (Corporate Planning and Support Services)
69. Ensure that high standards of governance are being exercised	Complete Resource Governance self assessment by due date and develop actions to address non-compliant areas	ADM	
	80% of risk control actions completed by due date	ADM	
	90% of audit actions completed by due date	ADM	
70. Promote high standards of information governance	Information governance self assessment audit checklist to be completed annually and all relevant actions to be implemented	ADM	Head of Education (Corporate Planning and Support Services)
71. Compliance with statutory response timescales for information in terms of the EI(S)Rs and FOISA and for subject access requests under the DPA  Note: results should be considered in the context of the number of requests received	90% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	ADM	Head of Education (Corporate Planning and Support Services)
	90% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances	ADM	
	90% of Data Protection Act (DPA) requests to be processed within 40 calendar days	ADM	
72. Take forward the statutory requirements that arise in the General Data Protection Regulation	Prepare an implementation plan and guidance for all establishments on the General Data Protection Regulation		Head of Education (Corporate Planning and Support Services)

Delivering the Plan and achieving Best Value			
Resource objective: Promote equality and the wellbeing of staff			
Action	Measures and Timescales	Connect Reference/ Links	Responsibility
73. Develop and implement council wide equality performance measures and publish results in accordance with Public Sector Equalities Duties	Number of policies recommended, not recommended or piloted as a result of Equality Impact Assessments undertaken for all relevant policies, strategies and procedures	ADM EQA	Head of Education (Inclusion and ASN)
	Provide annual report to the Equal Opportunities Forum on uptake of service, based on the agreed equality outcomes	ADM EQA	

Delivering the Plan and achieving Best Value			
Resource objective: Develop improvement activity and promote scrutiny			
Action	Measures and Timescales	Connect Reference/ Links	Responsibility
74. Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Engage in self evaluation activity and take forward any improvement actions	ADM	Head of Education (School Improvement)
	Use the results of benchmarking activity (including the Local Government Benchmarking Framework) to inform and improve service delivery	ADM	

Delivering the Plan and achieving Best Value			
Resource objective: Improve the skills, flexibility and capacity of the workforce			
Action	Measures and Timescales	Connect Reference/ Links	Responsibility
75. Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development opportunities	Labour turnover rate less than 5%	ADM	Head of Education (Curriculum and Attainment)
	100% coverage of Performance Appraisals (PAs) of employees in scope	ADM	
76. Implement the council workforce strategy toolkit and continue the cyclical reporting framework	Complete review of workforce plan and develop actions to respond to workforce changes and meet future needs	ADM	Head of Education (Curriculum and Attainment)

Delivering the Plan and achieving Best Value			
Resource objective: Provide sound financial stewardship for the council			
Action	Measures and Timescales	Connect Reference/ Links	Responsibility
77. Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Cost per primary school pupil	LGBF	Head of Education (Curriculum and Attainment)
	Cost per secondary school pupil	LGBF	
	Cost per pre-school education place	LGBF	
78. Monitor the efficient use of the secondary school estate to meet developing needs	Maximise funding streams through City Deal / Developer Contributions to meet increasing pupil population in the secondary school estate as a result of Community Growth Areas		Head of Education (Corporate Planning and Support Services)
79. Monitor the efficient use of the primary school estate to meet developing needs and provide accommodation solutions where required to meet growth and capacity pressures	Ensure school estate capacity is managed effectively, to ensure best value, by ongoing review		Head of Education (Corporate Planning and Support Services)
	Develop effective solutions, funded via City Deal / Developer Contributions, for early years & primary school estate to meet the increasing pupil population as a result of Community Growth Areas		
80. Ensure the effective financial management of the primary school estate project	Ensure that the Primary Schools Modernisation Programme can be delivered within the agreed budget		Head of Education (Corporate Planning and Support Services)
81. Maximise developer contributions to mitigate the impacts of housing developments on education accommodation	Work collaboratively with Planning Services to negotiate the maximum external funding contributions via developers using Education Resources' agreed methodology		Head of Education (Corporate Planning and Support Services)



## Annex 2

### Additional Performance Information

Achievement highlights during session 2016/2017 are detailed in section 4.2. Additional achievements are listed in the table below.

