

EAST RENFREWSHIRE COUNCIL

EDUCATION COMMITTEE

THURSDAY 27 AUGUST 2015

Report by Director of Education

EDUCATION DEPARTMENT END-YEAR REPORT 2014 – 2015

**PURPOSE OF REPORT**

1. The purpose of this report is to inform the Education Committee of the end year performance of the Education Department (Schools) for 2014 - 2015. The report is based on performance indicators and activities in the Outcome Delivery Plan 2014-2017, approved by Cabinet in May 2014. Detailed performance results are attached in Appendix 1.

**RECOMMENDATION**

2. It is recommended that elected members comment on and approve this report as a summary of the Education Department's end-year performance (Schools) for 2014 – 2015.

**BACKGROUND**

3. Progress against the performance indicators and activities in the Outcome Delivery Plan is reviewed on a 6-monthly basis through departmental reports that are considered by the Chief Executive, Directors and Heads of Service as part of a regular set of performance review meetings.

**REPORT**

4. This report (see Appendix 1) sets out a high level summary of the performance of the Education Department (Schools and Department wide indicators) in 2014 – 2015 under the following organisers:

- Outcomes - the results which have been delivered to the benefit of service users and the local community
- Customers - customer perceptions of the services delivered
- Efficiency - the delivery of services in an efficient way, making best use of the resources at our disposal
- People - reporting on what we have done to ensure we have a well trained, motivated workforce.

5. A separate report on the end-year performance of the Education Department (Culture and Sport) will be considered at Cabinet in August 2015.

6. The Education Department (Schools) continues to perform well at end-year 2014 – 2015. Key highlights include:

#### **Outcomes**

- ✓ 99% of parents of prefive children reporting that their child feels safe and cared for in nursery
- ✓ An increase in the proportion of P1 children who have reached all of their milestones on entry to school
- ✓ Best to date S4 and S6 SQA results with all SQA ODP targets achieved
- ✓ The exclusion rate in primary schools remained very low and our secondary schools recorded the lowest rate to date
- ✓ Best to date percentage of young people leaving school to a positive destination (96.0%)
- ✓ 100% of the department's service standards were met

#### **Customers**

- ✓ All targets based on the time taken to respond to complaints were met
- ✓ Ongoing achievement of Customer Service Excellence standard
- ✓ 97% of parents reporting they are happy with their child's school
- ✓ Satisfaction levels as expressed through Citizens' Panel:
  - 92% for Nursery education
  - 100% for Primary education
  - 98% for secondary education

#### **Efficiency**

- ✓ Continued to deliver financial cash savings across all school sectors
- ✓ Efficient use of resources as evidenced by improved national ranking in terms of cost per pupil in prefive, primary and secondary sectors
- ✓ Extended campus at Our Lady of the Missions Primary school complete
- ✓ Implemented national policy of free school meals for all P1-P3 pupils from January 2015

#### **People**

- ✓ Progress made with teachers' workload action plan
- ✓ Leadership and management development programme which allows staff to apply for formal GTCS Professional Recognition in Leadership

7. Areas where further improvement / development is necessary include:

- Improvement in the absence rate of Local Government employees and teachers
- Continuing to take forward Family Friendly approaches in primary schools
- Attainment in literacy and numeracy 3 – 15
- Further improve the attainment of disadvantaged children and young people
- Implementation of new National qualifications
- Further improvement in the percentage of pupils reporting their school is helping them to become more confident
- Further improve attendance rates for looked after children

## **FINANCE & EFFICIENCY**

8. There are no specific financial implications arising from this report. Finance and efficiency implications are set out in Section 3 of Appendix 1.

## **CONSULTATION**

9. An education statutory consultation exercise to establish a faith schools' joint campus at Waterfoot Road, Newton Mearns, comprising a new Catholic primary school and non-denominational nursery and relocating Calderwood Lodge Primary School and Nursery Class, was undertaken over October to November 2014 and reported to Education Committee in February 2015. Following approval the start of the formal design consultation phase commenced in February 2015 with parents/carers, pupils, key groups / leaders of the faith communities and the local community to ensure all facilities best meet the needs of children, staff, parents and communities.

10. In addition a statutory consultation on the proposal to establish a new family centre to serve the areas of Busby, Clarkston and Eaglesham was undertaken over April to June 2014 and reported to Education Committee in August 2014.

