



Comhairle nan Eilean Siar

Management Plan by Department

Period: 11/12 - 15/16

EDUCATION AND CHILDREN'S SERVICES DEPARTMENT



EDUCATION AND CHILDREN'S SERVICES DEPARTMENT

The Education and Children's Services Department's provision is delivered in a variety of establishments across the islands including: pre-schools, schools, community settings and through the voluntary sector.

The Department's vision is 'Ag Amas air Adhartas' 'Aiming for Advancement'.

We strive to achieve this by providing:

- a first class service;
- an inclusive quality culture;
- access and opportunity for all learners;
- a desire for continuous improvement;
- principles of Best Value; and
- an appreciation of the value and uniqueness of the physical and cultural environment of the Western Isles

The Education and Children's Services Department comprises the following business units:

Children's Services
Education and Resources
Quality Improvement

EDUCATION AND CHILDREN'S SERVICES DEPARTMENT - Children's Services

OUR MISSION

Children's Services have a statutory responsibility to deliver targeted services to 'children in need'; to promote the welfare of children and their families; to offer shared assessments and support as required; to assess and deliver support and services to children who have additional support needs in relation to their education. All services require to actively promote social inclusion, equality and diversity.

RECENT ACHIEVEMENTS

Very positive HMIE Inspections for Child Protection, Psychological Services, Adoption and Fostering, and Residential Services.
Wide range of provision of support for children with additional support needs.
Development of Adoption and Fostering Services.
Production of an Integrated Children's Services Plan

PLANNING CONTEXT

Single Outcome Agreement 2009/11
Community Plan (OHCPP)
Central / Local Government funding constraints
Integrated Children's Services Plan
HMIE / SWIA/ Care Commission Inspection Framework
Internal audits of practice (eg through Child Protection Committee).
Child Protection Inter-agency Guidelines
Relevant Legislation

STAKEHOLDERS

Service Users
 Local Communities
 Health Board (NHS Western Isles)
 Police (Northern Constabulary)
 Children’s Reporter
 Children’s Panel
 Action for Childen
 Voluntary Sector
 Comhairle Departments
 Comhairle – Elected Members
 Child Protection Committee

Service Profiles

- **Additional Support for Learning Services**
- **Children and Families Services (includes Inclusion Services)**
- **Psychological Services**

Business Unit SWOT

Children's Services

		STRENGTHS	WEAKNESSES
INTERNAL		<ul style="list-style-type: none"> • Positive joint working with partner agencies • Very committed staff groups. • Good initial responses to children at risk of harm • Improved level of responding in Adoption and Fostering Service 	<ul style="list-style-type: none"> • Case file recording and inputting of information to Care First • Longer term planning for accommodated children • Quality of service to Children's Reporter is poor in relation to meeting target timescales
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • Integration of Children and Family Services, Inclusion and Educational Psychology Services and Learning Support • Implementation of GIRFEC principles through Learning Communities/Children's Services Locality Groups • Review of Education and Children's Services Department 	<ul style="list-style-type: none"> • Current financial context for all partner agencies • Increased demand for services • Inability to recruit to strategic posts.



Service Profile: Additional Support for Learning Services

Description:

Support for Learning provides a wide range of resources and support to children with additional support needs.

Outputs:

Individual Education Plans (IEPs)
Co-ordinated Support Plans (CSPs)

Primary Outcome:

3.2 (SOA 4) Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
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Local Outcome: 3.2.3 We meet the needs of all Children in the Outer Hebrides

Ensure compliance with statutory requirements with regard to children with additional support needs (ASN).	Interim Head of Children's Services	01/04/2011	31/03/2012	Operating
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Service Profile KPIs:

KPI	Units	11/12	12/13	13/14	14/15	15/16
Percentage of children with additional support needs who have their co-ordinated support plans reviewed within statutory timescales.	%	100	100	100	100	100

Service Profile: Children and Families Services (includes Inclusion Services)

Description:

Children and Families Services cover the provision of Family Support; Child Protection; a service to the Children's Hearing system; Residential and Foster Care; Adoption Services; family support services; services for children with/and affected by disabilities; throughcare and aftercare services; and services that help to reduce offending.