<b>Council Objective 2012-17: Raise Educational Achievement and Attainment</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Progress approaches in respect of National Education Priorities	Support for staff was provided by the Curriculum & Quality Improvement Service, and partners including Grounds for Learning, Clyde & Avon Valley Landscape Partnership, Keep Scotland Beautiful, Scottish Natural Heritage, Forest Schools, the Ranger Service, the Scottish Advisory Panel for Outdoor Education and the Royal Highland Educational Trust. This enables opportunities for children to participate in outdoor learning, to improve their health and wellbeing.
Raise Educational Achievement and Attainment	Good progress has been made by schools and services in fully implementing Curriculum for Excellence. Courses and programmes for learners are now increasingly based on a wide range of experiences and outcomes across the key curricular areas.
	The average increase in the performance of school leavers across 8 measures of attainment and achievement was 1.6%.
	The figure for the percentage of pupils gaining 5 or more awards at Level 6 or better (SIMD), increased to 15% and is the highest level recorded in the last 5 years. This measure relates to pupils living in the most deprived areas.
	Approximately 185 additional teachers have been trained in French, Spanish and German during session 2016/2017. Three Modern Languages Assistants have been employed in the authority and they work with children and young people in both primary and secondary schools.
	A number of significant opportunities were taken for children and young people to showcase their achievement in instrumental music including: RSNO Children's Classics Concert and, of particular significance and acclaim, a performance by a pupil from Hamilton Grammar school at the Last Night of the Proms in London.
	Over 1,000 young people have participated in 84 youth work programmes providing support to young people affected by homelessness, unemployment and youth offending. The programmes impact positively on the inequalities young people experience when moving into the labour market.
	300 young people received an achievement award at the annual achievement award ceremony to celebrate children's success held at Hamilton Town Hall, 13 June 2016. Evaluations from the young people showed the impact for them was in terms of their sense of pride, achievement and being valued.



<b>Council Objective 2012-17: Raise Educational Achievement and Attainment</b>	
<b>Resource Objective</b>	<b>Achievement</b>
	Good progress continues to be made to support learning and raise attainment through the use of digital technology and through investment in our ICT infrastructure.
	The delivery of high quality continuous professional learning for staff is helping to meet our aim of providing excellent learning and teaching in all of our schools and services.
Progress recommendations to develop Scotland's young workforce	The new Aspire programme commenced 1 September 2016, offering support and aftercare for all young people at risk of not participating in a positive destination. The programme has also enabled a greater capacity for one to one support of vulnerable young people offering employability support for the last 6 months of school and through the transition of moving into education, training or employment once they leave school.

<b>Council Objective 2012-17: Increase involvement in lifelong learning</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Deliver services and programmes through the Community Learning and Development Partnership to further improve literacy and numeracy skills among young people and adults	Over 2,200 young people have participated in 159 groups and programmes youth work programmes that improve literacy and numeracy, increasing resilience and personal development. These include Links-2-Life, top frame animation, Cognitive Behaviour Therapy, Money For Life inputs and enterprise groups, in addition to one-to-one work. Innovative programmes provide young people the opportunity to improve literacy and numeracy skills in safe and comfortable environments, supporting their continued education and increasing their resilience.
Increase levels of achievement through learning for young people and adults	Over 1,200 awards have been achieved by young people through Youth Learning programmes and projects. Through participation in Youth Learning programmes, young people have access to nationally recognised awards including: Youth Achievement and Dynamic Youth Awards, Duke of Edinburgh Awards Scheme (Bronze, Silver and Gold), Customer Service Skills, Food Safety Level 2, Cooking on Budget course and, SQA working with others and employability units. These awards provide learning and development opportunities in a range of contexts resulting in young people increasing their confidence, resilience and optimism for the future.

<b>Council Objective 2012-17: Protect vulnerable children, young people and adults</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Ensure the current national priorities for vulnerable children and families are addressed	Over 3,000 vulnerable young people have been supported through 218 targeted one-to-one and group work sessions to improve skills for learning, life and work and health and wellbeing.

<b>Council Objective 2012-17: Develop a sustainable Council and communities</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Ensure an effective contribution to the Council's Sustainable Development Strategy	South Lanarkshire continues to maintain its 100% registration with Eco-Schools Scotland engaging young people, pupils and the wider community in environmental education

<b>Council Objective 2012-17: Promote participation in cultural activities and provide quality facilities to support communities</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Engage children and young people in physical, cultural and social activities	Over 160 pupils attended the Artsnet Festival project in February 2017 which involved 19 establishments, performing to an audience of over 700 people each night.
	Over 120 children participated in a 'Schools of the Future' conference designed to increase skills and confidence in cultural and creative activity.
	The Youth Learning Service continues to deliver innovative lifelong learning opportunities and increase opportunities for access to Mandarin and Chinese cultural activities.

<b>Council Objective 2012-17: Strengthen partnership working, community leadership and engagement</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Ensure effective partnership working with parents, carers, learners and other stakeholders in order to provide leadership and engagement that enables a clear focus on learning and participation	120 parents and carers attended the Parents Conference on 'supporting children's learning'.

<b>Council Objective 2012-17: Provide vision and strategic direction</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Provide vision and strategic direction	A programme of comprehensive support is in place for establishments to engage in rigorous and robust self evaluation using How Good is Our School 4th Edition (HGIOS4). This has included production and distribution of a HGIOS4 Toolkit, presentations at Head Teacher meetings from our Area Lead Officer around the new inspection model and a number of support meetings for those pending inspection.

Additional performance information is also available in the introduction, at Section 4 of this Resource Plan.