Education Resources

Education Resource Plan 2022/2023

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Section One – Introduction

I am pleased to introduce our Resource Plan for 2022-23 which sets out our intended objectives and priorities for the coming year**.** This Resource Plan has been prepared in the context of the COVID-19 pandemic and the measures the council has taken to minimise its spread and support communities. The long-term impact on the council and its services, including the financial impact, will not be fully understood for some time. However, all Resources have prepared Recovery Plans which will continue to be developed in parallel with their Resource Plan.

This is the main planning document for Education Resources and all of its employees. It reflects the council's key priorities set out in the council plan.

The plan demonstrates our commitment to deliver on the priorities set by the council and on its vision, 'improve the lives and prospects of everyone in South Lanarkshire', as well as the need to take forward the priorities set out by the Scottish Government through the National Improvement Framework. We will also ensure that Strategic Equity Funding is used to deliver targeted activities, approaches or resources which are clearly additional to universal local improvement plans in line with the (Scottish Attainment Challenge Framework for Recovery and Accelerating Progress) and our own Equity Strategy.

The last two years have been challenging for everyone and the work undertaken by our schools and educational settings has been exceptional. We all hope we are now moving into a less turbulent period.

I am pleased to be able to introduce our updated strategy, at the heart of which is our values of *fairness, empathy and the commitment to make a difference to the lives of all learners.* Within this strategy, we also wish to renew our commitment to Inspire learners, Transform learning and Strengthen our partnerships.

Our values, purpose and priorities are the building blocks for this Resource Plan, as well as our service plans and school improvements plans. This enables all of us to have a shared and clear purpose in our efforts to achieve better outcomes for children, young people and families.

More widely we have set out priorities which have been influenced and shaped following extensive consultation and engagement with stakeholders, including the views of children and young people. Not unsurprisingly, we have introduced a new priority to reflect our commitment to support climate change and sustainability. This is a priority that many groups within our community asked us to include and featured in conversations with children and young people.

We have set out the updated priorities on our 'strategy on a page' which is highlighted in this plan.

Throughout the year, we will also take account of the recommendations from the influential reports on Scottish education from the Organisation for Economic Co-operation and Development (OECD) and the follow up review from Professor Ken Muir on Education Reform.

We will continue to build on the many opportunities through our involvement with the West Partnership Regional Improvement Collaborative. Increasing numbers of staff and pupils have benefitted from the activities on offer. For example, thousands of our pupils have accessed West Online schools (West OS) to support their revision for SQA exams and a many staff have participated in professional learning opportunities to strengthen their classroom practice.

I would like to take this opportunity to thank our staff for their commitment and dedication in continuing to adapt to the ever-changing landscape in the knowledge that we are all working together in our nurseries, schools and services to ensure our learners have the opportunity to thrive and that our communities flourish.

Tony McDaid
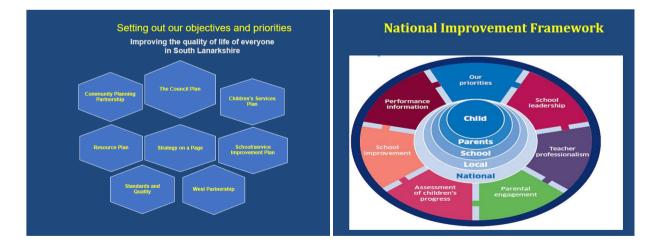**Executive Director**
Education Resources

Our 'strategy on a page'

We have set out below, our priorities for all schools, educational settings and services in what we call 'our strategy on a page'.

Our aim is to inspire all learners, transform their learning experiences and strengthen the partnerships we have with parents/carers and families and agencies and services who support the learning and wellbeing of children and young people.

Inspire/Transform/Strengthen **#itsSLC**

Section Two – Key areas of focus for the year ahead

2.0. Overview

In our Resource Plan we have set out a range of performance measures and things we plan to do under the objectives we have set out in 'our strategy on a page'. It relies on practitioners being empowered to make decisions that best suit their learners, and leaders being supported to navigate the challenges ahead. It is important that equity, excellence and empowerment continue to be the driving vision for everyone and these are set out in more detail in the [National Improvement Framework](#).