Outputs:

Assessments of risk and needs; provision of services to reduce risk and meet identified needs.

Needs are assessed and services provided to all children who are deemed to be 'in need'; services can be community based or include respite, residential and foster care.

Primary Outcome:

3.4 (SOA 8) We have improved the life chances for children, young people and families at risk.

Secondary Outcomes:

3.2 (SOA 4) Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 3.2.3 We meet the needs of all Children in the Outer Hebrides				
Monitor the effectiveness of the integration of Education and Children's Services	Director of Education and Children's Services	01/04/2011	31/03/2012	Operating
Local Outcome: 3.4.1 We meet the needs of the most vulnerable children in our islands				
Ensure that an effective range of high quality resources are in place that meet the needs of vulnerable children.	Interim Head of Children's Services	01/04/2011	31/03/2013	Operating
Improve integrated children's services planning.	Interim Head of Children's Services	01/04/2011	31/03/2012	Operating
Local Outcome: 3.4.2 Effective assessment and interventions to reduce immediate risk of harm to vulnerable children and young people				
Continue to promote the implementation of GIRFEC in the Western Isles.	Interim Head of Children's Services	01/04/2011	31/03/2013	Operating

Service Profile KPIs:

KPI	Units	11/12	12/13	13/14	14/15	15/16
Percentage of Child Protection Case Records that are up to date, with accurate inputting of information on Care First	%	100	100	100	100	100
Percentage of looked after children attaining at least SCQF level 3 in any subject.	%	75	75	75	75	75
Percentage of Looked After and Accommodated Reviews that take place within statutory timescales	%	100	100	100	100	100
Percentage of looked after children attaining at least SCQF level 3 in Maths.	%	75	75	75	75	75
Percentage of looked after children attaining at least SCQF level 3 in English.	%	75	75	75	75	75
Percentage of care leavers with a Pathway Plan in place	%	100	100	100	100	100
Percentage of children seen by a supervising officer within 15 working days	%	100	100	100	100	100
Percentage of Initial Assessment Reports and Social Background Reports submitted to Scottish Children's Reporter Administration (SCRA) within 20 working days	%	100	100	100	100	100
Percentage of children in foster care and / or kinship care in Western Isles as % of all accommodated children	%	75	75	75	75	75
Percentage of children and young people affected by their own or a close family member's substance misuse who have an allocated Social Worker.	%	100	100	100	100	100
Percentage of Child Protection Reviews that take place within 6 months of child being registered.	%	100	100	100	100	100
Percentage of children who are accommodated for over 12 months who have a permanency plan in place	%	100	100	100	100	100

Service Profile: Psychological Services

Description:

Psychological Services help vulnerable or potentially excluded children and young people to become successful learners, confident individuals, effective contributors and responsible citizens.

Outputs:

Shared assessments

Primary Outcome:

3.4 (SOA 8) We have improved the life chances for children, young people and families at risk.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 3.4.1 We meet the needs of the most vulnerable children in our islands				
Continue to develop a service delivery profile for Psychological Services consistent with national guidance.	Interim Head of Children's Services	01/04/2011	31/03/2012	Operating

EDUCATION AND CHILDREN'S SERVICES DEPARTMENT - Education and Resources

OUR MISSION

The Education and Resources Section is committed to providing an excellent education for all children and young people in the Western Isles through high quality provision and experiences in learning and teaching for all children. This is supported by a business strategy underpinning all departmental services with the business resources required in the most efficient, effective and economic way possible.

RECENT ACHIEVEMENTS

We have five established and operational Learning Communities within an Integrated Children's Services Department.

We have in place an effective and comprehensive implementation programme for Curriculum for Excellence (CfE).

We have an effective skills for life, skills for work and skills for training strategy operational in all our schools.

We provide a broad and balanced curriculum providing a wide range of opportunities for achievement.

We have an effective target setting, attainment and tracking system in place for all our young people.

We maintain strong performance in the recognised measures compared with that of our comparator Authorities and national averages.

