




## Appendix 1: Education, Learning & Attainment Delivery Plan 2017/18 - Year End Progress

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|  | 1 Social Mission |
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|  | Improve life chances for children and young people |
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| Code       | Performance Indicator  | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18                   |        |   |   |   | 2018/19   | Assigned To |                |
|------------|--|---------|---------|---------|---------|---------------------------|--------|---|---|---|---|-------------|----------------|
|            |  | Value   | Value   | Value   | Value   | Value                     | Target | Status  | Long Trend  | Short Trend   | Note  |             | Target         |
| ED/RAA/001 | Percentage of educational establishments receiving positive inspection reports                 | 100%    | 100%    | 100%    | 100%    | 100%                      | 100%   |  |  |  | In school session 2017-18, two establishments have been inspected and had reports published, St Joseph's and Dalreoch Primary Schools. Both inspections have resulted in positive inspection reports. A further two inspections have taken place at St Peter's and St Patrick's Primaries, but Education Scotland has not yet published the results of these. | 100%        | Laura Mason    |
| ED/RAA/006 | Percentage of children tested in their pre-school year achieving 5 and above in book knowledge | 84.4%   | 87.3%   | 88.4%   | 87.9%   | Data available early Sept | 88.5%  | -   | -   | -   | Data for this indicator is not available until the analysis is complete beyond the end of the 2017/18 education year by early September 2018. The percentage of children achieving in this area has gone up year on year. In 2016-17 the expected target of 85% was exceeded by 2.9 percentage points.  | 88.0%       | Kathy Morrison |

| Code   | Performance Indicator   | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18            |        |        |            |             | 2018/19   | Assigned To |             |
|--------|---|---------|---------|---------|---------|--------------------|--------|--------|------------|-------------|---|-------------|-------------|
|        |   | Value   | Value   | Value   | Value   | Value              | Target | Status | Long Trend | Short Trend | Note  |             | Target      |
| SCHN11 | Percentage of school leavers in positive and sustained destinations | 90.1%   | 89.4%   | 92.2%   | 90.9%   | Available Dec 2018 | 92.2%  | -      | -          | -           | Figures will not be published until December 2018 | 92.3%       | Susie Byrne |

| Code         | Action   | Status | Progress | Due Date    | Comment   | Assigned To    |
|--------------|--|--------|----------|-------------|---|----------------|
| E/1718DP/AIS | Design and implement WDC's strategy for assessment in schools                  |        |          | 31-Mar-2018 | Lead moderators have been identified to evaluate and report on standards of attainment and teacher judgement. A 3 year cycle of school moderation in literacy, numeracy and health and wellbeing has been produced. Relevant groups have been consulted on the proposals and implementation of the moderation framework. A pilot assessment of pupils in the BGE using the tracking tool to measure health and wellbeing has been completed and results analysed. The tool has proved to be useful. Schools have been consulted with on the design and implementation of standardised electronic pupil profiling and an approach to this has been agreed. | Julie McGrogan |
| E/1718DP/EYA | Deliver the Early Years' agenda  |        |          | 31-Mar-2018 | Early Years Delivery Plan developed, reviewed and submitted to Scottish Government for their review. SSC registrations have been maintained.  | Kathy Morrison |
| E/1718DP/GIR | Deliver Authority's Duties in Relation to GIRFEC                               |        |          | 30-Apr-2018 | Training in use of COSE menu complete. Named person list on all schools websites. All schools and early years establishments are using latest pastoral notes. Update training on single agency chronologies for education staff completed. Work underway with Choices Steering Group to plan for move to Jamestown site. Improvements have been made to the learning and teaching environment in existing premises.   | Claire Cusick  |
| E/1718DP/LNH | Develop literacy, numeracy and health and wellbeing within the curriculum      |        |          | 30-Jun-2018 | Steering groups established for Literacy, Numeracy and Health & Wellbeing. Revised strategies developed and shared for Literacy, Numeracy and Health & Wellbeing.   | Julie McGrogan |
| E/1718DP/PEF | Deliver year one of Pupil Equity Funding                                       |        |          | 30-Jun-2018 | Governance and reporting model developed. Establishments monitoring progress of projects. Advice offered to establishments relating to HR and procurement. Initial progress reporting complete.   | Andrew Brown   |
| E/1718DP/RAA | Implement broad-ranging school improvement to raise attainment and achievement |        |          | 30-Jun-2018 | Data gathered from standards and quality reports and output from improvement framework. Improvement framework revised to  | Andrew Brown   |

