

# Report

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Report to:	<b>Education Resources Committee</b>
Date of Meeting:	<b>1 June 2010</b>
Report by:	<b>Executive Director (Education Resources)</b>

Subject:	<b>Education Resources' Resource Plan 2010/2011</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ request approval for the Education Resources' Resource Plan 2010/2011.

## 2. Recommendation(s)

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

- (1) that the key achievements made by the Resource during 2009/2010 are noted, as detailed in Appendix 2 to the Resource Plan 2010/2011;
- (2) that the Resource Plan 2010/2011 be referred to the Executive Committee for approval; and
- (3) that a 6 monthly interim progress report be provided to a future meeting of the Committee.

## 3. Background

- 3.1. The Resource Plan for 2010/2011 has been prepared based on an agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the national and local context within which the Resource operates. It also identifies achievements for the previous year, reflects new improvement themes as appropriate, and establishes objectives and priorities for the New Year.
- 3.2. The 2009 Mid-Term Review of Connect, the Council Plan, introduced a Corporate Improvement Plan and associated improvement themes for the first time, and was also used to reconsider priorities for the period 2009-2012. The improvement actions from the recent Audit of Best Value and Community Planning in South Lanarkshire have been included in the Corporate Improvement Plan. The Improvement themes also reflect the next phase of the Best Value process, known as Best Value 2.
- 3.3. The Resource Plan 2010/2011 embodies the vision, priorities, objectives and improvement themes of the Council Plan 'Connect', based on the 2009 Mid-Term Review.
- 3.4. Performance Management is a keystone of Best Value, and ensures that the Council can demonstrate sound governance arrangements. The Resource Plan is one part of the Council's framework for planning and budgeting, and demonstrates how this leads to effective front line service delivery.

- 3.5. As part of this framework the Resource Plan reflects the aspirations of the Council Plan, the Community Plan and Single Outcome Agreement, as well as being complemented by the details of individual Service and Business Plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the Council's vision, priorities, objectives and improvement themes at all levels.
- 3.6. The revised format for performance reporting is now well established and is used for Executive Directors' reports to the Chief Executive, Resource Management Teams, and to Resource Committees. The focus has been on reporting progress on Council Plan actions, statutory performance indicators, other key performance measures, and high level Resource priorities.
- 3.7. In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. The risks associated with the activities of the Resource have been identified and evaluated. Those risks which require mitigation are noted in the Resource Risk Control Plan.

#### **4. Resource Plan Detail, Monitoring and Reporting**

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

- ◆ Introduction
- ◆ National Context
- ◆ Local Context
- ◆ Service Overview/Service Performance, Major Achievements 2009/2010
- ◆ Resource Objectives/Actions 2010/2011
- ◆ Capital and Revenue Resources 2010/2011
- ◆ Organisational Structure
- ◆ Education Resources quarter four progress report

- 4.2. As part of the performance management arrangements, the Committee will also receive a mid year update of progress on the actions identified in the 2010/2011 Resource Plan.

#### **5. Progress – 2009/2010**

- 5.1. Overall, of the 29 actions outlined in our 2009/2010 Resource Plan, 25 have been achieved (86%), and 4 (14%) actions have not been achieved. There are a limited number of other measures which have not been completed in this year of the Resource Plan, but are on course to achieve over the longer timescale of Connect. Progress on all actions is noted in Appendix 2 of the 2010/2011 Plan.

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

- The secondary schools estate modernisation programme has seen 17 secondary schools built meaning that all of South Lanarkshire's secondary schools are now fully modernised. A further 2 schools have undergone major refurbishment (Hamilton Grammar School, which was extensively refurbished in 1996 and Stonelaw High School, which was built in 1998.) As a result of this progress, implementation of the secondary schools modernisation programme no longer requires to feature as a Resource objective.

- 8 new primary school have opened to date for session 2009/2010

Burgh Primary School  
 St Athanasius' Primary School  
 Braehead Primary School  
 Kirktonholme Primary School  
 Rigside Primary School  
 Beckford Primary School  
 St Paul's Primary School  
 Townhill Primary School

A total of 39 new primary schools have now opened since the start of the programme in 2005.

- Schools and establishments continued to make good progress in implementing Curriculum for Excellence. HMIE evaluated the effectiveness of the curriculum as being good or very good in over 75% of the inspections of South Lanarkshire's establishments
- Calderglen High School secured an opportunity to become part of the Worldwide Pathfinder Schools Programme (Microsoft Innovative schools)
- Education Resources continues to make good progress in improving the proportion of schools receiving positive inspection reports. In session 2009/10 the 35 published reports evaluated the overall effectiveness of establishments as being satisfactory or above (92%)
- In the published Care Commission Inspection report of Cathkin Community Nursery, all aspects of the service were evaluated as excellent
- "Give us a break!", the first programme of its kind in the UK, an innovative therapeutic programme designed to help children and young people cope with bereavement, loss and major negative changes in their lives, was developed as a result of joint work by Psychological Services, Macmillan Cancer Support and NHS Lanarkshire

5.3. Areas for improvement – the measures not achieved are noted below, together with the reason why, and any management action required.

Raise educational attainment for all			
Progress approaches in respect of the national priorities in Education			
Action	Measure	Progress	Management Action
Progress approaches in respect of the National Priorities in Education	% of pupils entering employment or training	This measure is affected by increases in the percentage of pupils entering higher or further education and staying on at school.	Raising educational attainment remains an Improvement Priority (IP) for all establishments and services in session 2010/2011.

## Raise educational attainment for all

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

Action	Measure	Progress	Management Action
Improve achievement and attainment outcomes in all establishments as appropriate annually	0.5% overall increase in attainment levels in the KPIs for Education	Although performance in this measure fell in 2009/2010, 5-14 attainment was at the highest level ever recorded in South Lanarkshire Council in all 3 subject areas in both the primary and secondary sectors.	Achievement and attainment remains an Improvement Priority <b>(IP)</b> for all establishments and services in session 2010/2011.
		Performance in SQA examinations, by the end of S6, over the 3 year period 2007-2009 remains above the average of a group of comparator authorities in 6 out of 7 nationally recognised measures.	Achievement and attainment remains an Improvement Priority <b>(IP)</b> for all establishments and services in session 2010/2011.
	%S4 by S6 attained 5+ at level 4	There was also a decline in this measure at comparator authority and national level. Performance in SLC remains slightly above the comparator average and slightly below the national average.	Achievement and attainment remains an Improvement Priority <b>(IP)</b> for all establishments and services in session 2010/2011.

<b>Raise educational attainment for all</b>			
<b>Take forward the principles, values and purposes of “A Curriculum for Excellence”</b>			
Action	Measure	Progress	Management Action
Take forward key aspects of national curriculum policy developments in all schools and establishments as appropriate annually	Develop support materials (Get Up and Go) to support physical activity within Early Years settings by March 2010	Project carried forward to financial year 2010/2011 due to prioritisation of funding.	Get Up and Go included in Early Years Service Improvement Plan for session 2010/2011.
	Produce and disseminate good practice DVD to all Early Years establishments by March 2010	Project carried forward to financial year 2010/2011 due to prioritisation of funding.	Measure included in Early Years Service Improvement Plan for session 2010/2011.
<b>Ensure the highest possible quality of educational provision for children, young people, families and communities</b>			
Action	Measure	Progress	Management Action
Ensure the highest possible quality of educational provision for children, young people, families and communities	Increase the No of users of library, learning centre and learning access points as a % of the resident population	Interruption of provision (due to library refurbishment at Rutherglen and Carluke) may have impacted on this measure.	Library Services will continue to monitor usage of library centres and learning access points in session 2010/2011.

## **6. Employee Implications**

- 6.1. The improvement themes, objectives and priorities noted within the Resource Plan will inform the Service Action Plans and in turn the Performance Development and Review process for individual employees in 2010/2011.

## **7. Financial Implications**

- 7.1. The improvement themes, objectives and priorities within the Resource Plan are reflected in the respective Resource Revenue and Capital budgets for 2010/2011 and, longer term, within the framework of the Council's approved Financial Strategy.

