




# 2017-18 Delivery Plan




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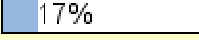
	<b>Scorecard Name</b>	<b>Vision</b>
	<b>**SLA EDUCATION, LEARNING &amp; ATTAINMENT - Delivery Plan 2017/18</b>	







	<b>Theme/Priority/Objective</b>	<b>Context</b>
	<b>1 Social Mission</b>	



	<b>Theme/Priority/Objective</b>	<b>Context</b>
	<b>Improve life chances for children and young people</b>	



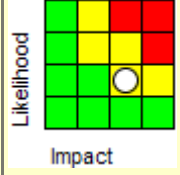
PI Code & Short Name	History			Current		Future		Latest Note	Assigned To
	2014/15	2015/16	2016/17	2017/18		2018/19	2019/20		
	Value	Value	Value	Value	Target	Target	Target		
ED/RAA/001 Percentage of educational establishments receiving positive inspection reports	100%	100%	100%					As at the end of March 2017, two establishments have been inspected so far in the current school session, St Martin's and Goldenhill Primary Schools. Both inspections have resulted in positive inspection reports.	Laura Mason
ED/RAA/006 Percentage of children tested in their pre-school year achieving 5 and above in book knowledge	87.3%	88.4%	87.9%		87%			The percentage of children achieving in this area may plateau. In 2016-17 the expected target of 85% was exceeded by 2.9 percentage points.	Kathy Morrison
SCHN11 Percentage of pupils entering positive destinations	89.4%	92.2%	N/A		92.2%	92.3%	92.4%	2016-17 data will not be available until 2018	Susie Byrne



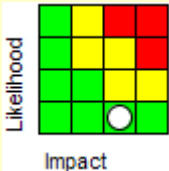


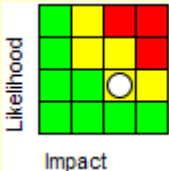


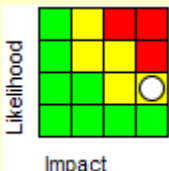
Icon	Status	Action	Progress Bar	Due Date	Assigned To	Latest Note	Milestone Description	Milestone Due Date	Milestone Completed
		E/1718DP/AIS Design and implement WDC's strategy for assessment in schools		31-Mar-2018	Julie McGrogan	Lead moderators have been identified to evaluate and report on standards 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			



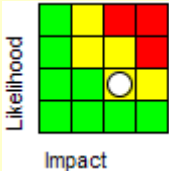


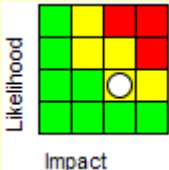


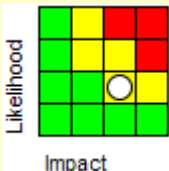
Icon	Status	Action	Progress Bar	Due Date	Assigned To	Latest Note	Milestone Description	Milestone Due Date	Milestone Completed
						profiling and an approach to this has been agreed.			
		E/1718DP/EYA Deliver the Early Years' agenda		31-Mar-2018	Lisa Anne Clayton	Early Years Delivery Plan developed, reviewed and submitted to Scottish Government for their review. SSC registrations have been maintained.			
		E/1718DP/GIR Deliver Authority's Duties in Relation to GIRFEC		30-Apr-2018	Claire Cusick	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.			
		E/1718DP/LNH Develop		30-Jun-2018	Julie McGrogan	Steering groups			



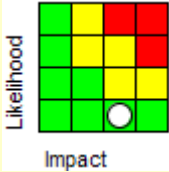
Icon	Status	Action	Progress Bar	Due Date	Assigned To	Latest Note	Milestone Description	Milestone Due Date	Milestone Completed
		literacy, numeracy and health and wellbeing within the curriculum				established for Literacy, Numeracy and Health & Wellbeing. Revised strategies developed and shared for Literacy, Numeracy and Health & Wellbeing.			
		E/1718DP/PEF Deliver year one of Pupil Equity Funding	<div style="width: 58%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">58%</div></div>	30-Jun-2018	Andrew Brown	Governance and reporting model developed. Establishments monitoring progress of projects. Advice offered to establishments relating to HR and procurement. Initial progress reporting complete.			
		E/1718DP/RAA Implement broad-ranging school improvement to raise attainment and achievement	<div style="width: 54%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">54%</div></div>	30-Jun-2018	Andrew Brown	Data gathered from standards and quality reports and output from improvement framework. Improvement framework revised to provide proportionate support for establishments.			
		E/1718DP/RAC Deliver Year	<div style="width: 60%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">60%</div></div>	30-Jun-2018	Julie McGrogan	Progress has been			


Icon	Status	Action	Progress Bar	Due Date	Assigned To	Latest Note	Milestone Description	Milestone Due Date	Milestone Completed
		3 of the Scottish Raising Attainment Challenge				with Year 3 Scottish Attainment Challenge projects and regularly reported to both committee and Scottish Government.			
		E/1718DP/UIP Develop the use of performance information to support school improvement	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> <span style="position: absolute; top: -10px; left: 50%; transform: translate(-50%, -50%);">44%</span> </div>	31-Mar-2018	Andrew Brown	Scope of training programme ascertained and resource developed to support establishments in the use and analysis of data.			