We have set out below our key areas of focus for the year ahead:

2.1. Covid-19 recovery and renewal
- Continue to share and implement Scottish Government and NHS Public Health Covid-19 guidance

2.2 Health and wellbeing for learning
- Extend the roll-out of training on the Attachment Strategy across council staff to promote inclusive, safe and caring environments for all
- Support care experienced young people to achieve positive learning outcomes and positive destinations in line with the aspirations of The Promise, Scotland
- Improve attendance rates in primary, secondary and Additional Support Needs schools
- Promote children's rights in line with the United Nations Convention on the Rights of the Child

2.3 Equity
- Assess the improvement actions in the Equity Strategy designed to close the poverty related attainment gap and address poverty factors which impact on families
- Ensure Strategic Equity Funding is used to deliver targeted activities, approaches or resources which are clearly additional to universal local improvement plans in line with the (Scottish Attainment Challenge Framework for Recovery and Accelerating Progress)
- Contribute to the ambitions and drivers of the South Lanarkshire Child Poverty Action Plan

2.4 Curriculum, learning, teaching and assessment
- Raise attainment in literacy and numeracy in senior phase qualifications
- Develop literacy, numeracy and outdoor learning training in early learning and childcare settings
- Increase the qualifications and skills of young people through targeted programmes
- Improve the numbers of young people entering positive destinations
- Assess how well the curriculum design principles are being used to support learning and achievement
- Strengthen our learning networks; that enable collaboration, encourage connectedness, and help practitioners at all levels, and develop leadership capacity
- Implement the recommendations of national reviews including the Organisation for Economic Co-operation and Development (OECD) review of Curriculum for Excellence

2.5 Digital learning and inclusion
- Support the ongoing use of digital learning to meet the needs of individual learners and to improve learner outcomes
- Use digital technology to engage with communities and young people

2.6 Climate change and sustainability
- Implement agreed climate change actions across Education Resources
- Empower children and young people to influence and shape activities that will help reduce our carbon footprint in schools, educational settings and communities

- Empower learners to shape and influence action on climate change and sustainability through the youth forum

2.7   Communication and engagement

- Undertake in the national parental survey to create baseline data to assess improvement activity
- Engage with children, young people and other stakeholders on shaping and influencing the priorities and improvement plans for Education Resources
- Support parents/carers and family members to continue to be regularly engaged in communications with their child's school and educators
- Use the feedback from just under 1200 school leaders/staff and over 8900 children and young people to help inform the actions we will take to recover from the impact of the pandemic

Section Three – Resource Outcomes

3.1. Resource/outcomes

Education Resources has established the following Resource Outcomes to support the delivery of the Council Plan - Connect Outcomes.

Connect Outcome	Resource Outcomes
Communities and Environment	• Empower learners to shape and influence actions on climate change and sustainability
Education and Learning	• Provide a rich and stimulating curriculum that helps raise standards in literacy and numeracy • Support children and young people to develop their skills for learning, life and work • Ensure inclusion, equity and equality are at the heart of what we do
Health and Wellbeing	• Improve health and wellbeing to enable children and families to flourish • Ensure inclusion, equity and equality are at the heart of what we do
Children and Young People	• Improve health and wellbeing to enable children and families to flourish • Ensure inclusion, equity and equality are at the heart of what we do • Provide a rich and stimulating curriculum that helps raise standards in literacy and numeracy • Support children and young people to develop their skills for learning, life and work • Empower learners to shape and influence actions on climate change and sustainability • Improve learning outcomes and positive destinations for care experienced young people • Support parents/carers and family members to continue to be regularly engaged in communications with their child's school
Housing and Land	N/A
Our Economy	N/A

3.2. Delivering the Plan and achieving Best Value

In working towards the six outcomes, the council aims to continually improve and ensure effective and efficient use of resources, and our business will be conducted with integrity, transparency and will operate to the highest standards.