Recent HMIE inspections have been evaluated at an average of 'good' in the majority of early years settings.

Recent Care Commission inspections have been evaluated as 'good' in the majority of early years settings.

83% of Comhairle pre-school staff are qualified to Scottish Social Services Council requirements.

50% of childminders were rewarded for five years or more long service.

Sure Start was highlighted as an area of good practice by HMIE in January 2009.

We have a strong Early Years Management Group which has developed a comprehensive early years strategic plan.

An effective training plan is in place to meet all national staff registration requirements for early years.

We achieved most of the outcomes for the 2007/10 Integrated Early Years Strategy.

We have an effective administration and staff resource to meet the demands of the Department.

We have introduced more rigorous and effective financial monitoring

We have completed a comprehensive Estate and DDA audit.

We have implemented a modern ICT infrastructure LA-wide to support school administration, teaching and learning – to support CfE.

All schools with broadband links.

All schools accessing Glow.

All staff and pupils with Glow accounts.

We have implemented an efficient information sharing functionality via Glow for all Education users across Education Department and schools.

Top 10 position for Western Isles in National Glow roll-out uptake.

Advising of New Schools Build Team on schools' ICT specifications.

We have implemented a Remote Desktop Support for server based schools.

We have introduced options for managed Wireless networks in schools.

We have introduced mobile Netbook technologies with 'Class-in-a-Box' storage/charging units in schools.

Redevelopment of Transport database completed.

Interim weekly school-based staff attendance monitoring introduced.

A positive feedback from HMIE that our school meals meet the nutrient standards.

Additional dining facility situated at the Nicolson Institute along with mid morning break provision of snacks introduced in a number of secondary schools to promote the uptake of school catering. Average daily meal numbers have increased in comparison to same period last year.

Cashless Catering systems are in operation in four schools thereby protecting the identity of free meal pupils.

All schools meet high standards of cleanliness.

Service operates within strong culture of Best Value.

PLANNING CONTEXT

For Scotland's Children
It's everyone's job to make sure I'm alright.
GIRFEC
Integrated Children's Services Planning framework
Early Years Planning framework
Single Outcome Agreement 2009/11
HMIE Inspections
Care Commission Inspections
SWIA Inspections
Child Protection Inspections
Parental Involvement Act
Gaelic Language Plan
Education Scotland Act
Standard in Schools Scotland Act
ASN Act
ACfE
HGIOS
Journey to Excellence
Assisted Self Evaluations
Active Schools Plan
Child at the Centre
Care Commission Standards
Early Years framework
Departmental Restructuring
Single Status
Internal/external reviews
Compliance with local and national financial and procurement regulations.
Local and national building and planning regulations.
Scottish Government Glow Technologies initiative to underpin and support the delivery of CfE.
Health Promoting Schools Initiative
Hungry for Success Initiative
Health and Safety regulations
Health Promotion and Nutrition Scotland Act 2007
Promote uptake of schools meals, in particular free school lunches, bearing in mind the entitlement of P1-3 as from August 2010.
Protect the identity of pupils receiving free school meals.
Ensure that all food and drink provided in schools complies with the requirements of the Schools (Health Promotion and Nutrition) (Scotland) Act 2007.
Ensure that all buildings have been cleaned to standards laid down in specification document.

STAKEHOLDERS

Local communities
Schools
External agencies, eg Health, Police, etc
CNES Internal Departments
Parents
Staff
Children and Young People
Further Education
Higher Education
Employers
Training Providers
Voluntary Sector
Comhairle Elected Members
Voluntary organisations
Scottish Government/Government Agencies
Locality Planning Groups
Trade Unions
Construction Firms
LTS
National Glow team
Skills Development Scotland
Suppliers and contractors

Service Profiles

- **Administration and Staffing**
- **Catering and Cleaning**
- **Extended Learning**
- **Finance and Estate**
- **Information Technology (IT)**
- **Schools and Pre-school Education**

Business Unit SWOT

Education and Resources

	STRENGTHS	WEAKNESSES
INTERNAL	<ul style="list-style-type: none"> • Good staffing levels and competencies • Good range and quality of education provision 	<ul style="list-style-type: none"> • Condition survey of school estate • Surplus pupil capacity in too many schools
	OPPORTUNITIES	THREATS
EXTERNAL	<ul style="list-style-type: none"> • Education and school estate review • Curriculum for Excellence 	<ul style="list-style-type: none"> • Falling school rolls • Tightening financial and resource implications



Service Profile: Administration and Staffing

Description:

Administration and Staffing: provide administrative support and staffing function to the Education and Children's Services Department.