Icon	Status	Current Rating	Risk Code & Title	Current Risk Matrix	Measures Of Impact	Internal Controls
		6	ED/2017/02 Delivery of Year 3 of the Scottish Raising Attainment Challenge		<p>Attainment data</p> <p>Positive destination data</p> <p>School attendance and exclusion data</p> <p>Results from evaluations using the Quality Improvement Framework</p> <p>HMIE Inspections</p> <p>Monitoring and reporting through Scottish Government and Education Scotland</p>	<p>Raising Attainment Strategy</p> <p>Project management by Service Education Officer and Projects led by Education Officers</p> <p>Raising Attainment Project Board (led by Chief Education Officer)</p> <p>Termly progress reports to Education Committee submitted as part of Educational Service committee reports</p> <p>Quarterly reporting to Scottish Government and Education Scotland</p> <p>Raising Attainment specialists in each secondary school</p> <p>Attainment visits based on proportionality matrix</p> <p>Meetings between WDC, Education Scotland and the National Improvement Team</p> <p>Data analysis and collection policy</p> <p>Education Governance Board</p>



Icon	Status	Current Rating	Risk Code & Title	Current Risk Matrix	Measures Of Impact	Internal Controls
		3	ED/2017/03 Development of literacy, numeracy and health and wellbeing within the curriculum		<p>Attainment data</p> <p>Positive destination data</p> <p>School attendance and exclusion data</p> <p>Results from evaluations using the Quality Improvement Framework</p> <p>HMIE Inspections</p> <p>Monitoring and reporting through Scottish Government and Education Scotland</p>	<p>Raising Attainment Strategy</p> <p>Project management by Service Education Officer and Projects led by Education Officers</p> <p>Raising Attainment Project Board (led by Chief Education Officer)</p> <p>Termly progress reports to Education Committee submitted as part of Educational Service committee reports</p> <p>Quarterly reporting to Scottish Government and Education Scotland</p> <p>Raising Attainment specialists in each secondary school</p> <p>Attainment visits based on proportionality matrix</p> <p>Meetings between WDC, Education Scotland and the National Improvement Team</p> <p>Data analysis and collection policy</p>
		6	ED/2017/04 Design and implementation of WDC's strategy for assessment in schools		<p>National data collection: CFE levels, NGRT;</p> <p>Local data collection: Early Years base-line;</p> <p>GL: National Improvement Framework reporting measures.</p>	<p>Raising Attainment Strategy</p> <p>Project management by Service Education Officer and Projects led by Education Officers</p> <p>Raising Attainment Project Board (led by Chief Education Officer)</p> <p>Termly progress reports to Education Committee submitted as part of Educational Service committee reports</p> <p>Quarterly reporting to Scottish Government and Education Scotland</p> <p>Raising Attainment specialists in each secondary school</p> <p>Attainment visits based on proportionality matrix</p> <p>Meetings between WDC, Education Scotland and the National Improvement Team</p> <p>Data analysis and collection policy</p>
		8	ED/2017/05 Delivery of the Early Years Agenda		<p>Care Inspectorate standards</p> <p>Key project milestones</p> <p>Scottish Government requirements</p> <p>Parental expectations</p> <p>Key personnel positions</p>	<p>Reports to Education Services Committee</p> <p>Early Learning and Childcare Strategy 2016 - 20</p> <p>Care Inspectorate</p> <p>Formal consultations with parents</p> <p>Children and Young Peoples Act (S) 2014</p> <p>HGIOELC</p> <p>Education Leadership team</p>