## **PARTNERSHIP WORKING**

11. This report focuses on the Education Department's (Schools) contribution to the delivery of the Community Planning Partnership SOA, however many of the results could not have been achieved without excellent partnership working across the Council and with external partners.

## **IMPLICATIONS OF REPORT**

12. The department will continue to self-evaluate its performance and take the necessary steps to improve those areas identified for improvement above.

## **CONCLUSION**

13. This report summarises a high level overview of East Renfrewshire Council's Education Department's school performance at end-year 2014 - 2015. The information presented here shows a positive picture and areas where we will continue to drive for further improvement.

## **RECOMMENDATION**

14. It is recommended that elected members consider and comment on this report as a summary of the Education Department's (Schools) end-year performance for 2014 – 2015.

Mhairi Shaw  
Director of Education  
27 August 2015

### Convener Contact Details

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Background papers

1. Outcome Delivery Plan 2014– 2017.

Key Words

This report sets out the performance at end year 2014-15 for the Education Department.

The keywords are:

Education Department; Performance; Outcome delivery Plan (ODP); End-year Report; 2014 - 2015

## Education Department End Year Performance Report 2013-14 (by service)



This report includes an update on the Education Department's indicators and activities in the SOA, ODP, LGBF indicators and Service Standards. The data is split into two areas (1) Department and (2) Schools.

Note: Following the national approach, school attainment, attendance and exclusion data in the plan refers to the relevant academic year rather than the financial year.

PI Status of last available data:	
	Off target
	Target still to be achieved
	On Target
	Data or target not available
	For information only (no target set)

### (1) Department Performance


Title
Customer

Title
Our residents are well informed, enabling them to access accountable and responsive services.

PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
Number complaints received (EDU)	2.97	2.6			There were 237 complaints received in 2014-15, down from 270 in 2013-14.
Average time in working days to respond to complaints at stage one (EDU)	4	4.3	5		Note this falls to 4.2 when excluding extensions. Target achieved.
Average time in working days to respond to complaints at stage two (EDU)	8.1	20	20		We perform on average within timescale for responding to stage 2 complaints. The 2014-15 data is based on only 7 complaints. Target achieved.
Average time in working days to respond to complaints after escalation (EDU)	9	19.6	20		We perform on average within timescale for responding to escalated complaints. The 2014-15 data is only based on eight complaints. Target achieved.

Title
People


Title
Our employees are skilled, and supported to achieve our outcomes.

PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
Sickness absence days per employee - Education Department (All Local Government Employees)	11.7	14.85	9.8		This has been a very disappointing year in respect of absence levels for local government staff in Education. We had hoped at the half year position of 2014/15 that the impact of actions under the Capability policy would have assisted in showing an improving figure. However, new long term absence cases developed in Q3 and Q4, effectively negating any positive impact. Further analysis of the Education long term reasons for absence have shown that of the top seven reasons for absence none are work related; the majority are for surgical, medical reasons or cancer related illness. With the introduction of an absence management team of HR practitioners to target absence, it is hoped that this additional resource will support managers better in managing cases more effectively.


## (2) Schools Performance

Title
Section 1- Single Outcome Agreement Outcomes

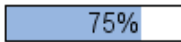
Title
SOA1 All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.

PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
Proportion of P1 children who have reached all of the expected milestones on entry to school.	53%	69%			The 2014-15 results showed a 16% increase and were more consistent across the 22 primary schools than the previous year. Results have been shared with nursery establishments to identify strengths and areas where nursery staff can be supported to improve their practices. In addition, further refinements to the guidance will be provided next session. As a result the 2015-16 results are expected to be much closer to the 2017-18 target of 90%.



Title
01 Parents are supported to provide a safe, healthy and nurturing environment for their families.


PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
% of prefive establishments being awarded the 'Family Friendly' accreditation	0%	89%	100%		At present 89% of our nurseries have achieved 'Bronze Family Friendly Accreditation' with the remaining centres on track to achieve by June 2015. In addition, 7% of our centres have achieved 'Silver Family Friendly' status. This

PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
					approach has had a measurable impact on children, their families and staff. There is exceptionally effective parenting support available to all families, thus parents are able to meet their children's needs and promote wellbeing.