## **8. Other Implications**

- 8.1. None

## **9. Equality Impact Assessment and Consultation Arrangements**

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

**Larry Forde**  
**Executive Director (Education Resources)**

12 May 2010

**Link(s) to Council Objectives**

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

**Previous References**

- ◆ Education Resources Committee – 1 July 2009
- ◆ Education Resources Committee – 19 January 2010

**List of Background Papers**

- ◆ Education Resource Plan 2009/2010

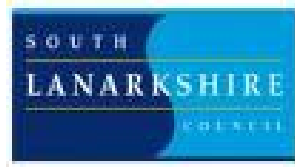
**Contact for Further Information**

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

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## **Education Resources**

### **Education Resources' Resource Plan**

**2010/2011**



## **Education Resources**

# **Education Resources' Resource Plan 2010/2011**

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- 3.0 The local context for Resource Planning in Education Resources**
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## 1.0 Introduction

I am very pleased to introduce the Education Resources' Resource Plan for 2010/2011. It outlines the objectives and actions for services, Learning Communities and establishments over the next year and supports implementation of the commitments within 'Connect', the Council Plan for 2007 to 2012.

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

Our vision is to:

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

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

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

Section four of the Plan highlights the major achievements of 2009/2010. These relate to a wide range of areas of work including the attainment of young people, improvements to the school estate, increasing the involvement of children and young people in health promoting activities, and increasing the involvement of establishments in Eco School and Fair Trade projects.

The objectives and actions 2010/2011 are set out within section five. These ensure that services, Learning Communities and establishments help with delivering on the Council Vision to improve the quality of life for all. The actions for Education Resources are clearly identified and are linked to the objectives and values within Connect. Specific actions are highlighted as Improvement Priorities (IPs), to be addressed by services and establishments within their improvement plans for the coming year.

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

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

I hope you find our Resource Plan for 2010/2011 informative and useful. Our agenda is focussed on the challenges ahead in order to provide the best possible experiences for children, young people and adults. We have tried to incorporate the many helpful suggestions and comments received during the consultations on our priorities for 2010/2011. I would welcome any additional comments which will help us to further ensure the maximum impact of the Education Resources' Resource Plan for children, young people and families.

Best wishes,

**Larry Forde**  
**Executive Director (Education Resources)**

## The context for Resource planning

The context for the planning of services within Education Resources includes national priorities and developments, local priorities for South Lanarkshire identified through Connect - the Council Plan and the priorities agreed with Community Planning partners.

### 2.0 The national context

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

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

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

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

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

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

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

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

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

#### 2.3 A Curriculum for Excellence

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

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

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

## **2.4 Getting it Right for Every Child (GIRFEC)**

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

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

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

### **2.4.3 The Improvement Framework**

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

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

In 2008, the first Services to Protect Children inspection took place within South Lanarkshire Council. Following the inspection, an action plan to address the main findings of the inspection was prepared and taken forward by Education. A further inspection is planned for August 2010 and Education Resources is actively engaged in the planning and preparation with other Council Resources and partners.

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

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

The Act sets out a framework for supporting children who require additional support for learning built around the concept of additional support needs through a process of staged intervention to support the identification, assessment and intervention for children and young people with additional support needs. This ensures a structured and inclusive approach to support children's learning.

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

Education Resources will take forward the requirements of this Act through headline priorities, and in doing so will provide environments which promote multi-agency working to support children's learning.

The Education (Additional Support for Learning) (Scotland) Act (2009), which becomes law in October 2010, will place additional responsibilities on authorities to take forward the given legislative requirements. In the coming year Education Resources will implement the key requirements outlined within the Act.

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

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

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

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

This Act came into effect in 2006. It aims to provide parents and carers with every opportunity to become more involved in their children's education. Education Resources has developed, in partnership with a range of stakeholders, a Parental Involvement Strategy. This provides the appropriate strategic leadership for all those involved in parental involvement activity.

## **3.0 The local context for Resource Planning**

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

The *Community Plan* was launched in 2005 by the South Lanarkshire Community Planning Partnership. The current plan is structured around 3 aims. To build:

- successful and inclusive communities
- safe and healthy communities
- working and learning communities

The Council works with its partners to deliver these aims and these feature in the Council Plan for 2007/2012.

### 3.2 Connect: The Council Plan

The Council Plan – Connect 2007 to 2012 reflects developments both internally and externally. These include:

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

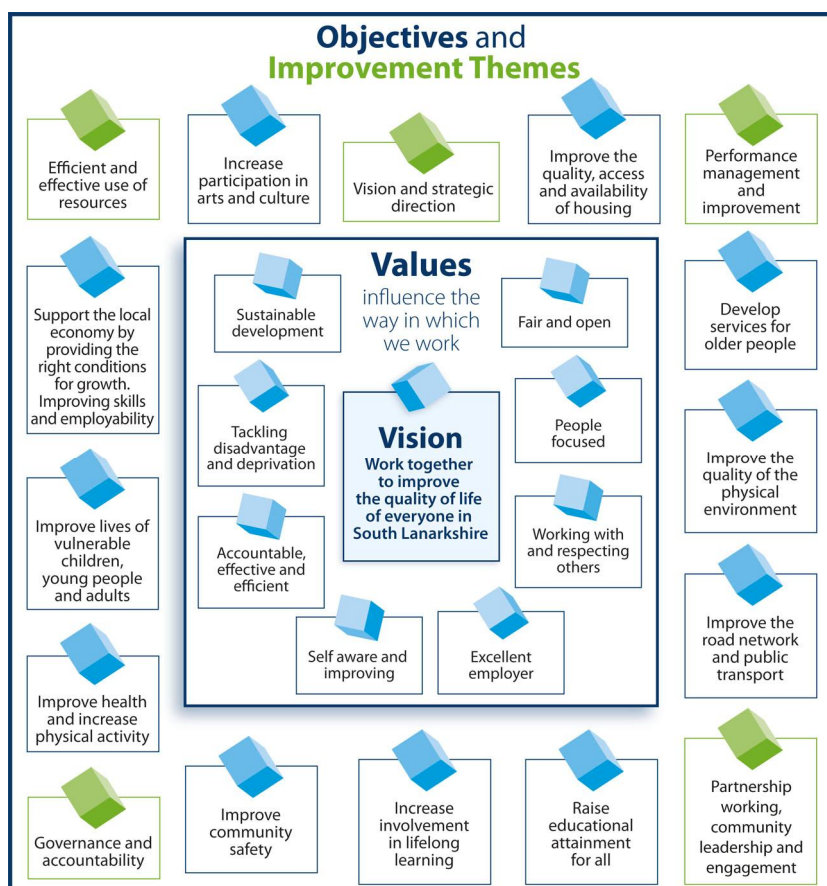
The development of a Corporate Improvement Plan and a review of Connect priorities arose following a review of Connect in 2009. This allows Resources, including Education, to support the implementation of Best Value 2, including Shared Risk Assessment.

### 3.3 Corporate Improvement Plan

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

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

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



## **Connect priorities**

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

### **Connect improvement themes**

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

### **Council objectives**

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

Resource Plans for 2010/2011 reflect Connect priorities. However, delivery of the priorities identified above will be heavily dependent over coming years on resource availability. On this basis, future financial settlements will inform the need to further reassess our priorities.

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

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

#### **3.4 *The Single Outcome Agreement (SOA)***

The development of the SOA for 2009/2010 – 2011/2012 - between planning partners in South Lanarkshire and the Scottish Government – commits the Council to achieving identified local outcomes, which in turn contribute to the Scottish Government's 15 National Outcomes. The local outcomes in the SOA have been drawn up with reference to the objectives and actions within the Council Plan and Community Plan, so that achievement against the Council Plan is also achievement against key aspects of the SOA.

