

EAST RENFREWSHIRE COUNCILEDUCATION COMMITTEEThursday 4 February 2016Report by Director of EducationLOCAL IMPROVEMENT PLAN 2016 - 2019**PURPOSE OF REPORT**

1. The purpose of the report is to seek elected member approval for the Education Department's draft local improvement plan 2016 - 2019.

RECOMMENDATION

2. Elected members are asked to approve the attached draft local improvement plan 2016 – 2019.

BACKGROUND

3. Members will be aware of the previous Local Improvement Plan 2015 – 2018. The Standards and Quality Report 2014 – 2015, gives an indication of the next steps the department, its services and schools will take to improve continuously over the next few years.

4. The draft local improvement plan takes full account of the current national priority areas, and the national outcomes most pertinent for the Education Department and the services it provides. It also takes account of the Council's Single Outcome Agreement 2013 – 2016.

REPORT

5. The draft local improvement plan is designed to give an indication of the department's key areas for improvement over the next three years and is updated annually to take account of changing priorities. The draft plan is included as Appendix 1.

6. The expected outcomes and impact are organised under the department's vision statement of *Everyone Attaining, Everyone Achieving through Excellent Experiences* and have been reviewed and amended to reflect national developments and the results of the department's ongoing self-evaluation.

7. High level areas for improvement are outlined and give an indication of the priorities for development and the activities the department, schools and services will take to make the necessary improvements in the quality of their provision. It is expected that the authority will negotiate and work with managers and head teachers to use the service's / schools' own self-evaluation, the information gathered through external evaluations and the local improvement plan to identify priorities for inclusion in their own improvement plans.

8. The department evaluates its progress using the quality indicators detailed in *Quality Management in Education 2* and *How Good is Our Community Learning and Development?*, as published by Education Scotland. The self-evaluation and evaluations of services and schools by the department's Quality Improvement team, Education Scotland, Care Inspectorate, Investors in People and Customer Service Excellence identify steps which need to be taken to secure continuous improvement.

9. The timescale for the implementation of the plan is school sessions 2016 – 2017 to 2018 – 2019 and the department will continue to report on the progress it has made with its local improvement plan through the annual standards and quality report.

FINANCIAL AND EFFICIENCY IMPLICATIONS

10. The department will direct funding from its delegated budget to support the improvement agenda as outlined in the draft local improvement plan.

CONSULTATION

11. Under the Standards in Scotland's Schools etc Act 2000 education authorities are required to consult with pupils, staff, parents and all other interested parties on their priorities for improvement for the ensuing year. To this end, the department will issue the appended draft plan to all schools, parent councils, service managers and partners to gather the views of all stakeholders. Thereafter, the plan will be amended as appropriate, finalised and issued to schools, services and stakeholders.

RECOMMENDATION

12. Elected members are asked to approve the attached draft local improvement plan 2016 – 2019.

Mhairi Shaw
Director of Education
4 February 2016

Convener Contact Details

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Local Government Access to Information Act 1985

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Appendix

1. Local Improvement Plan 2016-2019

Background papers

1. East Renfrewshire Community Planning Partnership Single Outcome Agreement 2013 - 2016
2. Standards and Quality Report 2014 - 2015

Key Words

Draft

Local

Improvement

Plan

2016 - 2019

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East Renfrewshire Council

Education Department

Local Improvement Plan

2016 – 2019

A message from Councillor Elaine Green

As the convener for education and equalities, I am very pleased to introduce the Education Department's local improvement plan for 2016 – 2019. East Renfrewshire Council is committed to delivering the highest quality services for its residents and throughout my tenure as convener, I will continue to do my utmost to ensure this continues to be the case for Education Services.

The department's vision statement *Everyone Attaining, Everyone Achieving through Excellent Experiences* captures our aspirations and expectations for all learners and customers. It outlines our commitment to supporting everyone including staff, to realise their potential whether they work in or go to one of our schools, nurseries or centres.

This local improvement plan outlines the key outcomes we will be working to achieve in the next three years. This outcome focused approach will help us ensure that the services we provide have a positive impact on the children, young people and adults who use our centres, schools and services. It will also ensure we deliver the outcomes in East Renfrewshire's Single Outcome Agreement in partnership with all our users and those with an interest and stake in education, culture and sport.

I commend the improvement plan to you and invite parents, carers and all our other partners to work with the staff in our schools and services in securing the outcomes and impacts identified in the plan.