Outputs:

All correspondence processed within appropriate timescales.
Ensuring compliance with statutory timelines for reporting.
Ensuring compliance with Comhairle HR Policy and Procedures.

Primary Outcome:

2.5 (SOA 15) Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 2.5.1 Improved Comhairle customer services and access to them.				
Co-ordinate the development and implementation of a departmental on-line information resource which incorporates all departmental information, policies, procedures, guidance, circulars, etc in relation to the education and children and families' functions.	Resources Manager	01/04/2011	31/03/2012	Operating
Local Outcome: 2.5.2 Continuous improvement in the efficiency of our delivery and the quality of public services and customer satisfaction.				
Develop central electronic filing, case management and data gathering system.	Principal Officer, Administration and Staffing	01/04/2011	31/03/2012	Operating
Undertake review of school support staff functions.	Principal Officer, Administration and Staffing	01/04/2011	31/03/2012	Operating
Local Outcome: 2.5.4 People have access to a range of quality facilities				
Manage and monitor the implementation of the Business Unit strategies and workplans in relation to Finance and Estate, IT, Staffing, School Catering/Cleaning	Resources Manager	01/04/2011	31/03/2012	Capital

Service Profile KPIs:

KPI	Units	11/12	12/13	13/14	14/15	15/16
Percentage of staff inducted	%	100	100	100	100	100

Service Profile: Catering and Cleaning

Description:

Catering and Cleaning: provide a catering and cleaning function for the Education and Children's Services Department in relation to schools and other services.

Outputs:

Provide effective catering and cleaning service meeting Health and Safety and Food and Nutrition Standards.
Reports to Education and Children's Services Committee
Reports to Audit and Scrutiny Committee

Primary Outcome:

2.5 (SOA 15) Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 2.5.1 Improved Comhairle customer services and access to them.				
Create a strategic plan for the development of the school catering service	Operations Manager	01/04/2011	31/03/2012	Operating
Local Outcome: 2.5.2 Continuous improvement in the efficiency of our delivery and the quality of public services and customer satisfaction.				
To implement the recommendations of the Building Cleaning Best Value Review	Operations Manager	01/04/2011	31/03/2012	Operating
To develop a work plan to address the recommendations of the Best Value Review of Civic and School Catering and to participate in a further review for Civic Catering	Operations Manager	01/04/2011	31/03/2012	Operating
Local Outcome: 2.5.3 Improved Financial services that support the Service Delivery of the Comhairle				
Increase school meal uptake by pupils.	Operations Manager	01/04/2011	31/03/2012	Operating

Service Profile KPIs:

KPI	Units	11/12	12/13	13/14	14/15	15/16
Percentage uptake of school meals.	%	70	75	80	85	90

Service Profile: Extended Learning

Description:

Extended Learning: provide support to schools and children's services in areas of vocational education, additional support needs and 16+ learning choices.

Outputs:

Improved post-school destinations for young people.
Enhanced support for young people with additional support needs.

Primary Outcome:

3.1 (SOA 3) We are better educated, more skilled and more successful, renowned for our research and innovation.