#### **3.5 *Education Resources core policy framework***

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

- Care and Welfare
- Communication and Consultation
- Inclusion and Equality
- Learning and Teaching
- Maximising the Use of Resources
- Quality Management
- The Curriculum

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

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

- *The Integrated Children's Services Plan*
- *The Youth Strategy*
- *The Community Learning and Development Strategy*

#### **4.0 Service overview, major achievements and performance**

##### **4.1 Service overview**

Education Resources in South Lanarkshire is responsible for the education of approximately 46,000 children and young people. There are:

- 124 primary schools, one of which provides Gaelic medium education
- 17 secondary schools, one of which provides Gaelic medium education
- Nine Additional Support Needs schools and 22 supported provisions
- Pre-school education is provided in 71 early years establishments, including one nursery school, 59 nursery classes in schools, 11 community nurseries, and in partnership with 56 external providers
- 10 Universal Connections centres, which are managed by the Youth Learning Service and their partners, provide a wide range of learning programmes for young people

It is also responsible for:

- the management of 24 public libraries including the mobile library service and home delivery services
- the work of centrally deployed staff, services in Early Years, Inclusive Education Services, Integrated Children's Services, Psychological Services, Curriculum and Quality Improvement Service, Community Learning and Youth Learning, Support Services, School Modernisation and Learning Community teams

##### **4.2 Performance against Resource Plan Objectives (2009/2010)**

<b>Council Plan Objective or Theme</b>	<b>Green</b>	<b>Amber</b>	<b>Red</b>	<b>TBRL</b>
Raise educational attainment for all	36	13	6	0
Increase involvement in lifelong learning	6	0	0	1
Improve health and increase physical activity	7	0	0	1
Improve lives of vulnerable children, young people and adults	9	0	0	0
Vision and strategic direction	6	2	0	0
Performance management and improvement	6	1	0	0
Governance and accountability	3	0	0	0
Efficient and effective use of resources	5	1	0	1
<b>Total</b>	<b>78</b>	<b>17</b>	<b>6</b>	<b>3</b>
<b>Percentage</b>	<b>75%</b>	<b>16%</b>	<b>6%</b>	<b>3%</b>

#### 4.3 What we did not achieve in session 2009/2010

<b>Raise educational attainment for all</b>			
<b>Progress approaches in respect of the national priorities in Education</b>			
Action	Measure	Progress	Management Action
Progress approaches in respect of the National Priorities in Education	% of pupils entering employment or training	This measure is affected by increases in the percentage of pupils entering higher or further education and staying on at school.	Raising educational attainment remains an Improvement Priority <b>(IP)</b> for all establishments and services in session 2010/2011.

<b>Raise educational attainment for all</b>			
<b>To raise standards of educational attainment for all in schools, especially in the core skills of literacy and numeracy</b>			
Action	Measure	Progress	Management Action
Improve achievement and attainment outcomes in all establishments as appropriate annually	0.5% overall increase in attainment levels in the KPIs for Education	Although performance in this measure fell in 2009/2010, 5-14 attainment was at the highest level ever recorded in South Lanarkshire Council in all 3 subject areas in both the primary and secondary sectors.	Achievement and attainment remains an Improvement Priority <b>(IP)</b> for all establishments and services in session 2010/2011.
		Performance in SQA examinations, by the end of S6, over the 3 year period 2007 to 2009 remains above the average of a group of comparator authorities in 6 out of 7 nationally recognised measures.	Achievement and attainment remains an Improvement Priority <b>(IP)</b> for all establishments and services in session 2010/2011.
	%S4 by S6 attained 5+ at level 4	There was also a decline in this measure at comparator authority and national level. Performance in SLC remains slightly above the comparator average and slightly below the national average.	Achievement and attainment remains an Improvement Priority <b>(IP)</b> for all establishments and services in session 2010/2011.



<b>Raise educational attainment for all</b>			
<b>Take forward the principles, values and purposes of “A Curriculum for Excellence”</b>			
Action	Measure	Progress	Management Action
Take forward key aspects of national curriculum policy developments in all schools and establishments as appropriate annually	Develop support materials (Get Up and Go) to support Physical activity within Early Years settings by March 2010	Project carried forward to financial year 2010/2011 due to prioritisation of funding.	Get Up and Go included in Early Year's Service Improvement Plan for session 2010/2011.
	Produce and disseminate good practice DVD to all Early Years establishments by March 2010	Project carried forward to financial year 2010/2011 due to prioritisation of funding.	Measure included in Early Year's Service Improvement Plan for session 2010/2011.
<b>Ensure the highest possible quality of educational provision for children, young people, families and communities</b>			
Action	Measure	Progress	Management Action
Ensure the highest possible quality of educational provision for children, young people, families and communities	Increase the No of users of library, learning centres and learning access points as a % of the resident population	Interruption of provision (due to library refurbishment at Rutherglen and Carluke) may have impacted on this measure.	Library Services will continue to monitor usage of library centre and learning access points in session 2010/2011.

#### 4.4 Major achievements and service performance 2009/2010

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

#### **National Priority One: Achievement and Attainment**

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

<i>Council Objective</i>	<i>Resources Action</i>	<i>Major Achievement/ Service Performance</i>
<b>Raise Educational Attainment for all</b>	Implement the Council's secondary schools modernisation programme	The secondary schools estate modernisation programme has seen 17 of our secondary schools being rebuilt meaning that all of South Lanarkshire's secondary schools are now fully modernised. A further 2 schools have undergone major refurbishment. These are Hamilton Grammar School, which was

<i>Council Objective</i>	<i>Resources Action</i>	<i>Major Achievement/ Service Performance</i>
		<p>extensively refurbished in 1996 and Stonelaw High School, which was built in 1998.</p> <p>As a result of this progress, implementation of the secondary schools modernisation programme no longer requires to feature as a Resource objective.</p>
<b>Raise Educational Attainment for all</b>	Implement the Council's programme to modernise all primary schools	<p>As part of the £850 million primary schools modernisation programme 124 primary schools are being rebuilt or refurbished by 2016. During 2009/2010 the following new primary schools were opened;</p> <p>8 new primary school have opened to date for session 2009/2010</p> <ul style="list-style-type: none"> <li>• Burgh Primary School</li> <li>• St Athanasius' Primary School</li> <li>• Braehead Primary School</li> <li>• Kirktonholme Primary School</li> <li>• Rigside Primary School</li> <li>• Beckford Primary School</li> <li>• St Paul's Primary School</li> <li>• Townhill Primary School</li> </ul> <p>A total of 39 new primary schools have now opened since the start of the programme in 2005.</p>
<b>Raise Educational Attainment for all</b>	Take forward the principles, values and purposes of Curriculum for Excellence	<p>Schools and establishments continued to make good progress in implementing Curriculum for Excellence.</p> <p>HMIe evaluated the effectiveness of the curriculum as being good or very good in over 75% in the inspections of South Lanarkshire's establishments.</p> <p>Calderglen High School secured an opportunity to become part of the Worldwide Pathfinder Schools programme (Microsoft Innovative schools).</p>
<b>Establish approaches to address the national Inspection Framework for establishments and Services within Education Resources</b>	Increase the proportion of schools receiving positive inspection reports by March 2010	Education Resources continues to make good progress in improving the proportion of schools receiving positive inspection reports. In session 2009/2010 the 35 published reports evaluated the overall effectiveness of establishments as being satisfactory or above (92%).

<i>Council Objective</i>	<i>Resources Action</i>	<i>Major Achievement/ Service Performance</i>
		In the published Care Commission Inspection report of Cathkin Community Nursery, all aspects of the service were evaluated as excellent.
<b>Improve lives of vulnerable children, young people and adults</b>	Progress key aspects of <i>Getting It Right for Every Child</i> (GIRFEC) in all establishments and services	"Give us a break!", the first programme of its kind in the UK, an innovative therapeutic programme designed to help children and young people cope with bereavement, loss and major negative changes in their lives, was developed as a result of joint work by Psychological Services, Macmillan Cancer Support and NHS Lanarkshire.