Icon	Status	Current Rating	Risk Code & Title	Current Risk Matrix	Measures Of Impact	Internal Controls
						Consultation with EIS Building the Ambition Education Governance Board Early Years Expansion Implementation Board Management and leadership feedback Financial reports - budget monitoring and review Inter-departmental information sharing - risks arising from phasing in SG delivery plan (Estates) Partnership SLA's Service Monitoring calendar Process mapping for key tasks (including self evaluation) Workforce Development reflecting all roles and responsibilities Workforce awareness of national and local priorities
		6	ED/2017/06 Delivery of the Authority's duties in relation to GIRFEC		National Improvement Framework National data collection CfE level Local data collection Early Years baseline Staged intervention records	Joint working with HSCP GIRFEC RIG and DIG's Children and Young People (Scotland) Act 2014 Education (Additional Support for Learning) (Scotland) Act 2009
		6	ED/2017/13 Develop the use of performance information to support school improvement		HMIE inspection reports - Validated Self Evaluation results - internal performance reporting and surveys - themed evaluations - exam results - validation visits - feedback on SAC progress - GL data - Care Inspectorate Reports	Reporting mechanisms to Scottish Government as part of the SAC and PEF External inspections - HMIE and Care Inspectorate Improvement Framework - improvement visits and self-evaluation visits
		6	ED/2017/14 Delivery of Year 1 of the Pupil Equity Funding Project		Attainment data Positive destination data School attendance and exclusion data Results from evaluations using the Quality Improvement Framework HMIE Inspections Monitoring and reporting through Scottish Government and Education Scotland	ELT monitoring and quality assurance of PEF projects; ELT advice, guidance and professional learning for school leaders Governance of project management and delivery of outcomes for young people





Icon	Status	Current Rating	Risk Code & Title	Current Risk Matrix	Measures Of Impact	Internal Controls
		3	SR112 Failure to implement broad-ranging school improvement to raise attainment and achievement		Examination results - HMIE inspection reports - validation reports - stakeholder feedback - local learning community attainment data - control group model - small test of change model - risk matrix model - bespoke model of intervention for young people and families at early stages to improve on attendance/lateness; social and emotional health; supports for mental health issues; parenting/behaviour management skills and early linguistic & cognitive development - pre/post intervention assessment - increased expectation of raising attainment being the responsibility of all - school to school collaboration with locally initiated bottom-up enquiry - higher level of STEM subject uptake in secondary schools - increased numbers of learners entering STEM related career pathways - standardised literacy and numeracy tests	Raising Attainment Strategy Project management by Service Manager Raising Attainment/ Impact review Group (led by Chief Education Officer) Termly progress reports submitted as part of Educational Service committee reports Scottish Attainment Challenge Project Board Raising Attainment specialists in each secondary school Relevant CPD programme to support education staff Lead Officer responsible for managing Multi-Agency Family Support Team Meetings between WDC and Education Scotland/HMIE Standardised data collection templates Numeracy steering group Local Authority Coordinator Partnership working with University of Glasgow Learning Community Partnership Innovation Teams

Theme/Priority/Objective	Context
 2 Organisational Capabilities	



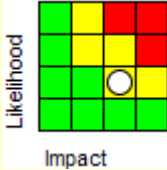


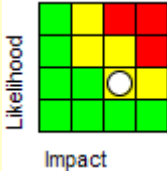


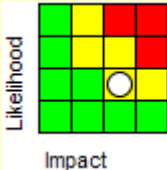
Theme/Priority/Objective	Context
 Committed and dynamic workforce	


Icon	Status	Action	Progress Bar	Due Date	Assigned To	Latest Note	Milestone Description	Milestone Due Date	Milestone Completed
		E/1718DP/LDI Develop effective leadership to drive improvement	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; display: flex; align-items: center; justify-content: center;">49%</div>	30-Jun-2018	Claire Cusick	Progress made with establishing support networks. Work to link Leadership Framework with Improvement			







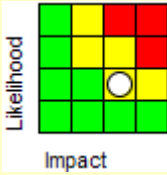
Icon	Status	Action	Progress Bar	Due Date	Assigned To	Latest Note	Milestone Description	Milestone Due Date	Milestone Completed
						Framework underway.			
		E/1718DP/LWC Develop the learning workforce capacity across all sectors	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; background-color: #0070c0; width: 10%;"></div></div> 10%	30-Jun-2018	Claire Cusick	Support programmes in place to support probationary teachers and those pursuing graduate courses and Into Headship programmes.			
		E/1718DP/SPR Design and deliver strategies for succession planning and recruitment	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; background-color: #0070c0; width: 37%;"></div></div> 37%	31-Mar-2018	Claire Cusick	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.			