Section Four – Measures and actions

4.0. Performance measures and action plan

This section of the Resource Plan is divided into two parts: part (a) sets out our main performance measures against our outcomes; and part (b) describes the key actions we will take in the coming year to respond to the challenges ahead and improve services and outcomes.

In 2022-23 we still need to be flexible and agile as outlined in our COVID-19 recovery plan and our measures and actions will be subject to review and change in light of this, as well as being influenced by the national reforms of the education system.

4.a. How we will measure our performance

The impact of Covid continues to have a significant effect on performance for schools and services. For this reason, a number of annual targets have been adjusted accordingly and may sit below the baseline level established in previous years. In most cases, the baselines below refer to the financial year 2019-20.

Resource Outcome:	Improve health and wellbeing to enable children and families to flourish				
Measure	**2019/20**	**Annual target**	**Links**	**Service**	**Notes**
1. Improve the attendance of children and young people at primary school	94.6%	90.0%	C02.04	CQIS	Target reflects the continuing influence of Covid-19 during school session 2021-22
2. Improve the attendance of children and young people at secondary school	90.5%	88.0%	C02.04	CQIS	Target reflects the continuing influence of Covid-19 during school session 2021-22
Resource Outcome:	Ensure inclusion, equity and equality are at the heart of what we do				
Measure	**2019/20**	**Annual target**	**Links**	**Service**	**Notes**
3. Percentage of pupils gaining 1 awards at SCQF Level 5 or better	86.5%	87.5%	02.03	CQIS (SP)	
4. Percentage gap between pupils from least and most deprived areas gaining 1 awards at SCQF Level 5 or better	-19.4%	-19.4%	02.02	CQIS (SP)	
5. Percentage of pupils gaining 1 awards at SCQF Level 6 or better	66.5%	67.0%	02.03	CQIS (SP)	
6. Percentage gap between pupils from least and most deprived areas gaining 1	-36.3%	-37.8%	02.02	CQIS (SP)	Target reflects the continuing influence of Covid-19 during school session 2021-22

Measure	2019/20	Annual target	Links	Service	Notes
awards at SCQF Level 6 or better					
7. Reduce the gap for positive destination outcomes for care experienced young people	-22.7	-6.2	C04.06	Inclusion	
8. Increase number of learners engaging in either online or face-to-face English as a Second or Other Language classes	123	130	02.02	YFCL	
9. Increase the number of learners achieving nationally recognised awards	622	655	04.02	YFCL	

Resource Outcome:	Provide a rich and stimulating curriculum that helps raise standards in literacy and numeracy				
Measure	**2019/20**	**Annual target**	**Links**	**Service**	**Notes**
10. Percentage of P1, P4 and P7 pupils attaining the appropriate Curriculum for Excellence level for their stage or better in Literacy	71.7%	71.7%	02.03	CQIS (BGE)	
11. Percentage gap between P1, P4 and P7 pupils from the least and most deprived areas attaining the appropriate Curriculum for Excellence level for their stage or better in Literacy	-19.4%	-22.3%	02.03	CQIS (BGE)	Target reflects the continuing influence of Covid-19 during school session 2021-22
12. Percentage of P1, P4 and P7 pupils attaining the appropriate Curriculum for Excellence level for their stage	79.2%	78.3%	02.03	CQIS (BGE)	Target reflects the continuing influence of Covid-19 during school session 2021-22

Measure	2019/20	Annual target	Links	Service	Notes
or better in Numeracy					
13. Percentage gap between P1, P4 and P7 pupils from the least and most deprived areas attaining the appropriate Curriculum for Excellence level for their stage or better in Numeracy	-15.4%	-17.3%	02.03	CQIS (BGE)	Target reflects the continuing influence of Covid-19 during school session 2021-22
14. Percentage gap between the attendance of the least and most deprived children and young people at primary school	-4.0%	-6.0%	02.04	CQIS	Target reflects the continuing influence of Covid-19 during school session 2021-22
15. Percentage gap between the attendance of the least and most deprived children and young people at secondary school	-7.4%	-9.2%	02.04	CQIS	Target reflects the continuing influence of Covid-19 during school session 2021-22
Resource Outcome:	**Support children and young people to develop their skills for learning, life and work**				
Measure	**2019/20**	**Annual target**	**Links**	**Service**	**Notes**
16. Percentage of pupils entering positive destinations	95.7%	95.7%	C02.05	CQIS	
17. Percentage gap between pupils from the least and most deprived areas entering positive destinations	-4.9%	-5.8%	C02.05	CQIS	Target reflects the continuing influence of Covid-19 during school session 2021-22
18. Provide up to 400 Foundation Apprenticeship opportunities at Level 6 to young people in the senior phase	400	400	04.02	CQIS (YE)	
19. Provide up to 150 Foundation	150	150	04.02	CQIS (YE)	