Councillor Elaine Green
Convener for Education and Equalities

Introduction to Local Improvement Plan for 2016 - 2019

On a yearly basis the Education Department's Quality Improvement Team and service managers carry out an extensive audit to identify strengths in our current provision and areas where further improvement is required. The department's progress with the impact and outcomes listed in the Local Improvement Plan 2014 – 2017 was detailed in the Department's Standards and Quality Report 2014 – 2015, which is available on the Council's website¹ or from libraries, Council offices and schools. This revised local improvement plan reflects the areas for improvement identified through this annual process, and will reflect the timescale of an academic year i.e. will guide improvements for the next three school sessions August 2016 – July 2019.

The outcomes and impact, together with the high level areas for improvement, have been updated and are organised under the department's vision statement *Everyone Attaining, Everyone Achieving through Excellent Experiences*. They clearly link to the outcomes in the Council's Single Outcome Agreement and the department's contributions to the Council's Outcome Delivery Plan 2016 - 2019. The Local Improvement Plan 2016 - 2019 provides schools and services with a framework for improvement. It has a clear focus on improving outcomes for all our learners and the impact we expect to have on the experiences of the children, young people and adults who attend our schools and use our centres and services.

I am confident that this local improvement plan reaffirms our commitment to continuous improvement to ensure we maintain our provision of the highest quality learning and services and continue to achieve outstanding performances.

Mhairi Shaw
Director of Education

¹ www.eastrenfrewshire.gov.uk/childrens_performance

Using this Local Improvement Plan

The Local Improvement Plan outlines the high level areas for improvement for all services and schools and is informed by the Department's Outcome Delivery Plan which details the targets and indicators that will be used to measure the impact of our work. This is illustrated in the diagram on page 4, included in which is the Council's Vision and the Local Outcomes that relate directly to the services the Education Department provides. Links between national and local priorities and this plan are outlined in Appendix 1.

The plan lists the expected outcomes and impact under the headings of the departmental vision statement. It contains a list of high level areas for improvement and outlines the actions we will take over the next three years to achieve the expected impact and outcomes. The list is extensive but it is not intended that each school or service should include every strand, or even every Key Area, in its improvement plan for the next three years. For example, a primary school where self-evaluation has recently been evaluated as 'excellent' by the Quality Improvement team or Education Scotland would not be expected to include that as a priority for change in its improvement plan. In the same way, a secondary school where attainment in literacy and numeracy in S1 and S2 is very high would more sensibly focus on the identified shortcomings in performance in SQA examinations. The purpose of this Local Improvement Plan is to help and guide individual centres, schools and services in planning for improvement, not to prescribe what those improvements should be or how they should be taken forward.

There are a number of steps which each centre, school, cluster of schools or service should take in planning for improvement:

- Carry out a self-evaluation of performance to date using the relevant Quality Framework e.g. How good is our community learning and development?, How good is our school?, Child at the Centre, including the published increased expectations. Account should be taken of recent evaluations resulting from an inspection by Education Scotland or a review by the Education Department's Quality Improvement Team.

- Schools and services should prepare a Standards and Quality Report, which reflects the Education Department's guidance on reporting and summarises the results of the self-evaluation.
- Identify aspects of performance in which improvement is necessary. Give due weight to major strategic initiatives, local and national, for example the National Improvement Framework for Scottish Education, *Curriculum for Excellence*, the local Prevention and Place agenda, the Council's Five Capabilities, Equity of Attainment for disadvantaged children, Teaching Scotland's Future, Developing the Young Workforce, Children and Young People Act, Follow-Up report on Tackling Bureaucracy and Community Learning and Development.
- Consult with all stakeholders to identify priorities for the improvement plan and the expected impact and outcomes
- Draw up a list of the action points to be taken to bring about the desired improvements. This list should also give an indication of the likely timescale and the member(s) of staff who will be responsible for leading on each area where a need for improvement has been identified.
- The impact made in bringing about the desired improvements should inform the self-evaluation process and be reported in the annual Standards and Quality Report.
- Involve the Quality Improvement Team at each stage in planning for improvement.

The Education Department has an important role to play in planning for improvement:

- Working with individual centres, schools and services in their evaluation of performance and provision.
- Assisting the school or service to identify the areas for improvement in the next cycle.
- Ensuring that the school's or service's improvement plan takes account of local and national priorities.
- Supporting the improvement agenda through appropriate continuing professional development activities including improvement partnerships.
- Monitoring progress through Transition Reviews and other aspect and thematic reviews.