Activity	Progress Bar	Due Date	Latest Note
Implement East Renfrewshire Parenting Strategy		30-Jun-2015	The Parenting Strategy has created a culture and desire for services to work and plan together to ensure we get it right for children and families. There is a shared understanding that parents are entitled to high quality information and services across the council. The workforce is proactive in sharing methodology, synchronising support and advice, and jointly delivering both universal and targeted parenting supports.

Title
02 Our young children are healthy, active and included.

PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
INCREASE - Baseline Assessment Results of Primary 1 Pupils (% correct) - Literacy.	61%	61.3%			The 2014-15 performance is the highest result-to-date. On track to achieve the target of 60% by 2015-16.
INCREASE - Baseline Assessment Results of Primary 1 Pupils (% correct) - Numeracy.	55.4%	55.3%			The 2014-15 result was only 0.6% (equivalent to 0.2 marks out of 28) below the 2015-16 target. Results will be shared with nursery and primary establishments to identify strengths and areas for further improvement.

Activity	Progress Bar	Due Date	Latest Note
Roll out family centre approaches across all nurseries		30-Jun-2015	The impact of Family Friendly approach has led to highly effective support and advice being offered to all families. The early years workforce is now more proactive in utilising the skills and knowledge parents already have to ensure all East Renfrewshire children get the best start in life.




Title
03 Our young children are safe and cared for.

PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
% of parents of prefive children reporting their child	98%	99%	98%		Questionnaires have been collated from 16 establishments. 283 questionnaires were


PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
feels safe and cared for in nursery					completed by parents. 99% of pre-five parents reported that their child feels safe and cared for in nursery. Target achieved. Next update will be April 2016.

Activity	Progress Bar	Due Date	Latest Note
Implement Behaviour Strategy across all East Renfrewshire Education establishments including nurseries.	<div style="width: 75%; background-color: #4F81BD; color: white; text-align: center; padding: 2px;">75%</div>	30-Jun-2016	All establishments continue to implement Standard Circular 21. Psychological Services have supported four clusters with specific developments around supporting children with social, emotional and behavioural needs, including work with parents.





Title
SOA2 East Renfrewshire residents are fit and active and have the skills for learning, life and work.

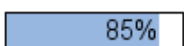
PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
3 year average in national examination results: 5+ @ L5 by end of S4	71.1%				The 2013-14 result was the best-to-date. East Renfrewshire compares very well to the latest national figure of 35.2% and its virtual comparator at 46.0%. The Council has achieved its 3-year average target of 63% by the end of 2014.
3 year average in national examination results: 5+ @ L6 by end of S5	38.7%				The proportion of S5 pupils achieving 5+ awards at Level 6 or better remained very high. East Renfrewshire compares very well to the latest national figure of 14.2% and its virtual comparators at 21.2%. The Council has achieved its 3-year average target of 31% by the end of 2014.
INCREASE - By 2011, 100% of school leavers will go into employment, education or training	96%		100%		2013-14 result was the best-to-date. East Renfrewshire was the third highest performing local authority in terms of the percentage of young people entering positive destinations (employment, education, training or voluntary work). East Renfrewshire compares very favourably to the national figure of 92.3% and 93.9% in comparator authorities. The department continues to work with partners towards the target of all young people entering positive destinations.

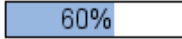
Title
01 Children are confident, effective learners and achieve their full potential.

PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
Percentage of pupils reporting that their school is helping them to become more confident.	92%	90%	93%		Questionnaires have been collated from 40 establishments. 9501 questionnaires were completed by pupils. There was a 7% increase from 2012-13.









PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
					The department was 3% below its target. Establishments, particularly secondary schools are being supported to ensure that staff reflect on their own practice with regard to the opportunities that they afford children to showcase their learning among peers, to parents and to the wider community. Next update will be April 2016.
Number of exclusions per 1,000 pupils - Primary. (3 year average target 2013-2015)	0.2				In 2013-14 there were only 2 exclusions in primary schools. The rate compares very well to the national figure of 10 incidents per 1000 pupils (latest published data for 2012-13) and comparator authorities 8 per 1000 pupils. The Council is on track to achieve its 3-year average target (2013-2015) of 2 exclusions per 1000 pupils by the end of 2015.
Number of exclusions per 1,000 pupils - Secondary. (3 year average target 2013-2015)	3.3				In secondary schools the overall number of incidents resulting in temporary exclusions decreased from 5.8 incidents per 1000 pupils in 2012-13 to 3.3 incidents per 1000 pupils in 2013-14; the lowest recorded rate. In 2013-14 there were 26 exclusions in secondary schools. The 2013-14 result compares very well to the national figure of 58 per 1000 pupils (latest published result for 2012-13) and comparator authorities 46 per 1000 pupils. The Council is on track to achieve the 3-year average target (2013-2015) of 13 per 1000 pupils by the end of 2015.
Percentage attendance for Looked After Pupils (Primary and Secondary). 3-year target (2012-14)	89%				The three year figure has shown an overall improvement from 88.4% in year one to 89% in year three. This is based on a small cohort of pupils who can face significant challenges. The department did not achieve the 3-year average target (2012-14) of 90%. Changes to the assessment and planning format for the Child's Plan (CMAP) will improve the focus of all partners on educational attendance, attainment, achievement and opportunity for LAC pupils.
Percentage of pupils in P6-S6 taking part in volunteering activities	51%		52%		Schools are continuing to increase the range of opportunities for children and young people to be involved in volunteering activities within and out with school. They are also increasingly using systems to track and monitor pupil involvement in these activities. 2013-14 target of 50% achieved. The 2014-15 data will be available by October 2015.


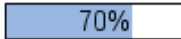


Activity	Progress Bar	Due Date	Latest Note
Support all schools and services to implement updated Recognising Achievement and Raising Attainment (RARA) action plan		30-Jun-2015	Schools and centres are continuing to progress and refine their systems for the tracking and monitoring of pupil achievement, in and out of school. They are also further developing ways in which information about pupil achievement can be gathered including opportunities for parents

Activity	Progress Bar	Due Date	Latest Note
			<p>and carers to provide input. These achievements continue to be celebrated in a variety of ways and schools and centres are looking to ensure that the achievements of all children and young people are being recognised and celebrated. Professional learning opportunities for staff at all levels continue to be offered with many schools and centres making more effective use of in-house expertise and providing opportunities for staff to engage in professional dialogue and learning with colleagues.</p> <p>Schools continue to develop their approaches to profiling and e-portfolios, focusing on developing pupils' ability to articulate the language of learning, particularly regarding skills for learning, life and work.</p> <p>Baseline assessment follow-through visits have taken place with primary and prefive establishments. Based on standardised test results, proportionate follow-up visits to individual schools is planned for May and June. The Head Teachers seminar in March focused on delivering the ERC Education department vision for all pupils, in particular those pupils from key groups e.g. Ethnic minorities, looked after pupils, lowest performing 20% and SIMD 1-3.</p>
Support schools and services to continue to develop positive relationships through restorative and nurturing approaches		30-Jun-2016	<p>Psychological Services have delivered training for staff in primary schools running Learning Centres for this session and continue to hold practitioners' meetings to develop staff skills and understanding. Five clusters have included nurturing approaches in their improvement plans. Four clusters have continued developments around Restorative Approaches. Two secondary schools have nurture groups.</p>


Title
O2 Children and young people raise their educational attainment and achievement, developing the skills they need during their school years and into adulthood.

PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
Primary Attainment: Reading - Percentage Attaining or Exceeding Expected Levels. 3-year average target (2013-15) of 87%	85.8%				Based on 2012-13 and 2013-14 data, the Council is currently just 0.4% below the 3-year average target (2013-15) of 87%. Schools have been issued with updated guidance on tracking progress in the broad general education. It is expected that the 2014-15 results will show an increase.
Primary Attainment: Writing - Percentage Attaining or Exceeding Expected levels. 3-year average target (2013-15) of 84%	82.5%				Based on 2012-13 and 2013-14 data, the Council is currently 1.7% below the 3-year average target (2013-15) of 84%. Schools have been issued with updated guidance on tracking progress in the broad general education. It is expected that the 2014-15 results will show an increase.
Primary Attainment: Mathematics - Percentage Attaining or Exceeding Expected levels. 3-year average target (2013-15) of 87%	86.3%				Based on 2012-13 and 2013-14 data, the Council is currently just 0.3% below the 3-year average target (2013-15) of 87%. Schools have been issued with updated guidance on tracking progress in the broad general education. It is expected

PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
					that the 2014-15 results will show an increase.
Percentage S4 non-white pupils attaining Scottish Credit and Qualifications Framework (SCQF) level 5 or better in English. 2012-2014 target of 51%.	73.6%				The 2013-14 result was the best-to-date. The Council 3-year average (2012-14 was 68.9%) was above the target of 51%.
Percentage of S4 non-white pupils attaining SCQF level 5 or better in Mathematics. 2012-2014 target of 59%.	78.1%				The 2013-14 result was the best-to-date. The Council 3-year average (2012-14 was 70.9%) was above the target of 59%.
Percentage of S4 pupils with cumulative STACs points of 128 or fewer: 3-year average 2012-2014	7%				The percentage of S4 pupils with cumulative STACs points of 128 or fewer (equivalent to eight "C" awards at Intermediate 1) remained very low at 7.0%. The Council has achieved its 3-year average target (2012-14) of 8.5%.


Activity	Progress Bar	Due Date	Latest Note
Support all schools to implement new national assessment framework and new national 4 and 5 qualifications and Higher		30-Jun-2016	Across all SQA subjects secondary staff have participated in national training to support the implementation of the new qualifications, in particular at National 5, Higher and Advanced Higher. SQA nominees from ERC staff are supporting secondary subject teachers through subject groups and additional professional learning. The additional in-service day was well used to develop and quality assure materials for the new qualifications.
To prevent illiteracy by Primary 3, develop a reading strategy and support schools and services to implement		30-Jun-2015	Almost all local authority pre-five staff are trained in the Hanen programme. A staff newsletter has been introduced to share good practice amongst colleagues including effective ways to include parents in the programme.
Support schools, services and partners to implement Curriculum for Excellence Action Plan.		30-Jun-2017	Prefive and primary staff at all levels and QIOs participated in a highly successful authority moderation event led by trained moderation facilitators. Secondary staff completed training to develop their skills in assessment, moderation and internal verification. A review of Vocational Education was carried out. The report produced a number of areas for improvement and took account of the main recommendations of Developing the Young Workforce.
Develop a council-wide literacy strategy		30-Jun-2015	Planned development work for this strategy will take place over the next three months.

Title
03 Residents have the skills for employment through increased take up of education and training opportunities.

Activity	Progress Bar	Due Date	Latest Note
Move further towards all young people entering positive destinations on leaving school by implementing the Opportunities for All Plus		30-Jun-2015	The annual School Leaver Destination Report shows further improvement with 96% of leavers entering a positive destination. The new A Place



Activity	Progress Bar	Due Date	Latest Note
Strategy.			to Work mobile platform has been launched and the employability strategy will be presented to Cabinet in June 15. 85% of activity agreements result in positive post school destinations for targeted young people (to the end of Dec 14), this compares to a national average of 72%.

Title
SOA3 East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow.

PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
Number of schools maintaining Eco-schools Green Flag status	31	30	31		National data for March 15 shows 83% of ERC establishments with green flag status compared to 45% nationally. 36 ERC schools are shown as registered for Green Flag with 30 having renewed status and two with silver level status. The decrease from 31 is due to the amalgamation of Robslee with Giffnock. The remaining six establishments are actively pursuing Green Flag status.

Customer
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Title
Our residents are well informed, enabling them to access accountable and responsive services.

PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
% of parents reporting they are happy with their child's school	97%	97%			Questionnaires have been collated from 40 establishments. 2985 questionnaires were completed by parents. 97% of parents were happy with their child's school. On track to achieve the 2015-16 target of 97%. Next update will be April 2016.
% of Adults Satisfied with local schools	86%				Data not available for 2014-15. This data is based on Scottish Household Survey (SHS) data. The most recent data available is from the 2013-14 results published in January 2015. East Renfrewshire was ranked 10th for this measure (quartile 2). The SHS sample is small and therefore the Education Department uses other more reliable measures, these show very high levels of customer satisfaction.