Apprenticeship opportunities at Level 4/5 to young people in the senior phase					
Resource Outcome:	**Empower learners to shape and influence action on climate change and sustainability**				
Measure	**2019/20**	**Annual target**	**Links**	**Service**	**Notes**
20. Encourage schools to achieve eco school status	70	80	01.12	SService	

4.b. What actions will we take in 2022-23?

Resource Outcome:	Improve health and wellbeing to enable children and families to flourish		
Action	**Steps we will take to deliver our actions**	**Links**	**Service**
1. Develop the Health and Wellbeing Curriculum Strategy to support schools to consider the recovery improvement agenda	Implement the Health and Wellbeing Curriculum Strategy to support schools to develop their strategy to improve outcomes for learners	03.03	CQIS
2. Evaluate the impact of Early Learning and Childcare 1140 hours for 2–3-year-olds	Ensure that the uptake of 1140 hours for 2–3-year-olds by families who meet the eligibility criteria is maximised	C04.03	ELC
3. Ensure effective delivery of tackling poverty policy and raise awareness of the priorities contained in the Local Child Poverty Action Report (LCPAR) across all partner organisations	Produce and publish a refreshed Local Child Poverty Action Report and summary by June 2022 to increase awareness among partners	C02.02	IES (CS)
	Provide breakfast clubs with a focus on those children entitled to free school meals	02.02	SService
	Provide opportunities for learners to experience a residential/outdoor experience taking account of the cost of the school day	03.03	OP
4. Embed attachment-informed practice across education through the alignment of the attachment strategy and nurture practice	Implement the outcomes from the nurture review to improve health and wellbeing of children and young people	03.03	EPS
	Implement practice guidance within educational establishments to embed attachment informed practice to improve health and wellbeing of children and young people	03.03	EPS
5. Support planning for individual children and young people with mental health needs	Establish a multi-agency writing group to produce Practitioner Guidance to support the implementation of the 2018 'Children and Young People's Mental Health and Wellbeing Pathway'	03.03	EPS
6. Implement the development of the community mental health initiative to ensure that up to date and evidence-based advice is provided to	Implement new family wellbeing services and peer support services to improve the mental health of children and young people	03.03	EPS

Action	Steps we will take to deliver our actions	Links	Service
parents and carers			
7. Deliver counselling in line with the framework provided to authorities by the Scottish Government	Empower schools to access counselling services to pupils over the age of 10	03.03	EPS
Resource Outcome:	**Ensure inclusion, equity and equality are at the heart of what we do**		
Action	**Steps we will take to deliver our actions**	**Links**	**Service**
8. Progress the Morgan Review improvement action plan to improve and effectively deliver additional support for learning for children and young people	Establish a reference group to ensure the improvement action plan recommendations are taken forward collaboratively, building on existing policy and practice in inclusive education	04.04	IES
9. Ensure all Early Learning and Childcare establishments engage in GIRFEC agenda	Deliver multi-agency training to Early Learning and Childcare staff to meet the needs of the highest priority children	04.04	ELC
10. Evaluate the effectiveness of delivering the Tackling Poverty programme in 4 Early Learning and Childcare establishments	In line with Tackling Poverty Programme, ensure targeted support for children aged 2-3 years across the 4 stand-alone nurseries to achieve better outcomes for children	02.02	ELC
11. Raise awareness of the priorities within the Children's Services Plan across all partner organisations	Produce a Children's Service Plan annual report by August 2022 to help shape and influence the improvement actions required by partners	03.03	IES (CS)
12. Raise awareness of the implications of the Children's Rights Bill across the children's services workforce	Produce a Children's Rights Report for the Children's Services Strategy Group incorporating actions to support the United Nations Convention of the Rights for the Child (UNCRC) by June 2022	02.02	IES (CS)
12. Take forward the review of the Primary and Secondary estate to meet	Implement the building improvement programme to support pupils with additional support needs within mainstream accommodation	02.02	SM