Icon	Status	Current Rating	Risk Code & Title	Current Risk Matrix	Measures Of Impact	Internal Controls
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Icon	Status	Current Rating	Risk Code & Title	Current Risk Matrix	Measures Of Impact	Internal Controls
		6	ED/2017/07 Development of effective leadership to drive improvement		Successful school validation visits Low incidents of personnel issues in schools Sustained improvement in achievement and attainment Growth of innovation	Leadership Framework GTC Standards for Leadership Professional review and development Programme/Annual Evaluation Participant Tracking
		6	ED/2017/08 Design and delivery of strategies for succession planning and recruitment		Register of staff on development programme and engaging with the Leadership Development (Leadership Pathways) Number of applicants for key posts Number of external applicants for posts	Leadership Pathways Framework GTC Standards for Leadership Professional review and development LANA Evaluation Participant Tracking Recruitment Strategy (includes subsequent support through professional learning for newly appointed Head Teachers)
		6	ED/2017/09 Develop the learning workforce capacity across all sectors		Validation visits Attainment gap results External inspections Staff survey	Professional Learning across sectors Professional Review and Development Guidance documents - HGIOS4 - Building the Ambition - Developing Scotland's Young Workforce Self evaluation systems Professional learning website GTC professional update



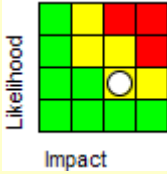
Theme/Priority/Objective	Context
 Fit for purpose estates and facilities	


Icon	Status	Action	Progress Bar	Due Date	Assigned To	Latest Note	Milestone Description	Milestone Due Date	Milestone Completed
		E/1718DP/RLP Deliver our regenerating learning programme	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; position: relative;"> <span style="position: absolute; left: 5px; top: 5px;">16%</span> </div>	30-Nov-2018	Andrew Brown	Kilpatrick Phase 2 and OLSP complete and now in operation. A digital survey has been created to ascertain staff digital skills.			

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		6	ED/2017/10 Deliver the regenerating learning programme		Attainment data Increase in number of positive destinations Increase in the number of category 'A' schools Reduction in the number of category 'B' schools Uptake of professional development opportunities	ELC Strategy Schools estate project board Education Leadership Team Review Meetings Partnership with West College Scotland Education Governance Board



Theme/Priority/Objective	Context
 Strong financial governance and sustainable budget management	



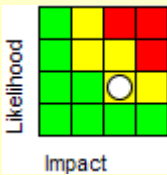
Icon	Status	Action	Progress Bar	Due Date	Assigned To	Latest Note	Milestone Description	Milestone Due Date	Milestone Completed
		E/1718DP/CSG Implement proposed changes to school governance arrangements	<div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div>	31-Mar-2018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


Icon	Status	Current Rating	Risk Code & Title	Current Risk Matrix	Measures Of Impact	Internal Controls
		6	ED/2017/01 Revision of school governance arrangements			Education Governance Board



Theme/Priority/Objective	Context
 3 Legitimacy & Support	



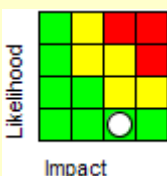
Theme/Priority/Objective	Context



Theme/Priority/Objective		Context							
Constructive partnership working and joined up service delivery									
Icon	Status	Action	Progress Bar	Due Date	Assigned To	Latest Note	Milestone Description	Milestone Due Date	Milestone Completed
		E/1718DP/DYW Deliver the 'Scotland's' young workforce programme	<div style="border: 1px solid black; padding: 2px; display: inline-block;">39%</div>	30-Jun-2018	Andrew Brown	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.			




Icon	Status	Current Rating	Risk Code & Title	Current Risk Matrix	Measures Of Impact	Internal Controls
		6	ED/2017/11 Deliver the 'Scotland's Young Workforce Programme		School leaver destinations Participation measure SQA Exams data P7 - S3 profiles Partnership agreement with West College Scotland	Developing the Young Workforce Steering Group Education Leadership Team Meetings Reporting progress to Scottish Government Participation in national key contacts network






Theme/Priority/Objective	Context
 Positive dialogue with local citizens and communities	






Icon	Status	Action	Progress Bar	Due Date	Assigned To	Latest Note	Milestone Description	Milestone Due Date	Milestone Completed
		E/1718DP/PAR Develop the Parental Involvement Strategy in all sectors	<input type="text" value="0%"/>	30-Jun-2018	Claire Cusick	Milestones for this action are due to be completed in the second half of this year.			







Icon	Status	Current Rating	Risk Code & Title	Current Risk Matrix	Measures Of Impact	Internal Controls
		3	ED/2017/12 Develop the Parental Involvement Strategy in all sectors		Parental engagement within schools and authority-wide events - examination results - HMIE inspection reports - validation reports - stakeholder feedback - social and emotional health; supports for mental health issues; parenting/behaviour management skills - increased expectation of raising attainment being the responsibility of all - attendance data	Parenting Review and Improvement Group Development and Improvement Group POPP site Parental and Family Engagement Strategy Reporting to Scottish Government through the SAC Project (Primary and Secondary) Reporting on the progress of PEF projects

Action Status	
	Cancelled
	Overdue; Neglected

	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

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