Secondary Outcomes:

2.5 (SOA 15) Our public services are high quality, continually improving, efficient and responsive to local people's needs.
3.2 (SOA 4) Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 2.5.1 Improved Comhairle customer services and access to them.				
Develop the Extended Learning Resources Communication.	Extended Learning Manager	01/04/2011	30/06/2012	Operating
Develop the Extended Learning partnership working across all sectors.	Extended Learning Manager	01/04/2011	30/06/2012	Operating
Local Outcome: 2.5.3 Improved Financial services that support the Service Delivery of the Comhairle				
Develop Extended Learning finance strategy in partnership with the Third Sector.	Extended Learning Manager	01/04/2011	31/12/2011	Operating
Local Outcome: 3.1.1 An increase in the number of school leavers in positive and sustained destinations				
Review and evaluate implementation of European Social Fund (ESF) project	Extended Learning Manager	01/04/2011	31/03/2012	Operating
Review and evaluate implementation of 16+ Learning Choices Programme.	Extended Learning Manager	01/04/2011	31/03/2012	Operating
Develop joint working with Skills Development Scotland (SDS).	Extended Learning Manager	01/04/2011	31/03/2012	Operating
Implement More Choices More Chances (MCMC) strategic action plan.	Extended Learning Manager	01/04/2011	30/06/2012	Operating
Local Outcome: 3.2.7 School children have access to a range of learning and developmental opportunities				
Develop work plan with Community Learning and Development.	Extended Learning Manager	01/04/2011	31/03/2012	Operating
Develop joint working with Duke of Edinburgh Award Scheme.	Extended Learning Manager	01/04/2011	31/03/2012	Operating
Local Outcome: 3.2.9 We meet the educational needs of all children.				
Develop accreditation strategy for Extended Learning.	Extended Learning Manager	01/04/2011	31/12/2011	Operating
Sustain and develop employer engagement in school and pre-school centres.	Education Support Officer	01/04/2011	30/06/2012	Operating

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Promote skills and enterprise in pre-school, school and post-school education and transitions.	Education Support Officer	01/04/2011	30/06/2012	Operating

Service Profile KPIs:

KPI	Units	11/12	12/13	13/14	14/15	15/16
Percentage of pupils going on to positive destinations	%	100	100	100	100	100

Service Profile: Finance and Estate

Description:

Finance and Estate: provide financial support in terms of business planning and accounting for the Education and Children's Services Department. Estate function audits ensure that work in relation to the physical estate is prioritised and commissioned as appropriate.

Outputs:

Financial monitoring reports
Business planning and accounting function
Audits of physical estate
Prioritised work and commission services

Primary Outcome:

2.5 (SOA 15) Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Secondary Outcomes:

3.2 (SOA 4) Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
4.2 (SOA 14) We reduce the local and global environmental impact of our consumption and production.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 2.5.1 Improved Comhairle customer services and access to them.				
Develop the Business Continuity Plan to include risks, partnerships, Health and Safety and Emergency Planning	Resources Manager	01/04/2011	31/03/2012	Operating
Local Outcome: 2.5.2 Continuous improvement in the efficiency of our delivery and the quality of public services and customer satisfaction.				
Develop three-year Finance Strategy for Education and Children's Services to ensure that the Department meets the Comhairle's Cash Planning Limits and Savings targets.	Head of Education and Resources	01/04/2010	31/03/2013	Operating
Local Outcome: 2.5.3 Improved Financial services that support the Service Delivery of the Comhairle				
Update and incorporate all relevant policies, procedures and guidance into Finance Handbook and train staff appropriately.	Principal Officer - Educational Resources	01/04/2011	31/03/2012	Operating
Local Outcome: 2.5.4 People have access to a range of quality facilities				
Update and implement School Estate Management Plan(SEMP), based on the outcome of the Future School Estate strategy and based on feedback from Technical Services Department.	Principal Officer - Educational Resources	01/04/2011	31/03/2012	Operating
Local Outcome: 3.2.5 Our children are educated in schools fit for the 21st Century.				
Ensure construction and long term maintenance of 5 new schools as detailed in the Western Isles Schools Project	Director of Education and Children's Services	01/04/2010	31/08/2012	New Operating Initiative – Ongoing
Local Outcome: 4.2.1 A reduction in the Carbon Footprint and emissions of the Outer Hebrides and especially those of public agencies and organisations.				