Resource progress against other key actions and measures in session 2009/2010

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

	How are we doing over time and against other Councils?	Year to date	Target 10/11	On course to achieve?									
Attainment in reading in South Lanarkshire Council has increased in both primary and secondary schools	<div>5-14 Attainment: Reading</div> <table><thead><tr><th>Year</th><th>Primary (%)</th><th>Secondary (%)</th></tr></thead><tbody><tr><td>06/07</td><td>85.6</td><td>73.3</td></tr><tr><td>07/08</td><td>85.6</td><td>73.3</td></tr><tr><td>08/09</td><td>85.6</td><td>73.3</td></tr></tbody></table> <div>Primary 85.6%</div> <div>Secondary 73.3%</div> <div>Increase overall levels of pupil attainment in national assessments</div> <div>Achieved</div>	Year	Primary (%)	Secondary (%)	06/07	85.6	73.3	07/08	85.6	73.3	08/09	85.6	73.3
Year	Primary (%)	Secondary (%)											
06/07	85.6	73.3											
07/08	85.6	73.3											
08/09	85.6	73.3											
Attainment in writing in South Lanarkshire Council has increased in both primary and secondary schools	<div>5-14 Attainment: Writing</div> <table><thead><tr><th>Year</th><th>Primary (%)</th><th>Secondary (%)</th></tr></thead><tbody><tr><td>06/07</td><td>78.4</td><td>59.0</td></tr><tr><td>07/08</td><td>78.4</td><td>59.0</td></tr><tr><td>08/09</td><td>78.4</td><td>59.0</td></tr></tbody></table> <div>Primary 78.4%</div> <div>Secondary 59.0%</div> <div>Increase overall levels of pupil attainment in national assessments</div> <div>Achieved</div>	Year	Primary (%)	Secondary (%)	06/07	78.4	59.0	07/08	78.4	59.0	08/09	78.4	59.0
Year	Primary (%)	Secondary (%)											
06/07	78.4	59.0											
07/08	78.4	59.0											
08/09	78.4	59.0											
Attainment in mathematics for primary and secondary schools increased	<div>5-14 Attainment: Mathematics</div> <table><thead><tr><th>Year</th><th>Primary (%)</th><th>Secondary (%)</th></tr></thead><tbody><tr><td>06/07</td><td>87.3</td><td>68.4</td></tr><tr><td>07/08</td><td>87.3</td><td>68.4</td></tr><tr><td>08/09</td><td>87.3</td><td>68.4</td></tr></tbody></table> <div>Primary 87.3%</div> <div>Secondary 68.4%</div> <div>Increase overall levels of pupil attainment in national assessments</div> <div>Achieved</div>	Year	Primary (%)	Secondary (%)	06/07	87.3	68.4	07/08	87.3	68.4	08/09	87.3	68.4
Year	Primary (%)	Secondary (%)											
06/07	87.3	68.4											
07/08	87.3	68.4											
08/09	87.3	68.4											

5-14 attainment in South Lanarkshire Council in reading, writing and mathematics was at its highest level in the last 3 years in both primary and secondary schools.

### **Attainment in national qualifications**

The table below illustrates levels of performance of pupils in secondary schools in South Lanarkshire, using a three year rolling average, in national qualifications assessments.

#### **Key:**

SLC: South Lanarkshire Council

CA: Comparator Authority average

NA: National average

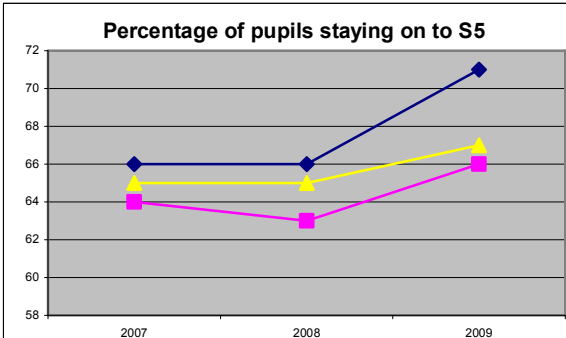
	How are we doing over time and against other Councils?	Year to date	Target 10/11	On course to achieve?																
By the end of S5: 3+ @ level 6 or better	<p><b>3+ @ Level 6 or better by the end S5</b></p> <table><thead><tr><th>Year</th><th>SLC</th><th>CA Average</th><th>National Average</th></tr></thead><tbody><tr><td>2005-07</td><td>24.0</td><td>19.0</td><td>22.0</td></tr><tr><td>2006-08</td><td>21.0</td><td>18.5</td><td>22.5</td></tr><tr><td>2007-09</td><td>24.0</td><td>20.5</td><td>23.5</td></tr></tbody></table>	Year	SLC	CA Average	National Average	2005-07	24.0	19.0	22.0	2006-08	21.0	18.5	22.5	2007-09	24.0	20.5	23.5	<p><u>SLC</u> 23.7%</p> <p><u>CA</u> 20.4%</p> <p><u>NA</u> 23.4%</p>		Achieved
Year	SLC	CA Average	National Average																	
2005-07	24.0	19.0	22.0																	
2006-08	21.0	18.5	22.5																	
2007-09	24.0	20.5	23.5																	
By the end of S5: 5+ at level 6 or better	<p><b>5+ @ Level 6 or better by the end S5</b></p> <table><thead><tr><th>Year</th><th>SLC</th><th>CA Average</th><th>National Average</th></tr></thead><tbody><tr><td>2005-07</td><td>11.0</td><td>7.5</td><td>10.0</td></tr><tr><td>2006-08</td><td>9.0</td><td>7.5</td><td>10.0</td></tr><tr><td>2007-09</td><td>11.0</td><td>8.5</td><td>11.0</td></tr></tbody></table>	Year	SLC	CA Average	National Average	2005-07	11.0	7.5	10.0	2006-08	9.0	7.5	10.0	2007-09	11.0	8.5	11.0	<p><u>SLC</u> 10.8%</p> <p><u>CA</u> 8.2%</p> <p><u>NA</u> 10.5%</p>		Achieved
Year	SLC	CA Average	National Average																	
2005-07	11.0	7.5	10.0																	
2006-08	9.0	7.5	10.0																	
2007-09	11.0	8.5	11.0																	

Attainment by the end of S5 was above both the national average and the average of a group of similar comparator authorities.

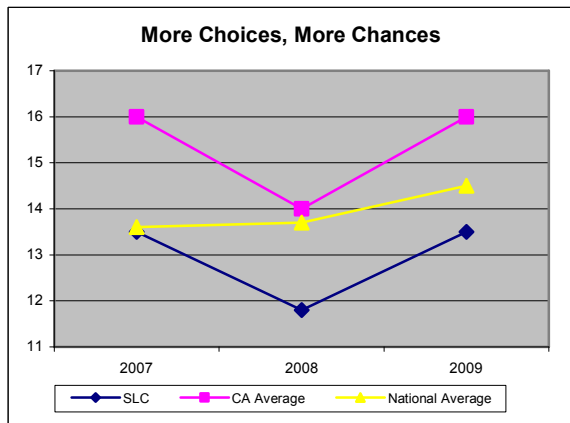
### **Staying on rate and school leavers' destinations**

(Data source of information: HMle Statistical Support Pack)

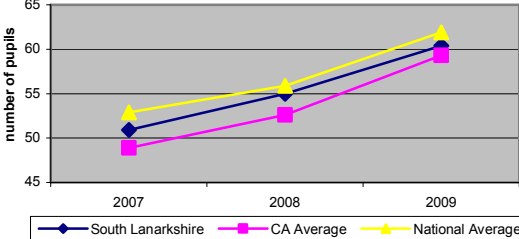
The percentage of pupils staying on beyond the compulsory school leaving age was broadly similar to the national average between 2007 and 2008. In South Lanarkshire, in 2009, there was a greater increase than at the national level.

	How are we doing over time and against other Councils?	Year to date	Target 10/11	On course to achieve?																
The percentage of pupils staying on beyond the compulsory school leaving age has been broadly similar or above the national average	<div><p><b>Percentage of pupils staying on to S5</b></p><table border="1"><thead><tr><th>Year</th><th>South Lanarkshire</th><th>CA Average</th><th>National Average</th></tr></thead><tbody><tr><td>2007</td><td>66%</td><td>64%</td><td>65%</td></tr><tr><td>2008</td><td>66%</td><td>63%</td><td>65%</td></tr><tr><td>2009</td><td>71%</td><td>66%</td><td>67%</td></tr></tbody></table></div>	Year	South Lanarkshire	CA Average	National Average	2007	66%	64%	65%	2008	66%	63%	65%	2009	71%	66%	67%	<div><div><u>SLC</u></div><div>71%</div><div><u>CA</u></div><div>66%</div><div><u>NA</u></div><div>67%</div></div>	Increase the overall % of pupils staying on beyond compulsory school leaving age	Achieved
Year	South Lanarkshire	CA Average	National Average																	
2007	66%	64%	65%																	
2008	66%	63%	65%																	
2009	71%	66%	67%																	

Over the period 2007 to 2009 the percentage of school leavers not in education, employment or training in South Lanarkshire has remained on or below the comparator authority and national figures.