| Code         | Action   | Status | Progress | Due Date    | Comment  | Assigned To    |
|--------------|--|--------|----------|-------------|--|----------------|
|              |  |        |          |             | provide proportionate support for establishments.  |                |
| E/1718DP/RAC | Deliver Year 3 of the Scottish Raising Attainment Challenge              |        |          | 30-Jun-2018 | Progress has been with Year 3 Scottish Attainment Challenge projects and regularly reported to both committee and Scottish Government. | Julie McGrogan |
| E/1718DP/UIP | Develop the use of performance information to support school improvement |        |          | 31-Mar-2018 | Scope of training programme ascertained and resource developed to support establishments in the use and analysis of data.              | Andrew Brown   |

| Code       | Departmental Risk  | Status | Current Risk Matrix | Latest Note  | Target Risk Matrix | Assigned To                                |
|------------|--|--------|---------------------|--|--------------------|--|
| ED/2017/02 | Delivery of Year 3 of the Scottish Raising Attainment Challenge                  |        |                     | Inspection by Audit Scotland and Education Scotland in December 2017, evaluated WD is making very good progress improving learning, raising attainment and narrowing the poverty related attaining gap. Scottish Gov has confirmed full funding allocation for Year 4 based on successful implementation of Year 3.  |                    | Shona Crawford; Susan Gray; Kathy Morrison |
| ED/2017/03 | Development of literacy, numeracy and health and wellbeing within the curriculum |        |                     | Inspection by Audit Scotland and Education Scotland in December 2017, evaluated WD is making very good progress improving learning, raising attainment and narrowing the poverty related attaining gap. Scottish Gov have confirmed full funding allocation for Year 4 based on successful implementation of Year 3. |                    | Shona Crawford; Denise McKinnon            |
| ED/2017/04 | Design and implementation of WDC's strategy for assessment in schools            |        |                     | Strategic Framework updated in line with most recent national expectations and to incorporate West Partnership Improvement Plan.   |                    | Julie McGrogan                             |
| ED/2017/05 | Delivery of the Early Years Agenda   |        |                     | The project board have submitted the expansion plan to the Scottish Government which has been accepted. Phase one implementation of the plan is underway.  |                    | Kathy Morrison                             |
| ED/2017/06 | Delivery of the Authority's duties in relation to GIRFEC                         |        |                     | We have provided training in latest pastoral notes to all establishments who are now confidently using them and chronologies. We await further SG guidance on information sharing before any additional action.  |                    | Claire Cusick                              |

| Code       | Departmental Risk  | Status | Current Risk Matrix | Latest Note  | Target Risk Matrix | Assigned To                     |
|------------|--|--------|---------------------|--|--------------------|---------------------------------|
| ED/2017/13 | Develop the use of performance information to support school improvement |        |                     | Inspection by Audit Scotland and Education Scotland in December 2017, evaluated WD is making very good progress improving learning, raising attainment and narrowing the poverty related attaining gap. Scottish Gov have confirmed full funding allocation for Year 4 based on successful implementation of Year 3.   |                    | Andrew Brown                    |
| ED/2017/14 | Delivery of Year 1 of the Pupil Equity Funding Project                   |        |                     | Inspection by Audit Scotland and Education Scotland in December 2017, evaluated WD is making very good progress improving learning, raising attainment and narrowing the poverty related attaining gap. Schools and Learning Communities are working collectively to make decisions about projects, it is anticipated this will support a more effective budget spend. |                    | Andrew Brown;<br>Julie McGrogan |