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Develop and improve the energy efficiency of the School Estate and incorporate low or zero carbon technologies and renewable technology where appropriate	Principal Officer - Educational Resources	01/04/2011	31/03/2012	Operating

Service Profile KPIs:

KPI	Units	11/12	12/13	13/14	14/15	15/16
Number of schools in condition category C	#	14	N/A	N/A	N/A	N/A
Number of schools in condition category A	#	0	N/A	N/A	N/A	N/A
Number of schools in condition category B	#	20	N/A	N/A	N/A	N/A
Number of schools in condition category D	#	0	N/A	N/A	N/A	N/A

Service Profile: Information Technology (IT)

Description:

Information Technology: provide IT support, training and commissioning in relation to learning and teaching and MIS systems.

Outputs:

IT infrastructure, software, training and support to schools and the Department.

Primary Outcome:

3.2 (SOA 4) Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 3.2.3 We meet the needs of all Children in the Outer Hebrides				
Development and Coordination of ICT in line with the Scottish Schools Digital Network (SSDN-Glow) to underpin, support and develop the National Curriculum for Excellence.	Resources Manager	01/04/2011	31/03/2012	Operating
Development and support of Data protocols, User provisioning, and Management Information handling, sharing and alert systems for school administration, national curriculum and statutory requirements.	Resources Manager	01/04/2011	31/03/2012	Operating
To ensure and manage the technical design, development, maintenance and support of the Authority-wide data and communications infrastructure and networks, in line with the National Government and Local Authority vision for 21st century schools.	Resources Manager	01/04/2011	31/03/2012	Operating
Local Outcome: 3.2.9 We meet the educational needs of all children.				
Identify use of IT in schools and evaluate impact of software programmes, eg Education City, Alta Maths, Scholar, etc	Head of Education and Resources	01/04/2011	30/06/2012	Operating

Service Profile KPIs:

KPI	Units	11/12	12/13	13/14	14/15	15/16
Number of parents accessing GLOW	#	200	N/A	N/A	N/A	N/A

Service Profile: Schools and Pre-school Education

Description:

School and Pre-school: provide education, learning and teaching support for all children from birth-3 and 3-18.

Outputs:

Attainment levels
Vocational preparation
Achievement levels
Personal Learning Plans
Individual Learning Plans

Primary Outcome:

3.2 (SOA 4) Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

Secondary Outcomes:

- 1.2 (SOA 2) We realise our full economic potential with more and better employment opportunities for our people.
- 2.5 (SOA 15) Our public services are high quality, continually improving, efficient and responsive to local people's needs.
- 3.1 (SOA 3) We are better educated, more skilled and more successful, renowned for our research and innovation.
- 3.3 (SOA 5) Our children have the best start in life and are ready to succeed.
- 3.4 (SOA 8) We have improved the life chances for children, young people and families at risk.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 1.2.3 Improved efficiency and effectiveness of service delivery				
Develop and support Childminding Services	Early Years Services Manager	01/01/2011	31/03/2014	Operating
Local Outcome: 2.5.2 Continuous improvement in the efficiency of our delivery and the quality of public services and customer satisfaction.				
Develop and implement primary education provision and school estate review.	Director of Education and Children's Services	01/04/2011	30/06/2016	New Operating Initiative – One Off
Review implementation and impact of Active Schools Initiative.	Head of Education and Resources	01/08/2011	30/06/2012	Operating
Review implementation and impact of Youth Music Initiative	Head of Education and Resources	01/08/2011	30/06/2012	Operating
Audit and review implementation of parental involvement in schools	Head of Education and Resources	01/08/2011	30/06/2012	Operating
Promote Integrated Children's Services through Learning Communities.	Head of Education and Resources	01/04/2011	30/06/2012	Operating
Local Outcome: 2.5.3 Improved Financial services that support the Service Delivery of the Comhairle				
In terms of the Future School Estate Strategy and WISP arrangements, develop a workforce planning strategy for departmental and school staff.	Resources Manager	01/04/2011	31/03/2012	Operating
Local Outcome: 3.1.2 Implementation of Comhairle Gaelic policy and Western Isles Gaelic Language Plan in respect of Gaelic medium education.				
Implement the Gaelic Policy and identify areas for further development.	Head of Education and Resources	01/04/2011	30/06/2014	Operating
Local Outcome: 3.1.3 Appropriately skilled local workforce				