	How are we doing over time and against other Councils?	Year to date	Target 10/11	On course to achieve?																
More Choices More Chances (MCMC)	<div><p><b>More Choices, More Chances</b></p><table><thead><tr><th>Year</th><th>SLC</th><th>CA Average</th><th>National Average</th></tr></thead><tbody><tr><td>2007</td><td>13.5%</td><td>16.0%</td><td>13.5%</td></tr><tr><td>2008</td><td>11.8%</td><td>14.0%</td><td>13.8%</td></tr><tr><td>2009</td><td>13.5%</td><td>16.0%</td><td>14.5%</td></tr></tbody></table></div>	Year	SLC	CA Average	National Average	2007	13.5%	16.0%	13.5%	2008	11.8%	14.0%	13.8%	2009	13.5%	16.0%	14.5%	<div><p><u>SLC</u> 13.5%</p><p><u>CA</u> 16.0%</p><p><u>NA</u> 14.5%</p></div>	Maintain or reduce the overall % of young people identified as requiring More Choices More Chances	Not met, very effective strategies are in place within Education Resources to support key requirements of the MCMC strategy
Year	SLC	CA Average	National Average																	
2007	13.5%	16.0%	13.5%																	
2008	11.8%	14.0%	13.8%																	
2009	13.5%	16.0%	14.5%																	

Figures for 2007 to 2009 show an increasing percentage of school leavers in South Lanarkshire entering higher or further education. The trend is similar to comparator authority and national averages. There is however a corresponding decrease in the percentage of schools leavers entering employment or training and this is also reflected at comparator and national levels.

	How are we doing over time and against other Councils?	Year to date	Target 10/11	On course to achieve?																
South Lanarkshire performed well in relation to their comparators and were slightly below national levels in this measure	<div><p><b>Percentage of pupils entering higher or further education</b></p><table><thead><tr><th></th><th>2007</th><th>2008</th><th>2009</th></tr></thead><tbody><tr><td>South Lanarkshire</td><td>50.8</td><td>55</td><td>60.4</td></tr><tr><td>CA Average</td><td>49</td><td>52.5</td><td>59.3</td></tr><tr><td>National Average</td><td>52.5</td><td>56</td><td>61.9</td></tr></tbody></table></div>		2007	2008	2009	South Lanarkshire	50.8	55	60.4	CA Average	49	52.5	59.3	National Average	52.5	56	61.9	<div><div><u>SLC</u></div>60.4%</div> <div><div><u>CA</u></div>59.3%</div> <div><div><u>NA</u></div>61.9%</div>	Maintain or improve the % of pupils entering higher or further education	Achieved
	2007	2008	2009																	
South Lanarkshire	50.8	55	60.4																	
CA Average	49	52.5	59.3																	
National Average	52.5	56	61.9																	

	How are we doing over time and against other Councils?	Year to date	Target 09/10	On course to achieve?																
The percentage of pupils entering employment or training remains to be broadly in line in line with national and comparator averages	<div><p>Percentage of pupils entering employment or training</p><table><thead><tr><th>Year</th><th>SLC</th><th>CA Average</th><th>National Average</th></tr></thead><tbody><tr><td>2007</td><td>35.3%</td><td>35.3%</td><td>33.3%</td></tr><tr><td>2008</td><td>26.0%</td><td>30.0%</td><td>30.0%</td></tr><tr><td>2009</td><td>23.5%</td><td>25.0%</td><td>23.3%</td></tr></tbody></table></div>	Year	SLC	CA Average	National Average	2007	35.3%	35.3%	33.3%	2008	26.0%	30.0%	30.0%	2009	23.5%	25.0%	23.3%	<div><div>SLC</div><div>26.0%</div><div>CA</div><div>35.3%</div><div>NA</div><div>23.5%</div></div>	Maintain or improve the % of pupils entering employment or training	Achieved
Year	SLC	CA Average	National Average																	
2007	35.3%	35.3%	33.3%																	
2008	26.0%	30.0%	30.0%																	
2009	23.5%	25.0%	23.3%																	

## Attendance and exclusions

**Attendance:** Over the last three years, the percentage attendance figures in primary schools have been above or in line with comparator authorities and the national average. The secondary attendance figures have been broadly in line with the national and slightly above comparator authority average.

	How are we doing over time and against other Councils?	Year to date	Target 10/11	On course to achieve?																
The level of attendance of primary school pupils in South Lanarkshire is in line with the national average	<p><b>Percentage attendance: Primary Schools</b></p> <table><thead><tr><th>Year</th><th>SLC</th><th>CA Average</th><th>National Average</th></tr></thead><tbody><tr><td>2007</td><td>95.9</td><td>95.0</td><td>95.0</td></tr><tr><td>2008</td><td>95.0</td><td>95.0</td><td>95.0</td></tr><tr><td>2009</td><td>95.0</td><td>95.0</td><td>95.0</td></tr></tbody></table>	Year	SLC	CA Average	National Average	2007	95.9	95.0	95.0	2008	95.0	95.0	95.0	2009	95.0	95.0	95.0	<u>SLC</u> 95%  <u>CA</u> 95%  <u>NA</u> 95%	Increase the overall % attendance in primary schools	Achieved
Year	SLC	CA Average	National Average																	
2007	95.9	95.0	95.0																	
2008	95.0	95.0	95.0																	
2009	95.0	95.0	95.0																	
Overall levels of attendance in South Lanarkshire secondary schools remain consistent and are in line with the national average	<p><b>Percentage attendance: Secondary Schools</b></p> <table><thead><tr><th>Year</th><th>SLC</th><th>CA Average</th><th>National Average</th></tr></thead><tbody><tr><td>2007</td><td>90.0</td><td>90.0</td><td>91.0</td></tr><tr><td>2008</td><td>90.0</td><td>90.0</td><td>91.0</td></tr><tr><td>2009</td><td>90.0</td><td>90.0</td><td>91.0</td></tr></tbody></table>	Year	SLC	CA Average	National Average	2007	90.0	90.0	91.0	2008	90.0	90.0	91.0	2009	90.0	90.0	91.0	<u>SLC</u> 91%  <u>CA</u> 90%  <u>NA</u> 91%	Increase the overall % attendance in secondary schools	Not yet achieved: South Lanarkshire secondary schools remain consistent and are in line with the national average
Year	SLC	CA Average	National Average																	
2007	90.0	90.0	91.0																	
2008	90.0	90.0	91.0																	
2009	90.0	90.0	91.0																	

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

	How are we doing over time and against other Councils?	Year to date	Target 10/11	On course to achieve?																
South Lanarkshire primary schools remain below national and comparator authority levels	<p>Exclusions incidents per 1000 pupils in primary schools</p> <table><thead><tr><th>Year</th><th>SLC</th><th>CA Average</th><th>National Average</th></tr></thead><tbody><tr><td>2007</td><td>7</td><td>17</td><td>16</td></tr><tr><td>2008</td><td>8</td><td>13</td><td>15</td></tr><tr><td>2009</td><td>7</td><td>12</td><td>13</td></tr></tbody></table>	Year	SLC	CA Average	National Average	2007	7	17	16	2008	8	13	15	2009	7	12	13	<u>SLC</u> 7  <u>CA</u> 12  <u>NA</u> 13	Overall number of days lost through exclusion reduced in 2007/2008	Achieved
Year	SLC	CA Average	National Average																	
2007	7	17	16																	
2008	8	13	15																	
2009	7	12	13																	
South Lanarkshire secondary schools remain below national and comparator authority levels in exclusions indices	<p>Exclusions incidents per 1000 pupils in secondary schools</p> <table><thead><tr><th>Year</th><th>SLC</th><th>CA Average</th><th>National Average</th></tr></thead><tbody><tr><td>2007</td><td>110</td><td>130</td><td>125</td></tr><tr><td>2008</td><td>115</td><td>115</td><td>105</td></tr><tr><td>2009</td><td>95</td><td>110</td><td>90</td></tr></tbody></table>	Year	SLC	CA Average	National Average	2007	110	130	125	2008	115	115	105	2009	95	110	90	<u>SLC</u> 91  <u>CA</u> 109  <u>NA</u> 91	Overall number of days lost through exclusion in secondary schools reduced in 2007/2008	Achieved
Year	SLC	CA Average	National Average																	
2007	110	130	125																	
2008	115	115	105																	
2009	95	110	90																	

#### 4.3 Customer views

The commitment to consultation with establishments and a wide range of stakeholders including pupils, parents, partners, employees, elected members and the trade unions continues as a key priority for Education Resources. A wide range of methods are used for shaping policies and improving services. A consultation on the Resource priorities during December 2009 till March 2010 demonstrated considerable support. Recent consultation activity includes:

Consultation activity	Response levels
<b>Employee Audit:</b> November 2009	<p>All Education Resource employees invited to contribute to an audit of the quality of education in South Lanarkshire. A total of 765 employees participated in the survey, around 14% of the Education Resources workforce.</p> <p>A follow up Employee action planning workshop provided an opportunity for a cross-section of employees to consider action necessary to address key findings of the audit.</p>
<b>Parent Council consultation on Resource Priorities:</b> December 2009 and January 2010	<p>Parents as Partners Conference: 70 Parent Council representatives provided their views of key aspects of education via electronic voting methods. This included:</p> <ul style="list-style-type: none"> <li>• Reporting to parents: format and content of new style parental reports</li> <li>• Communication &amp; consultation</li> <li>• Performance reporting</li> </ul>

Consultation activity	Response levels
	<p>Consultation on future Education Resource priorities event held with 28 Parents Council representatives</p> <p>All Parent Councils invited to provide their views on future priorities for Education Resources in February 2010. A total of 28 Parent Councils submitted written responses.</p>
<b>Resources Plan consultation:</b> February/March 2010	Establishments and services were invited to provide their views on Education Resources priorities for session 2010/2011. Over 50 written responses were received.
<b>Resource Priority consultation with young people:</b> February/March 2010	<p>Four distinct types of consultation taken forward with South Lanarkshire's Young People:</p> <ul style="list-style-type: none"> <li>• Online questionnaires, 445 participants</li> <li>• 696 paper questionnaires</li> <li>• 445 stand alone consultations</li> <li>• 110 opinion meter evaluations</li> </ul>
<b>Quality Management Seminars:</b> February 2010	Over 280 employees attended the Quality Management Seminars engaging in discussion on assessment and reporting as part of the strategy for implementation of Curriculum for Excellence.

The consultation feedback has been taken into account in finalising the Resources Plan. The many suggestions and comments have helped shape our six priorities for establishments and services to address within their improvement plans for the next year. Our six improvement plan priorities form part of our overall Resource Action Programme (see section 5.4) for 2010/11. Additionally, we have used this information to update Education Resources Statement of Purpose.

Our continued commitment to consultation will be taken forward in 2010/2011 on a range of our work within Education Resources in order to secure further service improvement.

## 5.0 Objectives and actions for Education Resources 2010/2011

### 5.1 Council and Resource priorities

The Council identified six priorities within the Council Plan 2007 – 2011. These priorities include schools modernisation. This is therefore a priority of Education Resources in the coming year.

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

### 5.2 Resource objectives

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

**Council objective: Raise educational attainment for all**

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

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



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

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

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

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

**Resource objective:** Implement the primary schools modernisation programme

- deliver agreed targets within the primary schools modernisation programme

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

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

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

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

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

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

- increase involvement in lifelong learning for young people and adults

**Resource objective:** Increase levels of achievement through learning for adults

- increase levels of achievement through learning for adults

**Resource objective:** Increase levels of achievement through community capacity building

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

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

- take forward a review of the South Lanarkshire Youth Strategy 2008/2011
- take forward key aspects of the community capacity building actions as defined within the *Community Learning and Development Strategy*
- promote opportunities for young people to complete and gain nationally accredited qualifications

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

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

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

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

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

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

5.3 *Corporate Improvement Themes*

**Corporate Improvement Theme: Vision and strategic direction**

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

**Corporate Improvement Theme: Governance and accountability**

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

**Corporate Improvement Theme: Performance management and improvement**

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

**Corporate Improvement Theme: Efficient and effective use of resources**

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

#### 5.4 Resource actions for 2010/2011

The Education Resources' Action Programme for 2001/11 includes headline actions and measures, which support the achievement of each of the Council Plan priorities and Education Resources' objectives. The programme is presented under each of the Council Plan objectives and includes actions and measures that have a timescale of one, two or three years.

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

#### Corporate Improvement Theme: Vision and strategic direction

Action	Measure(s)	Responsibility
1. Develop and implement our Council Plan – Connect	<ul style="list-style-type: none"> <li>Deliver annual Resource Plan based on standard corporate template</li> </ul>	All Executive Directors/ Corporate Resources
2. Implement a programme of equality and human rights impact assessments	<ul style="list-style-type: none"> <li>Number of impact assessments carried out against those timetabled</li> <li>Number of reports on impact assessments published on website</li> <li>Progress in relation to Equality Impact Assessment Actions monitored against targets and reported to Equal Opportunities Forum</li> </ul>	All Executive Directors/ Corporate Resources
3. Develop and introduce Council wide equality performance measures and publish results	<ul style="list-style-type: none"> <li>Resources to provide annual report to Equal Opportunities Forum on uptake of service, based on standardised equality reporting categories</li> </ul>	All Executive Directors/ Corporate Resources
4. Take forward equalities of race, disability and gender	<ul style="list-style-type: none"> <li>Produce parents information leaflets by March 2011</li> </ul>	Head of Education (Inclusion)
5. Foster responsible citizenship and awareness of sustainable development	<ul style="list-style-type: none"> <li>Percentage of schools participating in Eco School Awards or other similar accredited award schemes (including Fair Trade)</li> </ul>	Head of Education (Resources)
6. Develop and promote sustainable development opportunities with young people	<ul style="list-style-type: none"> <li>Provide a range of opportunities to encourage innovation and creativity in Sustainable Development activities within Youth Learning Services establishments annually to March 2011</li> <li>Increase the overall % of young people participating in environmental volunteering within youth learning establishments annually to March 2011</li> </ul>	Head of Education (Inclusion)

**Corporate Improvement Theme:** Governance and accountability

Action	Measure(s)	Responsibility
7. Ensure that high standards of governance are being exercised (through the use of scrutiny forums, audit plans and risk management)	<ul style="list-style-type: none"> <li>• Delivery of risk control actions by due date</li> <li>• Audit actions to be delivered by due date</li> <li>• Complete Resource Governance Self-assessment and declaration by due date and develop actions to address non-compliant areas</li> </ul>	Head of Education (Finance & Personnel)

**Corporate Improvement Theme:** Performance management and improvement

Action	Measure(s)	Responsibility
8. Implement effective best value management arrangements to ensure continuous improvement, and effective and efficient service delivery	<ul style="list-style-type: none"> <li>• Completion of reviews as per timetable</li> <li>• Improvement plans approved by Council committee</li> <li>• Sustain positive SPI trend results for Council</li> <li>• Ensure Local PIs across all Resources meet requirements of Best Value 2</li> <li>• Implement i-procurement within Education Resources by March 2011</li> </ul>	Head of Education (Finance & Personnel)
9. Implement a strategic response to the Scottish Government's Efficient Government agenda	<ul style="list-style-type: none"> <li>• Completion of diagnostic projects agreed as per timetable</li> </ul>	Head of Education (Curriculum & Quality Improvement)
10. Continue to drive forward the performance management and quality improvement agenda to ensure services are focussed on achieving the best possible outcomes for service users	<ul style="list-style-type: none"> <li>• Progress implementation of IMPROVe, performance management system, across Education Resources by March 2011</li> </ul>	Head of Education (Curriculum & Quality Improvement)

**Corporate Improvement Theme:** Efficient and effective use of resources

Action	Measure(s)	Responsibility
11. Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	<ul style="list-style-type: none"> <li>• Absence rate to be less than 5%. (SPI)</li> <li>• Labour turnover rate to be less than 5%</li> <li>• 100% coverage of PDR and associated training plans of employees in scope</li> </ul>	All Executive Directors/ Corporate Resources

Action	Measure(s)	Responsibility
12. Manage land and property assets efficiently	<ul style="list-style-type: none"> <li>• The number of council buildings from which the Council delivers services to the public and the percentage of those in which all public areas are suitable for, and accessible to, disabled people (SPI)</li> <li>• The Proportion of operational accommodation that is in satisfactory condition (SPI)</li> <li>• The Proportion of operational accommodation that is suitable for its current use (SPI)</li> </ul>	Head of Education (Resources)
13. Develop Education Resources Continuity plan	<ul style="list-style-type: none"> <li>• Develop an Education Resources Continuity plan with supporting guidance materials by March 2011</li> </ul>	Head of Education (Curriculum & Quality Improvement)