2 Organisational Capabilities



Committed and dynamic workforce

| Code         | Action  | Status | Progress | Due Date    | Comment  | Assigned To   |
|--------------|---|--------|----------|-------------|--|---------------|
| E/1718DP/LDI | Develop effective leadership to drive improvement                     |        |          | 30-Jun-2018 | Programme of networks ready to be implemented session 2018-2019; ensuring development of leadership skills for those in middle leadership and at class teacher level.  | Claire Cusick |
| E/1718DP/LWC | Develop the learning workforce capacity across all sectors            |        |          | 30-Jun-2018 | Progression pathways have been developed to ensure guidance and equity in opportunities for continuing professional learning at all levels; linked to GTCs professional learning guidance.   | Claire Cusick |
| E/1718DP/SPR | Design and deliver strategies for succession planning and recruitment |        |          | 31-Mar-2018 | A working group for succession planning has been established. We have continued to maintain national targets for teacher numbers. We have developed a draft succession planning framework. We have continued to advertise posts on My Job Scotland and utilising Social Media channels. A seconded PT post to support ESOL and refugee children has been put in place. | Claire Cusick |

| Code | Departmental Risk | Status | Current Risk Matrix | Latest Note | Target Risk Matrix | Assigned To |
|------|-------------------|--------|---------------------|-------------|--------------------|-------------|
|------|-------------------|--------|---------------------|-------------|--------------------|-------------|

| Code       | Departmental Risk   | Status | Current Risk Matrix | Latest Note  | Target Risk Matrix | Assigned To                         |
|------------|---|--------|---------------------|--|--------------------|-------------------------------------|
| ED/2017/07 | Development of effective leadership to drive improvement                  |        |                     | Leadership Pathway developed to promote leadership from early phase teacher to Head Teacher. This session we have also increased our engagement with the SCEL Framework. Teachers from Primary and Secondary Sectors are now participating in the Teacher Leadership Programme and we continue to engage with middle leadership Masters Level opportunities.   |                    | Jennifer Gilchrist; Linda McAlister |
| ED/2017/08 | Design and delivery of strategies for succession planning and recruitment |        |                     | A marketing campaign is being developed to strengthen the teacher supply list throughout the year. This approach will improve access to information for potential teachers and streamline recruitment processes. Links have been developed with the course leader of the return to teaching course at Strathclyde University in order to promote WD as an employer of choice for teachers coming back to the profession. |                    | Jennifer Gilchrist; Linda McAlister |
| ED/2017/09 | Develop the learning workforce capacity across all sectors                |        |                     | As well as delivering the core professional development programme a range of internal secondments and leadership opportunities have supported priorities - such as raising attainment, STEM, numeracy and professional learning.   |                    | Jennifer Gilchrist; Linda McAlister |

Ob

Fit for purpose estates and facilities

| Code         | Action                                      | Status | Progress | Due Date    | Comment   | Assigned To  |
|--------------|---|--------|----------|-------------|---|--------------|
| E/1718DP/RLP | Deliver our regenerating learning programme |        |          | 30-Nov-2018 | Kilpatrick Phase 2 and OLSP complete and now in operation. A digital survey has been created to ascertain staff digital skills. | Andrew Brown |

| Code       | Departmental Risk                           | Status | Current Risk Matrix | Latest Note  | Target Risk Matrix | Assigned To  |
|------------|---|--------|---------------------|--|--------------------|--------------|
| ED/2017/10 | Deliver the regenerating learning programme |        |                     | The new Balloch Campus has opened on schedule. Preparation is underway to conduct a consultation with stakeholders in Renton and Alexandria regarding the future schools estate provision. |                    | Andrew Brown |