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Develop common values in the Early Years workforce, enhance their skills and develop broader roles.	Early Years Services Manager	01/04/2009	31/03/2014	Operating
Identify and record participation, roles, responsibilities, and impact of all education fora, eg PE, Music and subject networks.	Head of Education and Resources	01/08/2011	30/06/2012	Operating
Local Outcome: 3.2.3 We meet the needs of all Children in the Outer Hebrides				
Develop and implement Learning Community Strategy across Education and Children's Services.	Head of Education and Resources	01/04/2011	31/03/2012	Operating
Renewed Focus on age 0-3 as the period of a child's development that shapes future outcomes.	Early Years Services Manager	01/01/2011	31/03/2014	Operating
Provide direction and leadership to the Learning Community Principals.	Head of Education and Resources	01/04/2011	30/06/2012	Operating
Local Outcome: 3.2.4 Implementation of a Curriculum for Excellence.				
Implement the 3-year Curriculum for Excellence Plan	Head of Education and Resources	01/04/2011	31/03/2014	Operating
Local Outcome: 3.3.1 A Croileagan or Nursery place is available for all three and four year olds whose parents request one.				
Continue to consider the direct management of any voluntary sector pre-school provider wishing to come under the direct management of the Comhairle.	Early Years Services Manager	01/01/2011	31/03/2014	Operating
Local Outcome: 3.4.1 We meet the needs of the most vulnerable children in our islands				
Meet the needs of very young children and their families within the Early Years setting,	Early Years Services Manager	01/01/2011	31/03/2014	Operating

Service Profile KPIs:

KPI	Units	11/12	12/13	13/14	14/15	15/16
Percentage of children in Gaelic Medium Education	%	40	40	40	40	40
Percentage of childminders receiving good or very good Care Commission reports.	%	90	90	90	90	90
Percentage of secondary schools with occupancy of 61 - 80%	%	50	50	50	50	N/A
Number of parents (referred) who are provided with parenting support and guidance by Early Years Staff.	#	10	N/A	N/A	N/A	N/A
Number of pre-school establishments under Local authority control	#	24	N/A	N/A	N/A	N/A
Percentage of primary schools with occupancy of 61 - 80%	%	80	N/A	N/A	N/A	N/A
Percentage of childcare centres that have attended and are implementing training	%	90	90	90	90	90
Percentage of school estate reviews completed within agreed timescales.	%	100	100	100	100	100
Number of secondary school subjects delivered through the medium of Gaelic.	#	6	N/A	N/A	N/A	N/A
Percentage of Schools inspected that have positive HMle Reports	%	100	100	100	100	100
Percentage of Pre-school establishments inspected that have received positive HMle inspection reports	%	100	100	100	100	100

EDUCATION AND CHILDREN'S SERVICES DEPARTMENT - Quality Improvement

OUR MISSION

The quality improvement section assists in the evaluation of Education and Children's Services. This process is based on the use of a range of quality indicators and standards, alongside other sources of guidance, which enable the service to identify best practice and areas for development. The service also assists in the production of action plans to assist services in bringing about change and improvement in reporting on standards and quality.

RECENT ACHIEVEMENTS

The functions of the Education Department were assessed by HMI as good for nine quality indicators and satisfactory for one.

Strong performance of pupils in SQA examinations by the end of S6

The effective promotion of Gaelic language, heritage and culture.

Reduction in class sizes (80% of schools have achieved the target)

Young people who demonstrate high achievement in cultural and sporting events locally and nationally.

High staying on rates in schools.

The number of pupils going onto positive destinations post school.