Activity	Progress Bar	Due Date	Latest Note
Complaint Improvement Work - EDU	<div style="width: 100%; background-color: #4F81BD; color: white; text-align: center; padding: 2px;">100%</div>	31-March-2015	Improvement actions undertaken throughout the year include: 1. Response to complaints about sufficient primary denominational places and prefive provision in Newton Mearns - A consultation was recently carried out concerning a future denominational (Catholic) primary school with non-denominational prefive provision in Newton Mearns. A report on the consultation was considered and adopted by Education Committee in February 2015. A new 2-stream denominational (Catholic) primary school will be established in Newton Mearns, this will be part of the faith schools' joint campus. This will increase primary denominational provision and will also provide additional prefive places and help meet demand for nursery provision in Newton Mearns. 2. Following complaints from parents relating to lack of school crossing patrollers additional staff have been recruited.


Efficiency

Title  
01 Our systems and processes are streamlined, enhancing customers' access to services.

Activity	Progress Bar	Due Date	Latest Note
Take forward collaborative student access device project to realise educational benefits	<div style="width: 25%; background-color: #4F81BD; color: white; text-align: center; padding: 2px;">25%</div>	31-Mar-2015	Ten schools now have wireless connectivity installed. Mearns Castle High have this connectivity switched on and have used this to access sixty "managed devices" since October 2014. A further five schools have been identified for wireless installation post April 2015. As yet, Bring Your Own Device (BYOD), the end point, has not been deployed in any educational establishment.


Title  
02 Residents benefit from cost effective and efficient services that comply with financial and legislative requirements.


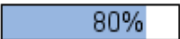
PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
Cost per primary school pupil £	£4,580.36				Data for 2014-15 not available yet. In 2013-14 East Renfrewshire was ranked 13th for this measure (previously 14th). We remain positioned within quartile 2 and below the national average of £4,733.54. This reflects the continued efficient use of resources to achieve our outcomes.
Cost per secondary school pupil £	£6,358.71				Data for 2014-15 not available yet. In 2013-14 East Renfrewshire was ranked 13th for this measure (previously 14th). We remain positioned within quartile 2 and below the national average of £6,532.32. This reflects the continued efficient use of resources to achieve our

PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
					outcomes.
Cost per pre-school place £	£3,960.13				Data for 2014-15 not available yet. In 2013-14 East Renfrewshire was ranked 27th for this measure (previously 28th). We remain positioned within quartile 4 and whilst costs are falling they remain high in comparison to the national average of £3,007.71. This reflects investment in this area to give children a good start in life and also the high proportion of children using the local authority provision rather than partner providers.

Title
People





Title
Our employees are skilled, and supported to achieve our outcomes.





PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
The average number of working days per employee lost through sickness absence for: b) teachers	6.1	6.3	5.5		

Activity	Progress Bar	Due Date	Latest Note
Run a progressive leadership and management development programme across all Education services.		15-Jun-2014	Leadership and management opportunities continue to be offered across all services. The Leadership development course for middle managers is underway for session 2014/15. We are continuing to work with Glasgow University on the enhanced partnership model which offers Masters level learning for Newly Qualified Teachers and the Flexible Route to Headship programme continues to be led by 2 coordinators with candidates being supported by assigned coaches. The Authority will also be exploring partnership working opportunities with the newly formed national Scottish College for Educational Leadership.
Agree and implement a teachers' workload action plan		30-Jun-2016	An LNCT working group has now almost completed its work on a revised Teachers' Workload Action Plan, which will take account of: the 2013 survey of teachers; the recommendations made in the report of the Scottish Government's Working Group on Tackling Bureaucracy and the Working Group's update which was published in March 2015; and the recommendations of the Curriculum for Excellence Management Board's report of the Working Group on the First Year of the New National Qualifications. We expect the Local Negotiating Committee for Teachers (LNCT) to agree this plan in April 2015. In April 2015 the