East Renfrewshire Single Outcome Agreement

East Renfrewshire Council's Vision

Your Council – Striving to be the best we can be to deliver a better future for all.

Key Local Outcomes (as related to the services delivered by the Education Department)

All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.

Parents provide a safe, healthy and nurturing environment for their families.

Our young children are healthy, active and included.

Our young children are safe and cared for.

East Renfrewshire residents are fit and active and have the skills for learning, life and work.

Children are effective learners and their wellbeing is safeguarded.

Children and young people raise their educational attainment and achievement, developing the skills they need during their school years and into adulthood.

Residents have the skills to maximise employment opportunities.

Education Department Outcome Delivery Plan

Intermediate Outcomes, Indicators and Targets

An indication of how we will measure our contributions to the delivery of East Renfrewshire's Single Outcome Agreement.

Education Department Local Improvement Plan

Outcomes and Impact: Everyone Attaining, Everyone Achieving through Excellent Experiences
Activities which will improve the quality of service delivery and the experiences of our children, young people and adults.

Our vision is one of *Everyone Attaining, Everyone Achieving through Excellent Experiences*. We believe that this vision can and will be realised through the commitments signalled in this plan and reinforced by the actions taken in our schools and services to improve the quality of the experiences we provide for the children, young people, adults and families of East Renfrewshire. Our target outcomes and expected impacts in the next three-year cycle will be:

Everyone Attaining

Expected Outcome / Impact (what we will measure and report on)	Activities (what we will do to bring about improvement)
<ul style="list-style-type: none"> • Continue to be the highest performing mainland council area as measured by national examinations for school leavers • Improved attainment in the senior phase • Improved reading, writing and mathematics throughout the years of the broad general education • An improvement in the attainment of disadvantaged children and young people • An increase in activities which support prevention and early intervention, improve outcomes and reduce inequalities • An improvement in the readiness of children to start learning • An improvement in the percentage of young children reaching all of the expected developmental outcomes at 27 – 30 month assessment and on entry to primary school 	<ul style="list-style-type: none"> • Support and challenge schools to raise attainment through analysis of data, improved professional judgements, the target setting process and improved learning and teaching • Provide support to senior staff and teachers in schools in using tracking and monitoring tools including Insight • Develop a tracking tool for prefive establishments • Implement the Numeracy and Mathematics, Science and Literacy and English Action Plans • Devise and implement a Literacy Strategy • Support and challenge establishments to ensure consistent and effective approaches to developing early literacy and English skills • Support school improvement partnerships for key groups e.g. gender, ethnicity, lowest performing pupils and pupils from SIMD deciles 1-3 • Develop an Early Learning and Childcare Strategy • Work with partners to implement the Integrated Children and Young People's Services Plan • Analyse the results of the expected developmental outcomes to identify strengths and areas where support is required in improving practices • Continue to work in partnership with colleagues across services to deliver the Early Years Strategy • Provide a programme of CLPL for staff working at the Early Level on child development, play-based pedagogy and learners experiences

Everyone Achieving

Expected Outcome / Impact (what we will measure and report on)	Activities (what we will do to bring about improvement)
<ul style="list-style-type: none"> • An ethos of high expectations and achievement in every school and service • A culture of self-evaluation and continuous improvement in all schools and services • A skilled and confident workforce • A further improvement in school leaver destinations • An increase in the number of pupils, school leavers and adults with well-developed employability skills • An increase in the percentage of pupils agreeing they have opportunities to celebrate personal achievements • A consistently high satisfaction level of residents engaging with our services • Higher levels of parental engagement in their children's learning and in the life of the school 	<ul style="list-style-type: none"> • Continue to offer challenge and support to all schools and services to achieve consistently high standards through internal and external review • Support schools and centres to revisit practices in self-evaluation using <i>How Good is our School? 4</i> and <i>How Good is our Early Learning and Childcare?</i> • Continue to support schools and services to achieve Customer Service Excellence and Investors in People • Provide pupils, parents, adult learners and partners with opportunities to be involved in decision making and to participate in policy development and planning for improvement • Develop a career long professional learning strategy • Continue to support schools to develop and build on their use of digital technologies, including Glow • Support schools and work with partners to deliver the Developing the Young Workforce Implementation Plan • Offer adult learners participating in SQA employability courses the opportunity to achieve an accredited qualification • Work with partners to support schools and services to improve transitions beyond school for all young people and especially those with additional support needs • Support and challenge schools to offer a range of opportunities and develop systems for recording and reporting which will help learners develop skills and celebrate achievements across the four contexts of learning • Continue to analyse and learn from complaints and amend practice to ensure improved experience for service users and learners • Develop a Parental Engagement Strategy and continue to support establishments in attaining Family Friendly Accreditation • Continue to implement national guidance on the Children and Young People's (Scotland) Act 2014 and to extend services and provision for children 0 – 5 years, within available resources