PLANNING CONTEXT

Single Outcome Agreement

Central Government/Local funding restraints

Annual updates

Children's service plan

OHCPP

Standards and quality reports

HMI

Care Commission

SWIA

STAKEHOLDERS

Internal

- Other Comhairle department

- The Comhairle (Members/Officers)

External

- Service users

- Third Sector

- NHS Western Isles

- Northern Constabulary

- Care Commission

- Scottish Government and Government Agencies

- Local communities

- Audit Scotland

- Media

Service Profiles

- **Quality Improvement**

Business Unit SWOT

Quality Improvement

		STRENGTHS	WEAKNESSES
INTERNAL		<ul style="list-style-type: none"> • Culture of self evaluation across the service • Positive Reports from External Scrutiny Organisations. • Experienced and committed team 	<ul style="list-style-type: none"> • Time scales for dealing with under-performance • Lack of consistency in approach to self-evaluation
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • To embed the culture of self-evaluation across the Curriculum for Excellence (CfE) initiatives. • Improve liaison with other services. • To embed self-evaluation across integrated services 	<ul style="list-style-type: none"> • Skills development of all staff • Age profile of Quality Improvement Team • Budgetary restrictions.

Service Profile: Quality Improvement

Description:

To support and challenge Education and Children's Services by promoting and developing robust Quality Improvement procedures.

Outputs:

Quality Assurance Reports
 Quality Assurance policy
 Quality Assurance procedures
 Professional Review and Development (PRD) procedures
 Staff Development Appraisal (SDA) procedures
 Scottish Government returns
 Training Plans for workforce effectively implemented
 Appointments processed
 Complaints processed

Primary Outcome:

3.2 (SOA 4) Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

Secondary Outcomes:

- 2.5 (SOA 15) Our public services are high quality, continually improving, efficient and responsive to local people's needs.
- 3.1 (SOA 3) We are better educated, more skilled and more successful, renowned for our research and innovation.
- 3.4 (SOA 8) We have improved the life chances for children, young people and families at risk.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 2.5.2 Continuous improvement in the efficiency of our delivery and the quality of public services and customer satisfaction.				
Maintain a well motivated and highly trained workforce.	Quality Improvement Manager	01/04/2010	31/03/2013	Operating
Local Outcome: 3.1.3 Appropriately skilled local workforce				
Promote STEM (Science, Technology, Engineering, Maths) subjects to all schools.	Education Support Officer	01/04/2011	31/03/2012	Operating
Local Outcome: 3.2.4 Implementation of a Curriculum for Excellence.				
Implementation of Curriculum for Excellence	Head of Education and Resources	01/04/2011	31/03/2012	Operating
Local Outcome: 3.2.6 Progress initiatives designed to improve the learning experiences of pupils				
Development of the Learning and Teaching aspects of GLOW (Scotland's National Intranet) for all schools	Education Support Officer	01/04/2011	31/03/2012	Capital
Local Outcome: 3.2.8 Assist schools with their improvement agenda				
Develop a three year strategy for excellence in education.	Head of Education and Resources	01/04/2011	31/03/2014	Operating
Implementation of Quality Assurance policy and procedures across Education and Children's Services Department	Quality Improvement Manager	01/04/2011	31/03/2012	Operating
Local Outcome: 3.4.11 Our young people are more aware of the dangers of risk taking behaviour				

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Ensure that all pupils on P4 and above receive information on Internet Safety Awareness	Education Support Officer	01/04/2011	31/03/2012	Operating

Service Profile KPIs:

KPI	Units	11/12	12/13	13/14	14/15	15/16
Percentage of S4 pupils with 5+ awards at level 4+	%	83	N/A	N/A	N/A	N/A
Percentage of pupil attendance	%	95	N/A	N/A	N/A	N/A
Percentage of S4 roll with 1+ awards at level 6 or better.	%	52	N/A	N/A	N/A	N/A
Percentage of S4 roll with 5+ awards at level 6 or better	%	10	N/A	N/A	N/A	N/A
Percentage of S4 pupils with 5+ awards at level 5+	%	43	N/A	N/A	N/A	N/A
Percentage of S4 pupils with 5+ awards at level 3+	%	95	N/A	N/A	N/A	N/A
Percentage of S4 roll with 3+ awards at level 6 or better	%	24	N/A	N/A	N/A	N/A
School Assisted Self Evaluations showing positive implementation of Curriculum for Excellence.	%	100	100	100	100	100
Number of pupils temporarily excluded from education	#	55	N/A	N/A	N/A	N/A
Percentage of HMle school reports recording positive implementation of CfE	%	100	100	100	100	100