**Council objective: Raise educational attainment for all**

Resource objective: <b>Progress approaches in respect of the National Priorities in Education</b>		
Action	Measure(s)	Responsibility
14. Progress approaches in respect of the National Priorities in Education	<ul style="list-style-type: none"> <li>• Exclusion incidents per 1,000 pupils in primary schools</li> <li>• Exclusion incidents per 1,000 pupils in secondary schools</li> <li>• Reduction in the overall number of days lost through exclusion in secondary schools</li> <li>• Reduction in the overall number of days lost through exclusion in primary schools</li> <li>• Reduction in the average number of half days absence per pupil in primary schools</li> <li>• Reduction in the average number of half days absence per pupil in secondary schools</li> <li>• % of pupils staying on to S5 (post Christmas)</li> <li>• % of pupils entering further of higher education</li> <li>• % of pupils entering employment or training</li> <li>• % of schools who have met their IEP targets</li> </ul>	Head of Education (Curriculum and Quality Improvement)
15. Further develop approaches to transition within early years settings	<ul style="list-style-type: none"> <li>• Develop support material to ensure positive transitions from Home to Nursery by January 2011</li> <li>• Develop support material to ensure positive transitions from early years to primary by January 2011</li> </ul>	Head of Education (Resources)

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

Action	Measure(s)	Responsibility
<p>16. Improve achievement and attainment outcomes in all establishments</p> <p><b>(IP 1: All sectors)</b></p>	<ul style="list-style-type: none"> <li>• Achieve an average 0.5% overall increase in attainment levels in the Key Performance Indicators for Education by March 2010 using three year rolling averages</li> <li>• % of S2 attaining or exceeding Level E in Reading, Writing, and Mathematics by the end of S2</li> <li>• %S4 by S6 attained SCQF Level 3 in Eng/Maths</li> <li>• %S4 by S6 attained 5+ at SCQF level 3</li> <li>• %S4 by S6 attained 5+ at SCQF level 4</li> <li>• %S4 by S6 attained 5+ at SCQF level 5</li> <li>• %S4 by S6 attained 5+ at SCQF level 6</li> <li>• %S4 by S6 attained 3+ at SCQF level 6</li> <li>• %S4 by S6 attained 5+ at SCQF level 6</li> </ul>	Head of Education (Curriculum & Quality Improvement)
<p>17. Implement key aspects of legislative duties as prescribed in revised/new legislation</p> <p><b>(IP 3: All sectors and services)</b></p>	<ul style="list-style-type: none"> <li>• Implement key aspects of current statutory requirements as prescribed in: <i>Race Relations Act</i> <i>Disability Discrimination Act</i> <i>Additional Support for Learning Act</i> by March 2011</li> <li>• Revise and update Operating Procedure A28 guidance by October 2010</li> <li>• Distribute revised Operating Procedure A28 guidance to establishments and services by November 2010</li> <li>• Take forward a programme of In-Service training for ASL co-ordinators, commencing in January 2011</li> </ul>	Head of Education (Inclusion)
<p>18. Take forward appropriate aspects of Glow in establishments annually</p>	<ul style="list-style-type: none"> <li>• Develop approaches to support the use of Glow till March 2011</li> </ul>	Head of Education (Curriculum & Quality Improvement)

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

Action	Measure(s)	Responsibility
19. Take forward key aspects of Curriculum for Excellence in all schools and establishments as appropriate annually  <b>(IP 2: All sectors)</b>	<ul style="list-style-type: none"> <li>Progress with establishments to agreed targets related to <i>Curriculum for Excellence</i> to March 2011</li> <li>Develop appropriate guidance materials to support establishments in implementing <i>Curriculum for Excellence</i> in line with the national programme by March 2011</li> <li>Produce a range of ICT support materials for distribution to all Early Year's establishments by October 2010</li> <li>Develop support materials to enhance the development and delivery of physical education within Early Year's settings by March 2011</li> <li>Produce materials to support the dissemination of good practice across Early Year's settings by March 2010</li> <li>Develop support materials to assist Early Year's practitioners in implementing key aspects of Curriculum for Excellence by December 2010</li> <li>Ensure the contribution of Psychological Services to the development of a South Lanarkshire Literacy Position Statement by March 2010</li> </ul>	<p>Head of Education (Curriculum &amp; Quality Improvement)</p> <p>Head of Education (Resources)</p> <p>Head of Education (Inclusion)</p>

**Resource objective: Implement the primary schools modernisation programme**

Action	Measure(s)	Responsibility
20. Deliver agreed targets within the primary schools modernisation programme	<ul style="list-style-type: none"> <li>Overall target to deliver 124 new or refurbished primary schools by 2016 as per annual programme</li> <li>Number of primary schools opened in session 10/11 within agreed timescale</li> <li>% of new primary schools as a % of the overall primary estate</li> </ul>	Head of Education (Resources)



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

Action	Measure(s)	Responsibility
<p>21. Progress the key themes of self-evaluation and leadership in all establishments and services</p> <p><b>(IP 6: All sectors and services)</b></p>	<ul style="list-style-type: none"> <li>• Increase the proportion of schools receiving positive inspection reports by March 2011</li> <li>• Progress Validated Assisted Self-Evaluation (VSE) within Education Resources by March 2011</li> <li>• Produce a revised Quality Management Policy for Education Resources by January 2011</li> <li>• Progress further key aspects of Psychological Services self-evaluation framework annually till March 2011</li> </ul>	<p>Head of Education (Curriculum &amp; Quality Improvement)</p>        <p>Head of Education (Inclusion)</p>

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

Action	Measure(s)	Responsibility
22. Ensure the highest possible quality of educational provision for children, young people, families and communities	<ul style="list-style-type: none"> <li>• Increase the overall % of teaching staff participating in professional development programmes to further develop their skills</li> </ul>	Head of Education (Curriculum & Quality Improvement)
	<ul style="list-style-type: none"> <li>• Increase the overall % of education staff holding or working towards additional qualifications, including Chartered teacher and Scottish qualification for headship (SQH)</li> </ul>	
	<ul style="list-style-type: none"> <li>• % of primary pupils interviewed as part of HMle process who express satisfaction with school</li> </ul>	
	<ul style="list-style-type: none"> <li>• % of secondary pupils interviewed as part of HMle process who express satisfaction with school</li> </ul>	
	<ul style="list-style-type: none"> <li>• % of parents of pre-school pupils, interviewed as part of HMle or Care Commission process, who express satisfaction with service provision</li> </ul>	
	<ul style="list-style-type: none"> <li>• Increase the annual percentage of establishments with Parent Councils till March 2011</li> </ul>	Head of Education (Finance & Personnel)
	<ul style="list-style-type: none"> <li>• Organise an annual Parent Council conference by December 2011</li> </ul>	
	<ul style="list-style-type: none"> <li>• Promote the achievements of children and young people and organise an award ceremony in June 2010</li> </ul>	
	<ul style="list-style-type: none"> <li>• Implement a phased reduction of class sizes in P1 to P3</li> </ul>	Head of Education (Resources)
	<ul style="list-style-type: none"> <li>• Increase the overall number of library visits per 1000 population by March 2011</li> </ul>	
	<ul style="list-style-type: none"> <li>• % of library service users who express levels of service satisfaction</li> </ul>	

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

Action	Measure(s)	Responsibility
	<ul style="list-style-type: none"> <li>Increase the number of users of library learning centre and learning access points as a percentage of the resident population by March 2011</li> </ul>	
23. Ensure compliance with the Council's Information Governance Strategy to protect and manage more effectively our information	<ul style="list-style-type: none"> <li>Undertake a risk assessment on information governance by March 2011</li> <li>Implement records management system by March 2011</li> </ul>	Head of Education (Curriculum & Quality Improvement)
24. Ensure compliance with enquiry response standards	<ul style="list-style-type: none"> <li>Continue to improve compliance with Corporate standards set for: <ul style="list-style-type: none"> <li>* Freedom of Information</li> <li>* Data Protection</li> <li>* Customer enquiries</li> <li>* Press enquiries</li> </ul> </li> </ul>	
25. Implement routes to qualifications in Early Years settings	<ul style="list-style-type: none"> <li>Implement the revised Routes to Qualifications for Early Year's practitioners annually to March 2011</li> <li>Ensure the delivery of SVQ2/3/4 for identified Early Year's practitioners in order to comply with registration requirements by March 2011</li> <li>Achieve an additional 50 accredited courses for Early Year's and child care practitioners by March 2011</li> </ul>	Head of Education (Resources)
26. Maintain Education Resources commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	<ul style="list-style-type: none"> <li>Ensure Education Resources remains compliant with the IIP principles, to enable a positive assessment outcome in April 2011</li> <li>Maintain or improve performance in relation to national performance measures: The number and % of Head and Deputy Head teachers who are women compared with the % of all teachers that are women: <ol style="list-style-type: none"> <li>Secondary schools</li> <li>Primary schools</li> <li>ASN schools</li> </ol> </li> <li>Provide an average of 40 Future Job Fund places within Education Resources by March 2011</li> <li>Ensure the Corporate Standards for People Connect are met by Education Resources within agreed timescales</li> </ul>	Head of Education (Finance & personnel)

