

Local Improvement Plan 2017 – 2020

East Renfrewshire Council Education Department



Everyone Attaining, Everyone Achieving through Excellent Experiences



A message from Councillor Paul O'Kane

As the convener for education and equalities, I am very pleased to introduce the Education Department's local improvement plan for 2017 – 2020. 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 and to achieving the National Improvement Framework priorities.

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.

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.

Paul O'Kane, Convener for Education and Equalities



Introduction to Local Improvement Plan for 2017 – 2020

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 2015 – 2018 was detailed in the Department's Standards and Quality Report 2015 – 2016, 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 2017-18, 2018-19 and 2019-20.

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, the department's contributions to the Council's Outcome Delivery Plan 2017 – 2020 and the department's *Advancing Excellence and Equity in Education in East Renfrewshire*. Cognisance has been taken of teacher workload with a further reduction in the number of activities planned over the three year period. The Local Improvement Plan 2017 - 2020 provides schools and services with a framework for improvement.

The plan 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. The plan also sets out how we will address the inequalities of outcomes that exist for different equity groups. Collaboration within schools, across schools and with colleagues from our inter-authority partnership will be vital in delivering the priorities set out in this plan. 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.

¹ www.eastrenfrewshire.gov.uk/childrens_performance

Mhairi Shaw, Director of Education

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 Corporate Statement, the Strategic Outcomes that relate directly to the services the Education Department provides and the connection between national and local priorities. Links between the National Improvement Framework priorities and drivers have been incorporated into the plan. From October 2017 the council will replace the SOA with a Community Plan and Fairer East Ren plan (the council's local outcome improvement plan). Consequently our future planning will reflect this.

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 leadership 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 the Broad General Education 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 school? or How good is our early learning and childcare? 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 and Improvement Plan for Scottish Education, Curriculum for Excellence, Standards in Scotland's Schools etc. Act 2000, the Council's Five Capabilities, Advancing Excellence and Equity in Education in East Renfrewshire, Teaching Scotland's Future, Developing the Young Workforce, Children and Young People Act and the Education Scotland workload review.
- Collaborate with all stakeholders to identify priorities for the improvement plan and the expected impact and outcomes.
- Manage teacher workload by focusing on a small number of key priorities which can be implemented and take account of working time agreements.
- 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 authority's Quality Improvement Team at each stage in planning for improvement.

The authority 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 Community Planning Partnership - Community Plan

East Renfrewshire's Corporate Vision Statement: **A modern, ambitious council creating a fairer future with all.**

Key Strategic 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 children are healthy, active and included.

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

Children and young people are cared for, protected 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 Community Plan and Fairer East Ren plan.

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.

National Outcomes (where Education makes a major contribution)

- 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.
- 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.

East Renfrewshire Community Plan

- All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.
- East Renfrewshire residents are fit and active and have the skills for learning, life and work.

Five Capabilities

- Prevention
- Community Engagement
- Data, evidence and benchmarking
- Modernising how we work
- Digital



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

National Priorities

Improvement in attainment, particularly literacy and numeracy. Closing the attainment gap between the most and least disadvantaged children

NIF Drivers	Expected Outcome / Impact (what we will measure and report on)	Activities (what we will do to bring about improvement)
<p>Assessment of Children's Progress</p> <p>Teacher Professionalism</p> <p>School Improvement</p> <p>Parental Engagement</p>	<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 • Be the highest performing mainland council area as measured by Curriculum for Excellence levels • Improved reading, writing and mathematics attainment throughout the years of the broad general education • An improvement in the attainment of disadvantaged children and young people • An increase in the percentage of schools evaluated as 'good' or better for raising attainment and achievement • An increase in activities which support prevention and early intervention, improve outcomes and reduce inequalities • 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; with particular focus on those key equity groups e.g. gender, ethnicity, lowest performing pupils and pupils from deciles 1-3 • Provide support to senior staff and teachers in schools in using tracking and monitoring tools including Insight • Introduce a tracking tool for early learning and childcare establishments • Devise and implement a Numeracy and Mathematics Strategy and a Literacy and English Strategy • Continue to provide parenting programmes, develop peer support groups and introduce groups for parents of children aged 0-8 and 8-16 • Introduce a validated self-evaluation framework for promoting and nurturing early language and communication • Provide support, including CLPL, for improvement partnerships and expand the use of collaborative action based research to improve outcomes for key equity groups • Implement the Early Learning and Childcare Strategy • 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

Everyone Achieving

National Priorities

Improvement in employability skills and sustained, positive school-leaver destinations for all young people

NIF Drivers	Expected Outcome / Impact (what we will measure and report on)	Activities (what we will do to bring about improvement)
<p>Assessment of Children's Progress</p> <p>Teacher Professionalism</p> <p>School Leadership</p> <p>Parental Engagement</p>	<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 culture of professional enquiry in all establishments • An increase in the percentage of schools evaluated as 'good' or better for leadership of change • 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 validation and review • Support schools and centres to strengthen practices in self-evaluation using <i>How Good is our School?</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 • Implement the career long professional learning strategy • Develop and implement a Digital Learning and Teaching Strategy and STEM strategy • Support schools and work with partners to deliver the Developing the Young Workforce Implementation Plan • Continue to work with partners to offer adult learners the opportunity to achieve an SQA 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 schools to offer a range of opportunities which will help learners develop skills and celebrate achievements • Continue to support and challenge schools to develop systems for the recording, reporting and celebration of the personal achievements of all children and young people 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 • Devise and implement the Parental Engagement Strategy • 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

National Priorities

Improvement in children and young people's health and wellbeing



NIF Drivers	Expected Outcome / Impact (what we will measure and report on)	Activities (what we will do to bring about improvement)
<p>School Improvement</p> <p>School Leadership</p> <p>Teacher Professionalism</p>	<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 • An increase in the percentage of schools evaluated as 'good' or better for learning, teaching and assessment • 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 exclusions and high attendance 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 • Resources which lead to improvements for learners and service users 	<ul style="list-style-type: none"> • Implement the Curriculum for Excellence Action Plan • Continue to support schools to implement the 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 • Continue to implement the 1+2 Languages Strategy 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 • Devise and Implement a Learning for Sustainability Strategy • Continue to support staff to embed the principles of Getting It Right For Every Child (GIRFEC) in all schools and classrooms • Implement the Corporate Parenting Plan • Review the implementation of and where appropriate amend the inclusion policy • Continue to work with schools and services to implement the revised anti-bullying policy • 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 • Continue to work in partnership to maintain an enhanced level of support with regard to the reduction of teacher workload and bureaucracy within schools • 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 early learning and childcare and primary establishments • Expand catering provision in the early learning and childcare sector to address new legislative requirements • Target available resources in line with the Education Department vision • Progress the Capital Plan as appropriate for the Education Department • Develop our digital capacity and modernise services for all learners and residents • Continue maximising efficiency opportunities and planning ahead for further budget reductions

Appendix 1

National Outcomes (where Education makes a major contribution)	East Renfrewshire Comminty Plan	National Outcomes (where Education makes a major contribution)
<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



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