Action	Steps we will take to deliver our actions	Links	Service
developing needs for children with Additional Support Needs			
13. Provide opportunities for learners to be actively engaged in shaping the Youth Strategy and improvement actions	Engage young people in the roll-out of the improvement actions in the Youth Strategy for 2022-2025 and to use their feedback to achieve better outcomes for their communities	02.02	YFCL
14. Implement the improvement actions from the South Lanarkshire Community Learning and Development Plan 2021-2024 in line with the CLD Regulations and Strategic Guidance to improve outcomes for local communities	Implement the improvement actions of the South Lanarkshire Community Learning and Development Plan 2021-2024 to improve outcomes for local communities	C01.01	YFCL
Resource Outcome:	**Provide a rich and stimulating curriculum that helps raise standards in literacy and numeracy**		
Action	**Steps we will take to deliver our actions**	**Links**	**Service**
15. Implement National Improvement Framework priorities by ensuring that every child achieves the highest standards in literacy and numeracy	Implement the Literacy Strategy to support schools to develop their literacy curriculum to improve outcomes for learners	02.01	CQIS
	Implement the Numeracy Strategy to support schools to develop their numeracy curriculum to improve outcomes for learners	02.01	CQIS
16. Close the equity gap and improve learner outcomes	Develop an Equity Strategy including Strategic Equity Funding and use this to support schools to develop their equity plans to recover from impact of Covid-19 lockdown	02.02	CQIS
17. Develop Digital learning and Inclusion	Implement the Digital Recovery Strategy to support online learning to improve outcomes for learners and maximise opportunities through the West On-line partnership	04.02	CQIS
18. Develop professional	Evaluate existing professional networks and use the outcomes to expand	07.03	CQIS

Action	Steps we will take to deliver our actions	Links	Service
networks as a vehicle to extend leadership learning opportunities for employees	leadership capacity across the Resource		
19. Evaluate the Learning, Teaching and Assessment Recovery Strategy	Develop and implement the Learning Teaching and Assessment Recovery Strategy to improve outcomes for learners	02.01	CQIS
20. Develop the school improvement strategy to support schools to consider the recovery improvement agenda	Develop and implement the School Improvement Strategy to support schools to improve outcomes for learners	02.01	CQIS
21. Take forward the National Improvement Framework priorities by ensuring that every child achieves the highest standards in literacy and numeracy in Early Learning and Childcare	Deliver training on literacy, for all Early Learning and Childcare establishments to ensure improved outcomes for children	02.01	ELC
	Deliver training on numeracy, for all Early Learning and Childcare establishments to ensure improved outcomes for children	02.01	ELC
	Deliver health and wellbeing training for all Early Learning and Childcare establishments to ensure improved outcomes for children	03.03	ELC
22. Provide support for Speech, Language and Communication in Early Learning and Childcare	Deliver a programme of support and targeted training to all Early Learning and Childcare establishments for speech, language & communication	04.03	ELC
23. Provide support for parental engagement in Early Learning and Childcare	Deliver a programme of support and targeted training to all Early Learning and Childcare establishments to build parental capacity to support children's learning	04.03	ELC
24. Promote and celebrate the achievement of young people	Deliver an achievement award ceremony to celebrate children's success by June 2023	02.02	OP
Resource Outcome:	**Support children and young people to develop their skills for learning, life and work**		
Action	**Steps we will take to deliver our actions**	**Links**	**Service**
25. Support young people to develop their skills to achieve	Develop the range of skills-based qualifications accessible to learners in schools	04.02	CQIS