Excellent Experiences

Expected Outcome / Impact (what we will measure and report on)	Activities (what we will do to bring about improvement)
<ul style="list-style-type: none"> • A curriculum which enables all children, young people and adults to be successful, confident, responsible and effective in school, their work, their community and internationally • Learners' experiences support them to develop their personalities, talents, mental, spiritual and physical abilities to their potential • An increase in opportunities for young people to develop knowledge, understanding and the skills for life and active participation in a global multicultural society and Scotland's place in it • A culture based on Getting It Right For Every Child • Partnership arrangements which ensure that all pupils experience a smooth transition from nursery to primary, primary to secondary and from secondary school to a positive and sustained destination • Practices and experiences which ensure that the needs of children, young people and adults are identified and addressed • An increase in the schools and centres putting nurturing approaches into practice • Maintain and where possible improve upon the already low exclusion rates in our schools, especially for looked after children • Maintain and where possible reduce the number of children and young people reporting they experience bullying and/or racist behaviour • A positive culture in health and wellbeing in every school and service • An improvement in the percentage of pupils reporting they are encouraged to make healthy food choices • Resources which lead to improvements for learners and service users 	<ul style="list-style-type: none"> • Continue to support schools to implement the new National Qualifications, including their assessment practices in line with the national framework • Establish in everyday practice a clear understanding of assessment, moderation and quality assurance in relation to both the broad general education and the senior phase • Extend 1+2 languages in all primary schools and implement the Science Action Plan • Continue to build on the successes of the Instrumental Music Service's ensembles, bands and orchestras and provide them with a wide variety of performance opportunities • Support schools to build a strong awareness of sustainable development, active and global citizenship and achieve accreditation for the Eco Schools Green Flag • Work with partners to introduce the role of Named Person, the Child's Plan and to embed the principles of Getting It Right For Every Child (GIRFEC) in all schools and classrooms • Continue to improve the consistency of Psychological Service for children, young people, families and schools by embedding the involvement of its staff on a cluster basis • Review the implementation of and where appropriate amend the inclusion policy • Continue to support our schools and services to implement departmental guidance on Promoting Positive Behaviour and Relationships and the revised anti-bullying policy • Encourage all schools and centres to work towards Rights Respecting School Award accreditation • Help schools and services to promote and sustain a sense of equality and equity through the curriculum and service delivery and across all aspects of their work • Work with partner agencies to develop our approaches to health and wellbeing • Develop appropriate strategies to tackle bureaucracy and reduce teachers' workload • Provide CLPL for staff in supporting the social, emotional and mental wellbeing of children and young people • Continue to develop physical literacy for children in prefive establishments • Progress the Capital Plan as appropriate for the Education Department • Develop our digital capacity and modernise services for all learners and residents • Continue to maximise efficiency opportunities, plan ahead for further budget reductions and target available resources in line with the Education Department's vision.

Appendix 1

National Outcomes (where Education makes a major contribution)	East Renfrewshire Single Outcome Agreement	Five Capabilities
<ul style="list-style-type: none"> • Our children have the best start in life and are ready to succeed. • We have improved the life chances for children, young people and families at risk. 	<ul style="list-style-type: none"> • All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed. 	<ul style="list-style-type: none"> • Prevention • Community Engagement • Data, evidence and benchmarking • Modernising how we work • Digital
<ul style="list-style-type: none"> • We are better educated, more skilled and more successful, renowned for our research and innovation. • Our young people are successful learners, confident individuals, effective contributors and responsible citizens. • We take pride in a strong, fair and inclusive national identity. • Our public services are high quality, continually improving, efficient and responsive to local people's needs 	<ul style="list-style-type: none"> • East Renfrewshire residents are fit and active and have the skills for learning, life and work. 	<ul style="list-style-type: none"> • Prevention • Community Engagement • Data, evidence and benchmarking • Modernising how we work • Digital