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

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

<b>Resource objective: Increase levels of achievement through learning for adults</b>		
Action	Measure	Responsibility
28. Increase levels of achievement through learning for adults	<ul style="list-style-type: none"> <li>• Increase the annual percentage of participants successfully completing an agreed programme of learning by March 2011</li> </ul>	Head of Education (Inclusion)

<b>Resource objective: Increase levels of achievement through community capacity building</b>		
Action	Measure(s)	Responsibility
29. Take forward key aspects of the community capacity building actions as defined within the Community Learning and Development Strategy	<ul style="list-style-type: none"> <li>• Increase the annual % of people involved in decision making processes affecting their community by March 2011</li> </ul>	Head of Education (Inclusion)
30. Take forward key aspects of engagement with young people as defined within the Youth Strategy	<ul style="list-style-type: none"> <li>• Increase the annual % of young people involved in decision making processes affecting their community by March 2011</li> </ul>	Head of Education (Inclusion)
31. Promote volunteering opportunities for young people and support them to become active within their community	<ul style="list-style-type: none"> <li>• Increase annually the number of young people actively involved in individual volunteering activities of 30 hours or more till March 2011</li> </ul>	Head of Education (Inclusion)

<b>Resource objective: Increase levels of achievement through learning for young people</b>		
Action	Measure	Responsibility
32. Take forward a review of the South Lanarkshire Youth Strategy 2008/2011	<ul style="list-style-type: none"> <li>• Prepare a revised Youth Strategy, 2011-14 by June 2011</li> </ul>	Head of Education (Inclusion)
33. Take forward key aspects of the community capacity building actions as defined within the Community Learning and Development Strategy	<ul style="list-style-type: none"> <li>• Improve Youth Partnership Survey satisfaction ratings of universal services bi-annually till March 2011</li> <li>• Decrease the % of young people reporting the effect fear and intimidation, and harassment has on the quality of lives bi-annually till March 2011</li> </ul>	Head of Education (Inclusion)
34. Promote opportunities for young people to complete and gain nationally accredited qualifications	<ul style="list-style-type: none"> <li>• Number of young people out with school successfully completing and gaining nationally accredited qualifications by March 2011</li> </ul>	Head of Education (Inclusion)

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

<b>Resource objective: Engage all education establishments in the Health Promoting Schools programme</b>		
Action	Measure(s)	Responsibility
35. Ensure health promotion is embedded in the ethos and practice of all establishments and services	<ul style="list-style-type: none"> <li>• Ensure 100% of schools are participating in Health Promoting Schools programmes</li> <li>• Increase the overall level of success in Health Promoting Awards in establishments and services till March 2011</li> </ul>	Head of Education (Curriculum & Quality Improvement)
36. Continue to work towards accreditation of Youth Learning Establishments as Health Promoting	<ul style="list-style-type: none"> <li>• 100% of Youth Learning Establishments to work towards accreditation as Silver Health Promoting establishments with NHS Lanarkshire by March 2011</li> <li>• Deliver a minimum of 100 health related programmes across Youth Learning Services by March 2011</li> <li>• Increase the percentage of young people stating health as 'very good' bi-annually to March 2011</li> </ul>	Head of Education (Inclusion)
37. Provide a range of physical, social and cultural activity for all children within schools and establishments	<ul style="list-style-type: none"> <li>• Increase the range of physical, social and cultural activities in all schools and establishments by March 2011</li> </ul>	Head of Education (Curriculum & Quality Improvement)
38. Implement key aspects of <i>HALL 4</i> improvement strategy	<ul style="list-style-type: none"> <li>• Support the implementation of key aspects of <i>HALL 4</i> in all Early Years establishments by March 2011</li> <li>• Contribute to the implementation and training for the Children's Healthy Weight Strategy by March 2011</li> </ul>	Head of Education (Resources)
39. Undertake health and well-being research	<ul style="list-style-type: none"> <li>• Develop key aspects of the 'Lessons for Living: Think Well, do Well' intervention programme to promote children's health and wellbeing in Psychological Service by March 2011</li> </ul>	Head of Education (Inclusion)
40. Further develop "Give Us A Break" within Education Resources	<ul style="list-style-type: none"> <li>• Finalise the GUAB (<i>range of support to vulnerable children and young people who have experienced loss and bereavement</i>) (Give us a break!) training programme and develop an associated GUAB training strategy by March 2011</li> </ul>	Head of Education (Inclusion)

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

<b>Resource objective: Ensure national priorities for vulnerable children and families are addressed</b>		
Action	Measure(s)	Responsibility
<p>41. Progress key aspects of <i>Getting It Right for Every Child</i> (GIRFEC) in all establishments and services</p> <p><b>(IP 4: All sectors and services)</b></p>	<ul style="list-style-type: none"> <li>• Introduce revised Single Agency Assessment following outcome of GIRFEC paper-testing by March 2011</li> <li>• Lead Education Resources preparation for inspection of services to protect children 2010 by March 2011</li> <li>• Increase opportunities for partnership working with other agencies by March 2011</li> <li>• Deliver Education Resources commitment within the Integrated Children's Services Plan by March 2011</li> <li>• Further develop the role of Learning Communities, including extended teams, to support vulnerable children and families by March 2011</li> <li>• Implement the Behaviour Support plan by August 2010</li> <li>• Develop and agree Locality Plans incorporating key outcomes from existing Integrated Children's Services, Community Learning &amp; Development and Home School Partnership plans by March 2011</li> <li>• Promote opportunities for multi agency working across the 4 Integrated Children's Services Locality Teams, including satellite bases, by September 2010</li> <li>• Take forward key aspects of the More Choices, More Chances (MCMC) strategy by March 2011</li> </ul>	Head of Education (Inclusion)
42. Progress keys aspects of the National <i>Early Years Framework</i>	<ul style="list-style-type: none"> <li>• Take forward key aspects of the <i>Early Years Framework</i> by March 2011</li> </ul>	Head of Education (Inclusion)
43. Take forward the 16+ Learning Choices initiative	<ul style="list-style-type: none"> <li>• Provide up to 224 Activity Agreement places within the "<i>H2O Heading to Other Opportunities</i>" project by March 2011</li> </ul>	Head of education (Inclusion)

## Revenue resources

### 6.1 The financial context: the revenue budget

	2009/2010	2010/2011
Budget head	£000s	£000s
Employee costs	191,863	195,634
Property costs	27,121	30,952
Supplies and services	14,870	14,060
Transport	10,646	10,593
Administration costs	1,264	1,294
Payments to other bodies	13,318	12,855
Payments to contractors	23,900	26,094
Transfer payments	1,054	618
Financing charges	732	746
Income	(3,941)	(4,613)
	<b>280,827</b>	<b>288,233</b>

### 6.2 Capital Budget

2009/2010	2010/2011
£000s	£000s
116,392	94,000

### 6.3 Workforce

Employee performance Analysis of absence			
Type of staff	Year	Year end	
Teachers	2007/08	3.2	
	2008/09	3.3	
	2009/10	3.4	
Local government	2007/08 2008/09 2009/10	Educ	SLC
		4.0	3.9
		4.5	4.0
		4.3	4.0
Total	2007/08	3.5	
	2008/09	3.8	
	2009/10	3.7	



#### 6.4 *Risk*

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

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

# Education Resources Structure

**Larry Forde**  
Executive Director

**Andrea Batchelor**  
Head of Education (Inclusion)

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

**Sara Fellows**  
Head of Education (Resources)

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

**Jim Gilhooly**  
Depute Director

- Curriculum and Quality Improvement
- Operations Service

**Lynn Sherry**  
Head of Education  
(Finance and Personnel)

- Finance
- Personnel
- Arts/Culture

**Carole Mason**  
Head of Education  
(Clydesdale)

**Biggar**  
**Carluke**  
**Lanark**  
**Lesmahagow**

**Isobel MacDougall**  
Head of Education  
(Hamilton)

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

**Anne Rooney**  
Head of Education  
(East Kilbride/  
Cambuslang/Rutherglen)

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