Ob

Strong financial governance and sustainable budget management

| Code | Action | Status | Progress | Due Date | Comment | Assigned To |
|------|--------|--------|----------|----------|---------|-------------|
|------|--------|--------|----------|----------|---------|-------------|

| Code         | Action   | Status | Progress   | Due Date    | Comment  | Assigned To  |
|--------------|--|--------|--|-------------|--|--------------|
| E/1718DP/CSG | Implement proposed changes to school governance arrangements |        | <div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div></div> | 31-Mar-2018 | Establishment of West Regional Collaborative under way with Chief Education Officer attending planning meetings. | Andrew Brown |

| Code       | Departmental Risk                          | Status | Current Risk Matrix | Latest Note   | Target Risk Matrix | Assigned To |
|------------|--|--------|---------------------|---|--------------------|-------------|
| ED/2017/01 | Revision of school governance arrangements |        |                     | The Glasgow Collaborative has now been formed and agreed by all 8 Councils. |                    | Laura Mason |

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|  | 3 Legitimacy & Support |
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|  | Constructive partnership working and joined up service delivery |
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| Code         | Action   | Status | Progress   | Due Date    | Comment   | Assigned To  |
|--------------|--|--------|--|-------------|---|--------------|
| E/1718DP/DYW | Deliver the 'Scotland's' young workforce programme |        | <div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div></div> | 30-Jun-2018 | A working group was established to define scope of online support for the Career Education Standard. A scoping exercise with Senior Phase partners to develop and implement refinements to the Senior Phase curriculum to increase options for employment, has been completed. Timetabling options for foundation apprenticeships have been investigated. Term 1 placements have been delivered for the Employability Skills Programme and Activity Agreements. Careers events have been supported. | Andrew Brown |

| Code       | Departmental Risk                                 | Status | Current Risk Matrix | Latest Note   | Target Risk Matrix | Assigned To  |
|------------|---|--------|---------------------|---|--------------------|--------------|
| ED/2017/11 | Deliver the 'Scotland's Young Workforce Programme |        |                     | We continue to work in partnership with key stakeholders to deliver key DYW actions. Currently the number of students undertaking a 2 year Foundation Apprenticeship remains the highest across our region. Targeted work to deliver various careers events and further embed strong business links with schools has been completed. Follow up school leaver destination figures for 2016/17 recorded 91.0% of young people in positive destinations which is 1% higher than last year, and 9% higher than 10 years ago.' |                    | Andrew Brown |

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|--|---|
|  | Positive dialogue with local citizens and communities |
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| Code          | Action   | Status | Progress  | Due Date    | Comment   | Assigned To   |
|---------------|--|--------|---|-------------|---|---------------|
| E/1718DP/ PAR | Develop the Parental Involvement Strategy in all sectors |        | <div style="border: 1px solid black; width: 80px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">100%</div> | 30-Jun-2018 | Milestones for this action are due to be completed in the second half of this year. | Claire Cusick |

| Code       | Departmental Risk  | Status | Current Risk Matrix | Latest Note  | Target Risk Matrix | Assigned To    |
|------------|--|--------|---------------------|--|--------------------|----------------|
| ED/2017/12 | Develop the Parental Involvement Strategy in all sectors |        |                     | The early year's workforce have targeted families with children in the 3 – 6 year age group with elevated scored for behaviour difficulties. During 2017 45 families enrolled in the incredible years Parenting groups, the most successful group being hosted in our educational establishments. Evidence of impact is positive with a high percentage showing improvement in functioning on the pre and post measures of impact and over 50% moving out of the clinical range. There is evidence that we are reaching the most vulnerable families in the highest areas of social deprivation. |                    | Shona Crawford |

| Action Status |           |
|---------------|-----------|
|               | Completed |

| PI Status |    |
|-----------|----|
|           | OK |

| Long Term Trends |               | Short Term Trends |               |
|------------------|---------------|-------------------|---------------|
|                  | Improving     |                   | Improving     |
|                  | No Change     |                   | No Change     |
|                  | Getting Worse |                   | Getting Worse |

| Risk Status |         |
|-------------|---------|
|             | Warning |
|             | OK      |