Action	Steps we will take to deliver our actions	Links	Service
positive outcomes			
26. Support young people to progress to positive destinations	Provide one to one support for targeted young people in the last 6 months of school through the Aspire programme	02.05	CQIS (YE)
27. Provide opportunities for young people to participate in work-based learning opportunities in the senior phase	Deliver Foundation Apprenticeship and Gradu8 programmes in partnership with South Lanarkshire College, New College Lanarkshire and Glasgow Kelvin College to improve the skills and employment opportunities for young people	04.02	CQIS (YE)
28. Support care experienced young people aged 16-24 to develop their skills and experiences to achieve sustained positive destinations	Deliver the Modern Apprenticeship promise for care experienced young people to improve their skills and achieve a positive destination	04.06	CQIS (YE)
29. Implement the national Parental Involvement and Engagement survey	Implement the national survey of parents and use the feedback to identify improvement actions and share good practice with schools and establishments	04.01	OP
30. Implement the national Parental Involvement and Engagement strategy	Deliver an annual parents' conference by June 2023 to engage further on our priorities to help improve outcomes for learners	04.01	OP
31. Support young people to gain nationally recognised awards through Youth Family and Community Learning programmes	Provide learner focussed pathways for young people to receive accreditation through national awards	04.02	YFCL
Resource Outcome:	**Empower learners to shape and influence action on climate change and sustainability**		
Action	**Steps we will take to deliver our actions**	**Links**	**Service**
32. Develop Climate Change and Sustainability Plan to support educational settings	Provide guidance and support to empower primary schools to develop their science curriculum	02.01	CQIS
	Empower the involvement of children and young people in schools and through the Young People's Forum to help shape and influence Council outcomes in the climate strategy	C01.12	CQIS

	Undertake waste audit in secondary schools to identify if any improvements to processes	01.12	SServices
	Organise a pupil led COP conference involving primary, secondary and ASN schools	01.12	SServices
	Support air quality projects and work to promote active, sustainable travel to schools	01.12	SServices

CQIS (BGE) -   Curriculum and Quality Improvement Service (Broad General Education)
CQIS (SP)   -   Curriculum and Quality Improvement Service (Senior Phase)
CQIS (YE)   -   Curriculum and Quality Improvement Service (Youth Employment)
ELC   -   Early Learning and Childcare Service
EPS   -   Educational Psychology Service
IES   -   Inclusive Education Service
IES (CS)   -   Inclusive Education Service Children's Services
OP   -   Operations Service
SM   -   Schools Modernisation Service
SServices   -   Support Services
YFCL   -   Youth, Family and Community Learning

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 Budget 2022-23
The Resource has a Net Revenue Budget of £371.551 million for 2022-23. The table below allocates this budget across the services:

NET Budget by Service	2022-23	
Detail	**£ million**	**%**
Central admin	2.047	0.55%
CQIS	1.711	0.46%
Directorate	0.708	0.19%
Early Years	30.587	8.23%
Inclusion	1.025	0.28%
Learning Community	3.389	0.91%
Operations	0.167	0.04%
Primary Schools	131.141	35.30%
Psychological Services	2.190	0.59%
School Modernisation	37.975	10.22%
Secondary Schools	129.108	34.75%
Special School	22.353	6.02%
Support Services	1.777	0.48%
YFCL	6.053	1.63%
Youth Employability	1.320	0.33%
Total	**£371.551**	**100.0**

5.2. Capital Budget 2022-23

The following capital budget of £13.368 million is allocated to the Resource for 2022-23

Capital Programme 2022-23	
Project	**£ million**
Accommodation Pressures	2.293
Growth and Capacities	0.382
City Deal projects	4.368
Early Years 1140 hours	3.145
ICT	3.180
Total	**13.368**

5.3. Resource Employees

Education Resources has 7,423 employees as at 30 November 2021. We support these employees to deliver their duties through a range of policies including personal appraisal and a robust training framework.

The number of employees by type is as follows:

Employee Type	Number of employees
Teaching staff	4,045
Local Government staff	3,378
Total	**7,423**