Activity	Progress Bar	Due Date	Latest Note
			Joint Secretaries of the LNCT will issue a further advice note to schools. In September/October 2015 the department will hold a partnership event to ensure key messages on managing teachers' workload are conveyed to schools.
Response to Employee Survey Results	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #cccccc; position: relative;"> <div style="background-color: #0070c0; width: 50%; position: absolute; top: -1px; left: -1px;"></div> <span style="position: absolute; top: -1px; left: 50%; transform: translate(-50%, -50%); font-weight: bold;">50%</span> </div>	31-Mar-2015	<p>The following is a summary of the main improvement actions. The impact of the actions will be monitored in the next employee survey.</p> <ol style="list-style-type: none"> <li>1. Section managers have discussed the concept of feedback further with meetings of their staff including, where appropriate, during PRD meetings.</li> <li>2. The Education Department engaged very positively with the follow up activity related to the results of the employee survey. The Department has also contributed to the OD Board paper, on revising the format, timing and frequency of the next survey, which was recently considered by CMT.</li> <li>3. Each section manager now maintains a focus on the results of the employee survey at team meetings. Managers put the main issues, in particular those most relevant to their own section, arising from the survey on the agenda of meetings so that updates may be given and to highlight current Council initiatives, e.g. supporting employees' health and wellbeing.</li> <li>4. At team meetings managers ensure that staff are given opportunities to discuss the values of the Council, its plans for improvement and the support that is available to staff. Equally, managers encourage open discussion and ideas to improve the ethos of the Council and the relationship it has with its employees.</li> <li>5. Improving leadership is now a priority for section managers. Section managers are working with a Head of Service to achieve increased leadership capacity among staff.</li> </ol>

Section 3- Additional information

PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
Payment of invoices: Percentage invoices paid within agreed period (30 days)	90.5%	93.8%	83%		Target met
Attainment of all Children in S4	N/A				The LGBF no longer publishes S4 data. In 2012-13 East Renfrewshire was the highest performing local authority for this measure.
Attainment of all children at S6 (subject to change to align with new measure from Senior Phase Benchmarking Tool)	55.4%				Data not available for 2014-15. In 2013-14 East Renfrewshire remained the highest performing local authority for this measure.
Attainment at S4 of children who live in deprived areas. (subject to change to align	N/A				The LGBF no longer publishes S4 data. In 2012-13 East Renfrewshire was the second highest performing local authority

PI Description	2013/14	2014/15	2014/15	Status	Notes and benchmark
	Value	Value	Target		
with new measure from Senior Phase Benchmarking Tool)					for this measure.
Attainment at S6 of children who live in deprived areas. (subject to change to align with new measure from Senior Phase Benchmarking Tool)	18.6%				Data not available for 2014-15. In 2013-14 East Renfrewshire was the second highest performing local authority for this measure.
We will maintain the high levels of attainment in literacy and numeracy in local authority pre-5 centres.	Yes	Yes	Yes		Pre-5 attainment levels have remained very high, with the percentage of correct baseline responses in numeracy increasing from 54% in 2010-11 to 55% in 2014-15. In literacy the percentage of correct responses increased from 60% to 61% during the same period. The Department is on track to achieve the numeracy and literacy targets of 56% and 60% respectively by 2015-16. Next update will be October 2015.
In primary schools we will raise attainment in literacy and numeracy through the rigorous use of assessment information.	Yes	Yes	Yes		From 2010-11 to 2013-14 primary attainment has increased in reading, writing and mathematics. In 2013-14 50.4% of the lowest performing primary pupils achieved the appropriate levels in reading, 45.1% achieved the expected levels in writing and 50.8% the appropriate levels in mathematics. The authority is on track to achieve the 3-year average targets (2013-15) for the lowest performing primary pupils of 50% in reading and mathematics and 45% in writing by the end of 2015. Baseline assessment follow-through visits have taken place. The impact of these visits will be monitored through standardised test results and future assessment results. Individual school standardised data for 2014-15 will be shared with Head Teachers and follow-through visits will take place by the end of June 2015. The Head Teachers seminar in March focused on raising attainment for all pupils, in particular those pupils from key groups e.g. Ethnic minorities, looked after pupils, lowest performing 20% and SIMD 1-3. 2014-15 Curriculum for Excellence data will be available in July 2015.
In secondary schools we will maintain our high levels of performance in national examinations.	Yes	Yes	Yes		2014-15 data will be available in August 2015. In 2013-14 East Renfrewshire maintained very high performance levels in national examinations. In 2013-14 71.1% of S4 pupils achieved 5+ at Level 5 (best-to-date) and 38.7% of S5 pupils achieved 5+ at Level 6 in S5 (based on original S4 roll, second highest ever result). In both measures ERC compared very well to the national average and to its virtual comparator. It is no longer possible to compare ERC performance in these whole school performance measures with other local authorities as this data is no longer made available nationally. New performance measures which allow benchmarking will be developed.



